

"footway" has the same meaning as in the Highways Act 1980 (see section 139(1) of that Act)

(1) A constable or authorised officer who has reasonable grounds for believing that a person is doing or is about to do a prohibited activity may direct the person—

- (a) to cease doing that activity; or
 - (b) (as the case may be) not to start doing that activity.
- (2) For the purposes of this Part, a "prohibited activity" is any of the following—
- (a) operating any amplified noise equipment in the controlled area of Parliament Square;
 - (b) erecting or keeping erected in the controlled area of Parliament Square—
 - (i) any tent, or
 - (ii) any other structure that is designed, or adapted, (solely or mainly) for the purpose of facilitating sleeping or staying in a place for any period;
 - (c) using any tent or other such structure in the controlled area of Parliament Square for the purpose of sleeping or staying in that area;
 - (d) placing or keeping in place in the controlled area of Parliament Square any sleeping equipment with a view to its use (whether or not by the person placing it or keeping it in place) for the purpose of sleeping overnight in that area;
 - (e) using any sleeping equipment in the controlled area of Parliament Square for the purpose of sleeping overnight in that area.
- (3) But an activity is not to be treated as a "prohibited activity" within subsection (2) if it is done—
- (a) for police, fire and rescue authority or ambulance purposes;
 - (b) by or on behalf of a relevant authority; or
 - (c) by a person so far as authorised under section 147 to do it (authorisation for operation of amplified noise equipment).
- (4) In subsection (2)(a) "amplified noise equipment" means any device that is designed or adapted for amplifying sound, including (but not limited to)—
- (a) loudspeakers; and
 - (b) loudhailers.
- (5) In subsection (3)(b) "relevant authority" means any of the following—
- (a) a Minister of the Crown or a government department;
 - (b) the Greater London Authority; or
 - (c) Westminster City Council.
- (6) It is immaterial for the purposes of a prohibited activity—
- (a) in the case of an activity within subsection (2)(b), or (c) of keeping a tent or similar structure erected or using a tent or similar structure, whether the tent or structure was first erected before or after the coming into force of this section;

Notes: This version of the provision provides that no provision be changed as highlighted. There are existing proposals made by the legislation go to either amend Police Reform and Social Responsibility Act 2011. Any changes that are already been made to the text appear in the context and are highlighted with a different colour. See end of Document for details.

- (b) in the case of an activity within subsection (2)(d) or (e) of keeping in place any sleeping equipment or using any such equipment, whether the sleeping equipment was first placed before or after the coming into force of this section;
- (7) In this section "sleeping equipment" means any sleeping bag, mattress or other similar item designed or adapted (solely or mainly) for the purpose of facilitating sleeping in a place;
- (8) A person who fails without reasonable excuse to comply with a direction under subsection (1) commits an offence and is liable on summary conviction to a fine not exceeding level 5 on the standard scale.

144 Directions under section 143: further provision

- (1) A direction requiring a person to cease doing a prohibited activity may include a direction that the person does not start doing that activity again after having ceased it.
- (2) A direction requiring a person not to start doing a prohibited activity continues in force until—
 - (a) the end of such period beginning with the day on which the direction is given as may be specified by the constable or authorised officer giving the direction; or
 - (b) if no such period is specified, the end of the period of 90 days beginning with the day on which the direction is given.
- (3) A period specified under subsection (2)(a) may not be longer than 90 days.
- (4) A direction may be given to a person to cease operating, or not to start operating, any amplified noise equipment only if it appears to the constable or authorised officer giving the direction that the following condition is met.
- (5) The condition is that the person is operating, or is about to operate, the equipment in such a manner as to produce sound that other persons in or in the vicinity of the controlled area of Parliament Square can hear or are likely to be able to hear.
- (6) A direction—
 - (a) may be given orally;
 - (b) may be given to any person individually or to two or more persons together; and
 - (c) may be withdrawn or varied by the person who gave it.
- (7) In this section—
 - "amplified noise equipment" has the meaning given by section 143(4);
 - "direction" means a direction given under section 143(1).

145 Power to seize property

- (1) A constable or authorised officer may seize and retain a prohibited item that is on any land in the controlled area of Parliament Square if it appears to that constable or officer that the item is being, or has been, used in connection with the commission of an offence under section 143.

Section 143(1) of the Police Reform and Social Responsibility Act 2011 (the Act) provides that the following provisions of the Act are subject to any order made by the Mayor of London under section 143(2) of the Act. The provisions of the Act are subject to any order made by the Mayor of London under section 143(2) of the Act.

- (2) A constable may seize and return a prohibited item that is on any land outside of the controlled area of Parliament Square if it appears to the constable that the item has been used in connection with the commission of an offence under section 143.
- (3) A "prohibited item" is any item of a kind mentioned in section 143(2).
- (4) A constable may use reasonable force, if necessary, in exercising a power of seizure under this section.
- (5) An item seized under this section must be returned to the person from whom it was seized—
 - (a) no later than the end of the period of 28 days beginning with the day on which the item was seized, or
 - (b) if proceedings are commenced against the person for an offence under section 143 before the return of the item under paragraph (a) at the conclusion of those proceedings.
- (6) If it is not possible to return an item under subsection (5) because the name or address of the person from whom it was seized is not known—
 - (a) the item may be returned to any other person appearing to have rights in the property who has come forward to claim it, or
 - (b) if there is no such person, the item may be disposed of or destroyed at any time after the end of the period of 90 days beginning with the day on which the item was seized.
- (7) Subsections (5)(b) and (6) do not apply if a court makes an order under section 146(1)(a) for the forfeiture of the item.
- (8) The references in subsections (1) and (2) to an item that is "on" any land include references to an item that is in the possession of a person who is on any such land.

146 Power of court on conviction

- (1) The court may do either or both of the following on the conviction of a person ("P") of an offence under section 143—
 - (a) make an order providing for the forfeiture of any item of a kind mentioned in subsection (2) of that section that was used in the commission of the offence;
 - (b) make such other order as the court considers appropriate for the purpose of preventing P from engaging in any prohibited activity in the controlled area of Parliament Square.
- (2) An order under subsection (1)(b) may (in particular) require P not to enter the controlled area of Parliament Square for such period as may be specified in the order.
- (3) Power of the court to make an order under this section is in addition to the court's power to impose a fine under section 143(8).

147 Authorisation for operation of amplified noise equipment

- (1) The responsible authority for any land in the controlled area of Parliament Square may authorise a person in accordance with this section to operate on that land any amplified noise equipment (as defined by section 143(4)).

GREATER LONDON AUTHORITY

*Police Reform and Local Government Act 2002 (2002:31)
Part 3 – Parliament Square, Garden and surrounding area
Section 143(1) – 143(14)*

*Section 143(1) and (2) of the Police Reform and Local Government Act 2002 (2002:31) provide that:
(Changes to legislation: Part 3 of the Act is currently carrying no effect. None of the amendments made to this section and to the provisions of the Act by any change in the law have since been made.)
The words appear in the original and are reproduced verbatim from the text of the document for Section 143.*

- 2) An application for authorisation must be made to the responsible authority by or on behalf of the person (or persons) seeking the authorisation.
- (3) The responsible authority may—
 - (a) determine the form in which, and the manner in which, an application is to be made;
 - (b) specify the information to be supplied in connection with an application;
 - (c) require a fee to be paid for determining an application.
- (4) If an application is duly made to a responsible authority, the authority must—
 - (a) determine the application; and
 - (b) give notice in writing to the applicant of the authority's decision within the period of 21 days beginning with the day on which the authority receives the application.
- (5) The notice must specify—
 - (a) the person (or persons) authorised (whether by name or description);
 - (b) the kind of amplified noise equipment to which the authorisation applies;
 - (c) the period to which the authorisation applies; and
 - (d) any conditions to which the authorisation is subject.
- (6) The responsible authority may, at any time—
 - (a) withdraw an authorisation given to a person under this section; or
 - (b) vary any condition to which an authorisation is subject.
- (7) Variation under subsection (6)(b) includes—
 - (a) imposing a new condition;
 - (b) removing an existing condition; or
 - (c) altering any period to which a condition applies.
- (8) The exercise of a power under subsection (6) to withdraw an authorisation or to vary a condition is effected by the responsible authority giving notice in writing to the applicant.

143 Meaning of "authorised officer" and "responsible authority"

- (1) This section applies for the purposes of this Part.
- (2) "Authorised officer", in relation to any land in the controlled area of Parliament Square, means—
 - (a) an employee of the responsible authority for that land who is authorised in writing by the authority for the purposes of this Part; and
 - (b) any other person who, under arrangements made with the responsible authority (whether by that or any other person), is so authorised for the purposes of this Part.
- (3) "Responsible authority", in relation to any land in the controlled area of Parliament Square, means—
 - (a) the Greater London Authority, for any land comprised in the central garden of Parliament Square (as defined by section 142(2)); and
 - (b) Westminster City Council, for any other land.

GREATER LONDON AUTHORITY

*Part 3 Byelaws relating to the police Act 1999
Part 3 Byelaws relating to the Police Reform and
Social Responsibility Act 2011*

*Section 143(1) of the Police Reform and Social Responsibility Act 2011
Changes in legislation: There are no changes in legislation made by the amendments of this section
made to Police Reform and Social Responsibility Act 2011. The changes made are already covered by
the amendments in the Police Reform and Social Responsibility Act 2011.*

143 Effect of Part on byelaws

- (1) In section 335 of the Greater London Authority Act 1999 (byelaws), after subsection (6) insert—
 - (16A) Byelaws under this section may not be made as respects Parliament Square Garden for the purpose of prohibiting a particular activity so far as that activity is a prohibited activity for the purposes of Part 3 of the Police Reform and Social Responsibility Act 2011 (see section 143(2) of that Act)."
- (2) Any byelaw made under section 335 of the Greater London Authority Act 1999 before the date on which section 143 above comes into force ceases to have effect on that date so far as the byelaw makes provision prohibiting, as respects the controlled area of Parliament Square, a particular activity that is a prohibited activity for the purposes of this Part.
- (3) Nothing in this Part restricts the making of any byelaw under section 255(1) of the Local Government Act 1972 (power of councils to make byelaws) for the purpose of prohibiting, as respects the controlled area of Parliament Square, a particular activity except so far as the activity is a prohibited activity for the purposes of this Part.

Statute:

The text of the police reform provisions of the Act appears here.

Changes to legislation:

There are preceding changes to parts of the legislation going back as far as the Police Reform and Social Responsibility Act 2011. Any change that has subsequently taken place in the text appears in the document as amended and is indicated with a star (*).

Changes and effects yet to be applied to:

- specified provisions remain in force as amended commencing 11/01/2014 art 1(1) by S.I. 2013/201 art 3

Changes and effects yet to be applied to the whole Act associated Parts and Chapters:
While provisions yet to be moved into force (including any effects on those provisions):

- s 1(1)(f)(G)(b)(i)-(j) coming into force by S.I. 2013/201 art 1(1)(1)
- s 3(3)(G)(b)(i)-(j) coming into force by S.I. 2013/201 art 1(1)(1)
- s 1(4)(2)(5)(3)(12) coming into force by S.I. 2013/201 art 1(1)

Commencement Orders yet to be applied to the Police Reform and Social Responsibility Act 2011:

- Commencement Orders bringing legislation that affects this Act into force:
 - S.I. 2013/201 art 1 commences (2013-13)

ENFORCEMENT POLICY 2014

***THIS POLICY IS SUBJECT TO FORMAL APPROVAL
AND THE FINAL VERSION MAY DIFFER FROM THIS
ONE***

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ENFORCEMENT POLICY 2014

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GREATER LONDON AUTHORITY

ENFORCEMENT POLICY 2014

1. Introduction

The Greater London Authority (GLA) has responsibility for the management of Trafalgar Square and Parliament Square Garden under sections 383 and 384 of the GLA Act 1999 ('the Act'). The care, control, management and regulation of these Squares are therefore functions of the Authority, exercisable by the Mayor.

This Policy supersedes any previous GLA Enforcement Policy.

Section 385 of the Act allows for the Authority to make byelaws that are considered necessary for securing the proper management, preservation of order and prevention of abuses of the Squares.

The Authority has responsibility for enforcement of the Trafalgar Square and Parliament Square Garden Byelaws 2012, as amended. Enforcement is undertaken by GLA Authorised Officers appointed by the Mayor of London.

The Police Reform and Social Responsibility Act 2011 gives the GLA additional powers in respect of Parliament Square Garden to allow GLA Authorised Officers to carry out enforcement against specific prohibited activities.

In carrying out enforcement the GLA will follow the guidance of the Enforcement Concordat agreed between central and local government. Whenever possible the aim will be to seek compliance without recourse to formal enforcement procedures.

The Mayor has delegated functions to officers within the Authority in accordance with section 380 to the Act.

2. Principles of Good Enforcement

2.1 The Enforcement Concordat lays out the principles of good enforcement. These are:

- Publishing clear standards
- Dealing with the public and businesses in an open and honest way
- Providing a courteous, efficient and helpful service
- Responding promptly and positively to complaints about the service
- Ensuring enforcement action is proportionate to the risks to the public
- Carrying out duties in a fair, equitable and consistent manner.

3. General Principles

3.1 Each case is unique and will be considered on its own facts and merits. There are however, general principles that apply to the way in which GLA Authorised Officers and Prosecutors will approach each case.

- 3.2 GLA Authorised Officers and Prosecutors must be fair and objective in the conduct of their duties. They must not let personal views about ethnic origin, gender, religion, political beliefs, sexual orientation, age or any other personal characteristic of suspected offenders play any part whatsoever in the consideration of any matter, nor must they be affected by improper or undue influence.
- 3.3 GLA Authorised Officers and Prosecutors will endeavour to ensure the right perpetrator is identified and prosecuted for the offence. In doing so, prosecutors must always act in accordance with the principles set out in this policy and local procedural manuals and not solely for the purposes of obtaining a conviction.
- 3.4 GLA Prosecutors have a duty to review, advise in and prosecute cases where the decision to prosecute has been made. They must seek to rely on relevant and admissible evidence whilst having regard to matters of disclosure, in accordance with the provisions of the Criminal Procedures and Investigations Act 1996 and the Attorney General's Guidelines on disclosure of evidential materials.
- 3.5 The GLA is bound by the provisions of the Human Rights Act 1998, the Crime and Disorder Act 1998, Equality Act 2010 and all other relevant legislation that may be applicable.
- 3.6 The GLA will comply with the Data Protection Act 1998 in relation to all aspects of investigations and prosecutions. This includes the collection of personal data and its retention, disclosure and other processing. In particular it is to be noted that personal data will not be disclosed to third parties except in accordance with the provisions of the act.

4. Authorised Officers

- 4.1 Enforcement functions are carried out by the GLA's Authorised Officers who are formally appointed by the Mayor of London in conjunction with uniformed Heritage Warden Enforcement Officers who are instructed to carry out other enforcement functions and activities where appropriate, including providing advice and guidance where necessary.
- 4.2 When carrying out enforcement function and activity officers will always endeavour, where possible, to identify themselves before commencing any enforcement action.
- 4.3 Enforcement Officers will identify themselves by:
 - Wearing the Heritage Warden Uniform displaying the Greater London Authority insignia on their Uniform; or
 - Producing a GLA warrant card consisting of a photographic card and a metal badge, both parts of which show the same unique serial number.

All Enforcement Officers carry a GLA warrant card.

5. Types of Offences

- 5.1 The GLA may prosecute the following offences:
 - a) Any offence arising from a breach of the Trafalgar Square and Parliament Square Garden Byelaws 2012

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- b) Any offence arising from a breach of Part 3 of the Police Reform and Social Responsibility Act 2011
 - c) Public Order offences in contravention of the Public Order act 1986 and other public order offences perpetrated against GLA employees and contractors.
 - d) Offences contrary to the Protection from Harassment Act 1997 or the Malicious Communications Act 1988
 - e) Criminal damage, graffiti and other types of property mutilation perpetrated against GLA property not prosecuted by the police.
 - f) Assault, battery or any other offence against the person on GLA employees, clients or contractors.
 - g) The GLA may also seek Anti-Social Behaviour Orders (ASBOs) against any person whose behaviour is found to have caused or is likely to cause any GLA employee, client, contractor or any other person on GLA premises harassment, alarm or distress.
- 5.2 The above list is not exhaustive and the GLA may prosecute other relevant offences outside of the list of offences set out in this policy.

6. Enforcement Notices and Directions

- 6.1 When dealing with breaches, Byelaws Authorised Officers will first give informal, oral advice to individuals or groups to cease the activity or not start an activity. If informal advice is not heeded an Authorised Officer will, where possible and practical, issue an enforcement notice to the person or persons found to be breaching the relevant byelaws. This notice will serve as a direction to the persons to cease the forbidden activity. Where it is not possible or practical to issue a letter, for example because of the number of people involved in the breach an oral direction will be given to individuals or collectively to the group.
- 6.2 On discovery of an activity prohibited by Part Three of the Police Reform and Social Responsibility Act 2011 or if there is cause for reasonable suspicion such an activity is about to commence, an Enforcement Officer will first give informal, oral advice to cease the activity or not start an activity. If informal advice is not heeded an Enforcement Officer will, where possible and practical, issue an enforcement notice to the person or persons breaching the relevant section. This notice will serve as a formal direction under s143 (1) PRSR 2011 to cease, not begin or not start again having ceased the prohibited activity. Where it is not possible or practical to issue a notice, for example because of the number of people involved in the breach an oral direction will be given to individuals or collectively to the group.

7. Who will prosecute?

- 7.1 Offences listed in this document will normally be prosecuted by:
- a) The GLA or authorised agents
 - b) The Crown Prosecution Service
- 7.2 This policy is restricted to those prosecutions that are conducted by the GLA and plays no part in the process of prosecution applied by the Crown Prosecution Service.

8. Decision to Prosecute

8.1 Prosecution will be considered where any breach of a byelaw or relevant legislation is identified. However, the aim will be to firstly use the procedures outlined in section 6.

8.2 The GLA will generally only seek prosecution in the following circumstances:

- a) When an offender refuses to heed all advice and warnings not to do or desist from doing a prohibited activity
- b) When the offence committed has caused or is likely to cause a risk to personal safety or has interfered with another person's enjoyment of the space
- c) When there is a realistic chance of prosecution succeeding and prosecution is in the public interest
- d) When our actions have been open, proportional, consistent and fair as outlined in this policy
- e) In other circumstances that the GLA considers reasonable and/or appropriate

8.3 It is recognised that the decision to prosecute a person suspected of an offence is an important and serious one. The GLA will therefore only prosecute if:

- a) The evidence shows that there is a realistic prospect of conviction (the Evidential test); and
- b) It would be in the public interest and the interest of justice to prosecute (the Public Interest test).

8.4 The Evidential Test

In deciding whether there is a realistic prospect of conviction, the Prosecutors will have regard to the following:

- a) Relevance and Admissibility of available evidence
- b) Reliability of evidence relating to the identity of the alleged offender,
- c) Reliability of any admissions and confessions
- d) Reliability of Prosecution Witnesses.

If the GLA considers that there is insufficient evidence upon which to base a prosecution, no prosecution will be brought. Consideration may however be given to other responses.

8.5 The Public Interest Test

Even where the evidential test has been satisfied, the prosecution of an alleged offence must be in the public interest and in the interests of justice, i.e. must be seen to be appropriate, fair and properly brought. There can be no definitive guidance as to when it may not be in the public interest of justice to prosecute an alleged offence, as each case will turn on its own individual facts.

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9. Prosecution Criteria

9.1 The GLA will have regard to the following factors in favour of prosecution:

- a) Previous conviction for a relevant or similar offence.
- b) Refusal to heed an earlier warning about similar conduct
- c) Failure to follow a formal direction contained in an enforcement letter or oral direction.
- d) Offender has committed any of the offences of a serious nature as set out in paragraph 5.1 of this policy.

9.2 The GLA will have regard to the following factors against prosecution:

- a) Insufficiency of evidence
- b) Where it appears that there has been a genuine mistake of fact by the alleged offender
- c) The age of the offender
- d) Where there may be significant issues concerning the mental health of the alleged offender
- e) Where, owing to circumstances beyond the offender's control, commission of the offence was unavoidable
- f) Where there is no realistic prospect of conviction
- g) The offender complying with a formal direction given in an enforcement notice or oral direction

9.3 The GLA will have regard to the following factors in the decision to discontinue proceedings:

- a) New and compelling evidence not previously available to the GLA.
- b) Insufficient evidence to proceed with prosecution
- c) Where the continuance of proceedings is likely to lead to an abuse of the process of the courts
- d) Where the continued proceedings are likely to be deemed malicious or in fact likely to be prejudicial to the GLA's interests.
- e) Where the Senior Authorised Officer takes the decision to discontinue proceedings against the offender, due to exceptional circumstances.

9.4 Where the withdrawal is due to (e) above, the relevant Senior Authorised officer may set the terms and conditions for such withdrawal.

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9.5 The lists contained in paragraphs 10.1, 10.2 and 10.3 are not exhaustive.

9.6 Under no circumstances should a case be withdrawn for the purposes of seeking compensation from the defendant, except in proceedings for compensation for damages or recovery of costs, through the county courts in relation to staff assault cases.

However nothing shall prevent the GLA from withdrawing a case against any person where there are exceptional reasons to do so. What constitutes exceptional reasons will be determined on the facts of individual cases and the decision to discontinue a case can only be taken by the relevant Senior Manager.

10. Alternatives to Prosecution

10.1 Where a breach of the byelaws or other relevant legislation takes place or is about to take place Enforcement Officers will in the first instance explain the relevant byelaws and legislation that is or is about to be breached and warn of the consequences of non-compliance with advice and subsequent directions.

10.2 Prosecution is an action of last resort where oral advice, warnings and directions have been ignored.

10.3 When an infringement of the byelaws or legislation is considered to be minor in nature, an oral or written warning regarding prohibited activities, the byelaws and any legislation may be given as an alternative to prosecution.

10.4 Where a case is disposed of other than by prosecution, the GLA may seek to recover any costs incurred in processing the case file.

11. Anti-Social Behaviour Orders

11.1 The GLA may decide to seek an Anti-Social Behaviour Order (ASBO) against any person in accordance with the Crime and Disorder Act 1998.

11.2 The GLA may seek ASBOs where perpetrators have acted in an anti-social manner on or in relation to GLA premises, employees, clients or contractors.

11.3 In other cases, GLA prosecutors may request a Magistrates Court to consider issuing a post-conviction ASBO, following the conviction of any offender for a relevant offence where in the opinion of the GLA, the behaviour associated with the offence has or is likely to cause any GLA employee harassment alarm or distress.

12. Young Offenders

12.1 The GLA will not normally prosecute any person under the age of 18 on the day of the relevant offence. This is in line with the Home Office guidelines of diverting youths away where possible, from the criminal justice system.

However, where the offence is of a serious nature, the GLA may prosecute.

The GLA considers the following offences to be of a serious nature:

- a) Assaults on staff or contractors or other Public Order offences

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- b) Any offence committed under Part 3 of the Police Reform and Social Responsibility Act 2011
- c) Criminal Damage
- d) Repeat offences of any nature or offences committed after a previous warning
- e) Breach of an Anti-Social Behaviour Order.
- f) Any other offence(s) where it is in the public interest to prosecute.

12.2 The GLA will consider all offences objectively in deciding whether or not to prosecute. Youth offenders will be prosecuted in accordance with the GLA prosecution criteria contained in this policy after taking all surrounding factors into consideration including necessary Home Office guidelines.

13. Investigations

- 13.1 As most offences that Enforcement Officers are likely to enforce against are strict liability offences that only require the suspects name and address to be obtained, it is unlikely to trigger a caution within the meaning of Police and Criminal Evidence Act 1984 (PACE).
- 13.2 GLA Authorised Officers will "caution" any suspect in accordance with PACE, where questions put to suspects are likely to result in admissions or confessions prejudicial to the suspect's case.
- 13.3 In administering the caution to a suspect, the GLA will read out the caution to a suspect and ask if the suspect understands. If the answer is 'no' the Authorised Officer will then explain the caution as simply as possible and then ask again if the suspect understands. Any reply to the caution must be recorded.

14. Disclosure

- 14.1 GLA Prosecutors will have regard to the Criminal Procedure and Investigations Act 1996 and the associated Code of Practice in the disclosure of prosecution materials.
- 14.2 GLA Prosecutors will endeavour to retain and preserve evidence that may be relevant to a prosecution, whether or not that evidence is to form part of the prosecution case.
- 14.3 The GLA recognises that the rules of disclosure in Magistrates Court are less formal in comparison to disclosure rules in the Crown Court. However in the interest of justice, the GLA will endeavour to adopt a consistent approach to disclosure by disclosing prosecution materials in advance of any hearing.

15. Policy Owner

- 15.1 This policy is sponsored and owned by the GLA Director of Resources.
- 15.2 This policy will reside with the following GLA officials who will be responsible for responding to all policy related queries in the first instance:
 - a) Support Services Manager

16. Policy Review

- 16.1 This policy will be reviewed periodically to reflect any changes in the law, regulations, Byelaws or GLA policies in force at the time. Any amendments will be reflected in the policy and published as appropriate.
- 16.2 The GLA will publish a copy of this policy on its official website and will provide a copy on request in appropriate cases.

17. Enquiries and Complaints

- 17.1 Any comments or questions regarding this policy should be addressed to:

Support Services Manager
Facilities Management Unit
Greater London Authority
City Hall
The Queen's Walk
More London
London
SE1 2AA

Or by email to trafalgar.square@london.gov.uk or parliament.square@london.gov.uk

- 17.2 Any complaints about enforcement activity or enforcement officers will be dealt with in accordance with the GLA's complaints procedure. Details of which can be found on the GLA website, www.london.gov.uk.

Key Performance Indicators*

Service Category	Service Element	Method of Measurement	Performance (Red, Amber Green)												
		Element Scoring: 0 to 1 Red, 2 to 3 Amber, 4 to 5 green	Max	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Operational Management	Competence, knowledge and capability	Fully site trained and competent HW's who are capable of delivering out the specification													
Operational Management	Duties and Tasks	Duties and Tasks completed as required by the Specification, GLA Orders, SOPs and Instructions													
Operational Management	Support, training and development	HW's provided with support, training as per the specification													
Operational Management	Dealing with emergencies and incidents	Emergencies and incidents dealt with effectively and escalated appropriately to GLA													
Managing the Contract	Staff establishment numbers and hours delivered	Full complement of HW's available, including relief officers and the required number of hours delivered													
Managing the Contract	S/O appearance	HW's issued with correct uniform and presented in full, clean uniform at all times													
Managing the Contract	Supporting process conformance	Supervision and management visits in line with the agreed frequency and complaints and investigations handled appropriately													
Managing the Contract	Supporting process conformance	Supporting documentation, including AIs, Risk Assessments and KPIs completed and presented on time and kept up to date													
Overall Score (0-13 Red, 14-27 Amber, 28 to 40 Green)			40												

*KPIs will be subject to change by the GLA over the life of the contract to reflect issues and priorities that are encountered in the delivery of the specification

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**

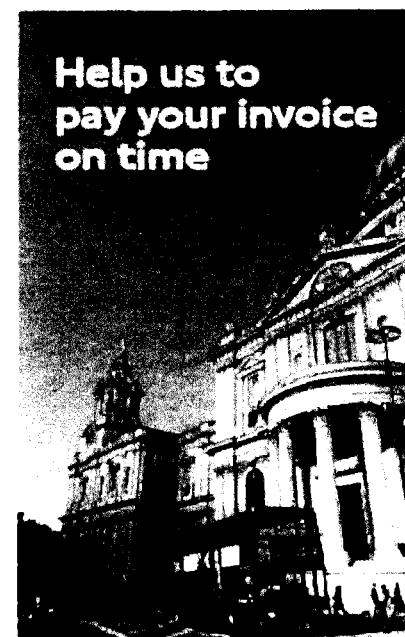
- Accept a request for goods or services without receipt of a valid PO or POA from the Purchaser.
- Invoice unless you have a valid Purchase Order Number.
- Accept verbal commitments or a valid Purchase Order Number if this does not guarantee that the Purchase Order is activated for use.
- Forward invoices to any address other than that stipulated as the Invoice to, in the Purchase Order.
- Accept late invoices.
- Give prices, quantities or descriptions that differ to the Purchase Order.
- Submit invoices with more than one Purchase Order.
- Submit invoices which total more than 10% 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 PO or POA Purchase Order Number AND invoice number (e.g. 1100287654321).
- Ensure quantity and pricing units are consistent with the Purchase Order.
- Invoice descriptions of goods/services match with the Purchase Order.
- Include the address to where goods were despatched or services provided.
- State the state on which goods were despatched or services provided.
- Detail point of delivery, if applicable.
- Correctly address any invoice or POA note to the entity as detailed on PO or POA Order.
- Ensure each credit note quotes the Invoice and Purchase Order to which it refers.

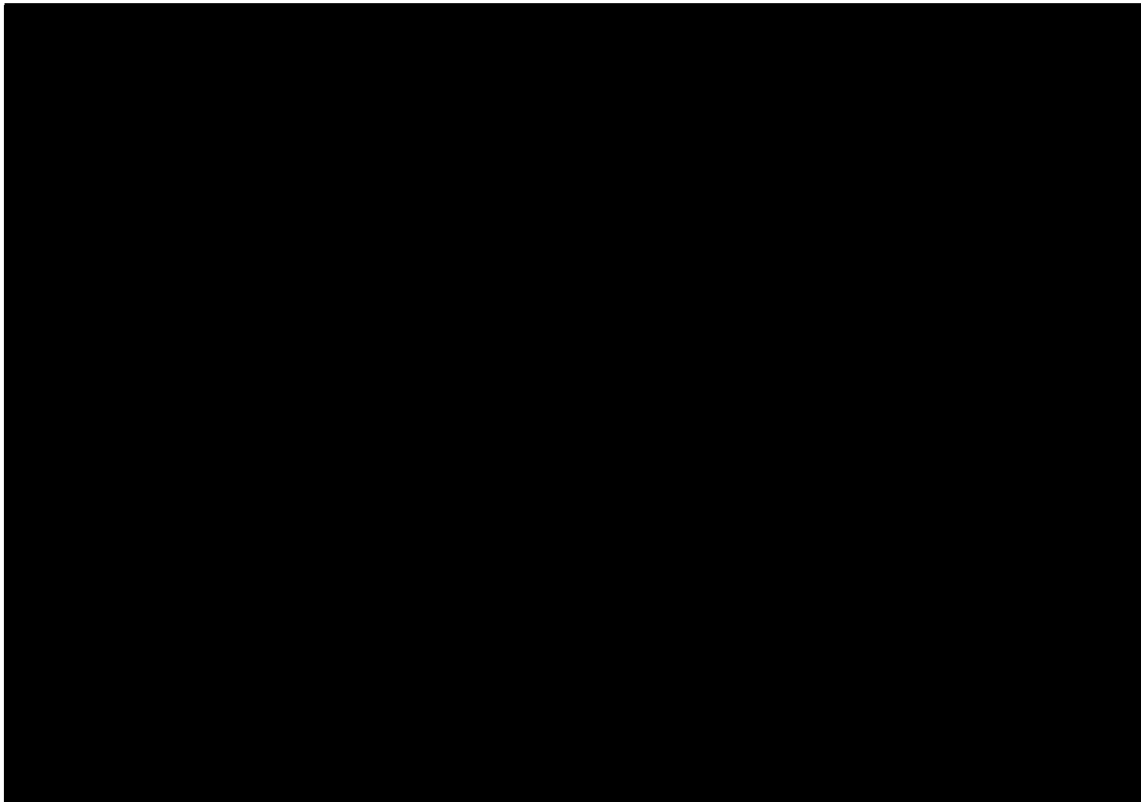
For queries regarding invoices contact:
Accounts Payable on 0845 3055 100 or
accounts payable@tfl.gov.uk

Please ensure you have received the full and correct wording of your Vendor Account Number and Purchase Order Number.

MAYOR
OF LONDONLONDON
COUNCILTransport
for London

Accounts Payable 100, New Kent Road, New Kent, SE16 1AA
Group Property Accounts Payable 100, New Kent Road, New Kent, SE16 1AA

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



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B. Response to the Specification GLAFM042E (This section is scored, please note that some scores are weighted, as per the scoring matrix contained in the Instructions to Tenderers document).

1. Introduction

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

2. Overview of Trafalgar Square & Parliament Square Garden

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

3. Scope of Service

3.1 Security Services

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

3.2 Incidents Management and Emergencies

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

3.3 Enforcement

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

3.4 Assisting Visitors

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

3.5 Site Management Support

S3.5. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

4. Legal Framework and Byelaws

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

5. Security Issues and Risks

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

6. Standard Operating Procedures (Assignment Instructions)

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

7. Professional Standards and Training

7.1 Looking, thinking and acting the part

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

7.2 Uniform Standards

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

7.3 Training requirements

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

7.3.1 Security Industry Training and Licensing

S7.3.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

7.3.2 Personal Attributes

S7.3.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

7.4 Contractor's Staff Responsibilities and the use of Social Media

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

7.5 Complaints and Investigations

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

7.6 Legal Representation

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

8. Liaison and Representation, Public Interest and Media

8.1 Liaison and Representation

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

8.2 Public Interest

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

8.3 Professional News Media

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

8.4 Corporate Communications and Marketing

S8.4 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9. Staffing

9.1 Staffing Levels, Shift Patterns and Deployment

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

9.2 Management Support

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

9.3 Working Conditions and Fair Treatment

S9.3 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.4 Recruitment and Selection of Staff

S9.4 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.5 Equality and Inclusion

S9.5 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.6 Proof of Identify, Right to work in the UK and Licensing

S9.6 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.7 Readiness and Fitness for Duty

S9.7 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.8 Smoking Policy

S9.8 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.9 Rates of Pay

S9.9 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

9.10 TUPE

S9.10 Confirm understanding and acceptance eg. respond as "understood and accepted" (1)
Understood and accepted

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10. Key Performance Indicators (KPI's) and Quality Assurance

10.1 Key Performance Indicators

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

10.2 Quality Assurance

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

11. Management Meetings

S11 Confirm understanding and acceptance eg respond as "understood and accepted" (1)
Understood and accepted

12. Graded Pay Scheme, Duration and Pricing Schedule

12.1 Graded Pay Scheme

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

12.2 Duration

S12.2. Confirm understanding and acceptance eg respond as "understood and accepted" (1)
Understood and accepted

12.3 Pricing Schedule

S12.3 Please complete your pricing in Schedule 4 (the Pricing Schedule). (1)
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13. Facilities and Equipment provided by the GLA

S13. Confirm understanding and acceptance eg respond as "understood and accepted" (1)
Understood and accepted

14. Equipment and items provided by the Contractor

S14. Confirm understanding and acceptance eg respond as "understood and accepted" (1)
Understood and accepted

15. Invoicing

S15. 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).

Q1. Evidence of ability - Please provide evidence that will demonstrate your ability to perform the requirements of this specification (5).

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

Q2. Please provide a list of 5 similar assignments that your organisation currently operates, for each state the location(s) and established number of officers (not hours) and whether they have statutory enforcement powers. Please do not use any TfL or GLA contracts as examples. (5).

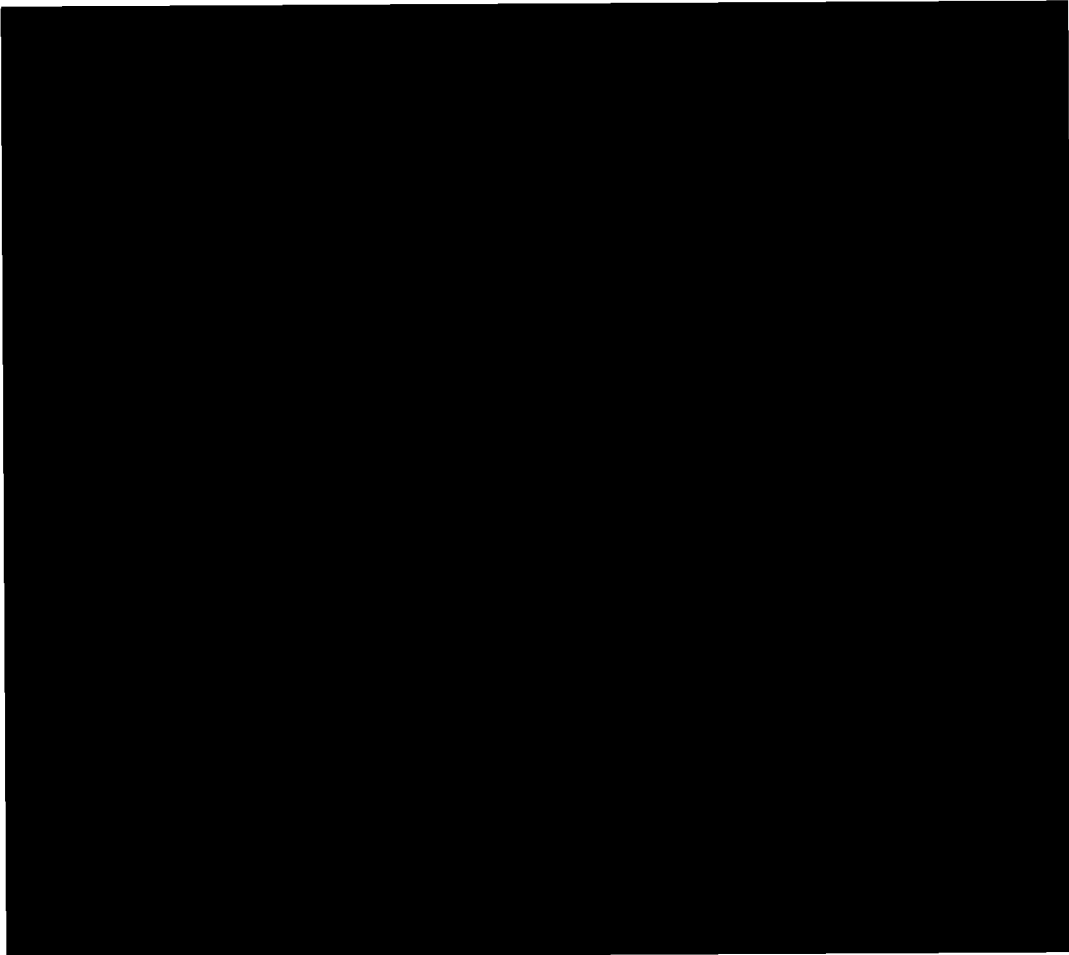
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Q4. Mobilisation – Please provide a method statement and programme showing the key activities and milestones leading up to the contract 'go live' date and identify who would be responsible for delivery. (5)

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.

Q5. Staffing and Shift Patterns - Please explain and justify your proposed staffing levels and shift patterns*, including details of lunch breaks and tea breaks and describe how the staff would routinely be deployed on the ground. The staffing levels proposed here must be reflected in the pricing contained in Schedule 4 (Pricing Schedule). If any staff are likely to be engaged on a zero hours basis please explain why this is necessary. (5)

*It is understood that TUPE Regulations may impact on the timescales for any changes the contractor may wish to introduce.

Attach your response as a separate document in no more than 1 page of A4. Make reference to this question number ie. Q5, at the start of your response.

Q6. 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.

Q7. Training and Development - Please explain how you ensure that staff deployed at high profile sites are kept up to date with emerging threats and developments in the security and enforcement industry. (In no more than 250 words) (5)

AOS operates a cascade system which incorporates emails, company publications and company website to share information with employees and customers. Contract Managers are tasked to provide a weekly summary of emerging threats and developments across their domain and to pass this to their respective Operations Manager. Information is sourced from local community, neighbourhood meetings, relevant publications, internet sources, client sources, local knowledge and partnerships with the relevant authorities and law enforcement agencies. AOS are dedicated to ensuring that all employees have access to a training and development package that is specific to their role and that it is continually updated to reflect current threats and changes that will impact on operational delivery. AOS delivers Operation Fairway, Project Argus and Project Griffin training to officers as appropriate and our Chairman, [REDACTED] works closely with relevant industry bodies and intelligence organisations to ensure that AOS knowledge in this regard remains current.

The AOS website contains an area that focusses on threat levels and provides a link directly to the website of MI5

The recent increase in UK threat level was communicated effectively and efficiently using the structure described.

AOS has developed a critical information bulletin system (AOS Alert) that shares intelligence between our customers and officers using text and e-mail bulletins on a daily basis. This system is currently on trial with selected customers and AOS will be in a position to provide the full service to the Greater London Authority and our staff deployed on the contract in late 2014.

Q8. 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 staff deployed at client sites. If this service is outsourced please state this clearly. (In no more than 250 words) (5)

The AOS training academy is located at our Head Office in Peterborough. This location is used for all Induction, S.I.A, First Aid, Conflict Management Training, H&S, Diversity and Equality training. We have the facility to train up to 12 candidates at any one time within our academy. This training is delivered by our H&S/Training Manager who is NEBOSH qualified. All contract specific training is delivered using on-site customer facilities where possible to ensure consistency and reduce disruption.

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The bespoke AOS Heritage Warden Training is conducted at either Trafalgar Square or City Hall. AOS are working with Skills for Security to formally accredit this course. The course was designed by our Heritage Warden Manager and is delivered on behalf of the GLA and AOS. AOS have invested in our Heritage Warden Manager and he is currently in the process of obtaining his formal trainer's accreditation which will further enhance this delivery. This training is unique within our industry and fully accrediting the course will enhance its credibility yet further.

In addition to the Peterborough academy, AOS have secured premises in WC1A which will ensure that our London portfolio can be fully supported in line with all training and local management delivery requirements.

Our Heritage Wardens undergo staff welfare reporting every month; each warden is also subject to an individual staff appraisal every three months. This process allows the management team to identify any positives or negatives with each AOS Heritage Warden and address them accordingly whilst identifying individuals for progression.

Q9. Training and Development - Please provide details of the training syllabus for a new member of staff that has just been recruited to your organisation and who will be deployed on one of your existing high profile, high risk site, where you have an enforcement role. Subject matter headings from the syllabus are sufficient. The information provided must be auditable and a real Officer in your employment must have gone through this training. (In no more than 250 words)(5).

All AOS employees undertake a comprehensive training package to ensure that they are suitably qualified for the role that they are employed to undertake. Before the training is delivered each employee will complete a company induction which involves Health and Safety, Data Protection, Manual Handling and company specific information as well as compliance with S.I.A licensing. From there the employee will participate in a modular training package which covers the following:

1. Introduction to role
2. Human Rights
3. Proportionality
4. Professional standards
5. Byelaws
6. Relevant Acts of Legislation
7. Enforcement processes and protocols
8. Reporting and evidence
9. Media related protocols
10. Spontaneous incidents
11. Radio communications
12. Practical experience and assessment
13. Emergency procedures

Each module is comprised of classroom, in role and practical based learning. Employees are assessed throughout the length of the training and feedback/re-training given where necessary. Once all modules have been completed, each employee will take an exam to

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ensure they have the level of knowledge required and also the competence to take the best course of action to ensure a suitable outcome. Upon successful completion of the exam an enforcement warrant is issued. Further to the training mentioned each employee will complete their NVQ in Customer Services, three day First Aid qualification and complete an Advanced Physical Intervention Course

Q10. Initial Site Training – Please state in your proposal the number of free of charge (to the GLA) days/hours that are provided to allow for site induction training for new staff who are deployed to Trafalgar Square & Parliament Square Garden (In no more than 100 words) (5)

New staff deployed on the contract will be allocated two shifts (total of 24 hours) in which to allow for site induction training. This will comprise of one day shift and one night shift additional to the core deployment of Heritage Wardens as described in Q9. This will be extended as necessary if operational circumstance dictate more time is required and is monitored closely by the Heritage Warden Contract Manager. No-one makes it into the Heritage Warden Contract team unless they can demonstrate the required skill-set and approach to customer service during the initial site training

Q11. Relief Officers - Explain how you ensure you can back-fill no notice absence eg through sickness. From the notification of an unplanned absence what would be the expected lead time to get a site trained relief officer reporting fit for duty on site? (In no more than 250 words) (5)

AOS recognise that our employees are our most valuable asset. Consequently, following a highly selective recruitment process, we afford our employees an industry leading pay and benefits package, the opportunity for career progression, and comprehensive training and development programme. These factors, coupled with our commitment to staff welfare and ensuring that our employees have a good work / life balance are why AOS are an industry employer of choice. AOS employees are fully vetted, trained and licensed to exceed industry standards.

Relief Officers can rely on exceptional levels of support from AOS operational management. We will provide cover within two hours of being notified of absenteeism. If our employees are unable to attend work because of an unforeseen eventuality, they must notify the communications centre at least three hours prior to the commencement of the shift. Following an absence from work our employees must contact the communication centre to advise their intention to return to work. Day shift by 12 00 hrs the day before their return. Night shift 08.00 hours on the day of their shift. This procedure allows AOS to secure a trained relief officer to cover the open post.

On all contracts we ensure that site specific trained reliefs are available in sufficient numbers to ensure all unplanned, short notice absence is covered. Our industry leading contract manning performance delivery to the GLA is first hand evidence that our system in this regard is robust.

Q12. Management Support - Provide a brief explanation of the off-site management, back office and welfare support, especially outside of normal working hours that would be

provided to this contract. (In no more than 250 words) (5)

AOS operates an operational delivery model based on central co-ordination and control alongside local site management and delivery. The management support for the GLA has been developed to provide the most appropriate supportive management to the site staff and the GLA. The team is relatively self-sufficient, but is coached, and supported by a strong committed, experienced and passionate AOS Management Team. AOS fully understand that specific contract knowledge is of paramount importance and it is equally important that the GLA contract is recognised as an entity in itself, operating to consistent service standards and best practice across the contract, rather than being watered down by other security contracts where service requirements are lower. John Mawby is the single point of contact with overall responsibility for the contract. John manages our service to the GLA along with a minimal number of other clients within his prestigious business portfolio in the area; this enables him to dedicate as much time as is needed to his team and the GLA. Our 24 hour communication centre, Managing Director and mobile Supervisor all support John, with pre-planned and unannounced visits to site undertaken. AOS commit to a minimum of one day-time and one night-time supervisory visit per week on the contract moving forward. We feel that this is a clear enhancement to the current management provision and demonstrates our continuous improvement approach. This will be at no additional cost to GLA. The local management support will be based at our WC1A office location.

Q13. Management Support - Provide a brief of the career summary of those who will work closely in delivering the service at a management level; as a minimum it should include:

- a senior contact at director level
- the operations manager

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. Q13. (5)

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)

AOS recognises that the long term viability of our business is dependent on sustainable operations. AOS believe sustainable operations are those that drive efficient resource use and provide a healthy environment which in turn facilitates social progress and economic growth. As a company we therefore strive to act as responsible stewards of the environment and commit to continual improvement. To balance these challenging needs we are committed to efficient and effective practices. AOS recognise that sustainability is the collective responsibility of governments, businesses, individuals and communities and so in partnership with our employees, clients and suppliers we pursue this goal. It is our aim to effectively contribute to the financial, social and environmental wellbeing of the communities within which AOS operate and those of our clients and suppliers. AOS fully understand that sustainable development needs to be embedded in to our business strategies, decision making, and practices at all levels to enable our ongoing, long term success. AOS policies are underpinned by our Environmental Management System (EMS) that is embedded within our overall IMS, which in turn has enabled us to attain ISO 14001 accreditation.

AOS has recently launched our 'cycle to work' scheme and invested in highly efficient Hyundai i20 vehicles for our fleet.

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).

Accredited Modular Enforcement Training

AOS have developed a modular enforcement officer training programme that will be accredited through a recognised body (Skills for Security) This provides formal certification for any officer who has passed the training programme This is specific to Byelaw enforcement and provides clearly defined acknowledgement of the officer's achievement. GLA staff will be invited to attend the training programme and gain the qualification

Key Director Involvement

AOS is large enough to deliver but small enough to care. The contract management team is made up of [REDACTED] have a significant shareholding in the AOS business and a real added value element is that these individuals can make decisions quickly when required and provide hands on support for the contract delivery; they are part of the very team delivering the service to the GLA This senior director involvement has been in place on the contract since inception and this will continue into the new contract should AOS be successful.

Staff Development

AOS also provide the opportunity for our employees to study towards external qualifications in areas such as IT skills, Equality and Diversity and Business Administration. These would be at no cost to the GLA, but would support the improvement of staff deployed on the contract. AOS provide the platform for our employees to develop to the benefit of both our clients and our employees. Heraldas Gaspariunas, Mike Swain, and Dean Eardley are all examples of this

Q16. Membership of Professional Organisations - Please provide details of any Professional Memberships held, including any awards or accreditations (In no more than 250 words) (5).

AOS is fully accredited and was recently rated by the Security Industry Authority as being in the top 1% of all the UK Security Companies for operational excellence AOS achieved a score of 163 following its recent SIA ACS audit AOS is recognised by the Security Industry Authority (SIA) as a qualified provider of security training In addition, AOS is proud to hold SIA Approved Contractor Status for the provision of Security Guarding, Door Supervision, CCTV and Key Holding Services The accreditation was established for companies who can demonstrate their high level of commitment and ability to run their business within the requirements of a compulsory licensing regime

AOS ensure exceptional quality services by subscribing to the following accreditation.

BS 7499 (Static Site & Mobile Patrols)
BS 7858 (The screening of individuals working in the security industry)
BS 7960 (Door Supervisor & Stewards)

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Approved Safe Contractor an Accredited Contractor within the Contractor Health and Safety Assessment Scheme which is dedicated to promoting higher standards of competence and compliance through the provision of relevant industry specific and tailored health and safety assessments

AOS are accredited to Contractor Plus and we have been rigorously vetted to ensure that our health and safety standards are of the highest quality

The AOS group is registered as a supplier on the link up UK rail supplier qualification scheme. Over 4000 procurement and engineering professionals use Link-up to check which suppliers are qualified, in many cases being listed on Link-up is a prerequisite to business

Q17. Conflict Management - Please provide a method statement describing how your officers would go about dealing with a disruptive, but non-violent, male in his mid-20's who appeared to be under the influence of alcohol and was sat in the GLA controlled café on Trafalgar Square and who refused to leave the premises when asked by the café manager (In no more than 250 words) (5)

AOS officers would first of all speak to the Café Manager to gain all relevant information. Once this has been completed the officer will complete a dynamic Risk Assessment of the situation. Then,

- Call for assistance from other officers
- Prepare any evidence gathering devices
- Politely engage the male, identifying themselves and showing ID
- Attempt to reason with the male
- Ask the male politely to leave the café
- Advise the male that they are being disruptive and that he has been asked to leave
- Explain the issues that he is causing to the café
- If the male does not comply then the officers will issue a direction to leave the café
- If the male is still not compliant then the officers will explain that they can assist with the removal of the male from the café
- If there is likely to be any resistance or a breach of the peace then the Police will be called
- If safe to do so and the officers are competent, at this point the officers will use recognised physical intervention and guidance techniques to respectfully remove the male from the café
- Should the male become violent then the officers will gently release the male and seek Police assistance
- Once the male is away from the café he will be deterred from re-entering

At all times the officers will carry out dynamic Risk Assessments and will be mindful of the proportionality of their response. Third party perceptions will also be taken into account.

Q18. Conflict Management - Please provide a method statement describing how your officers would go about dealing with 2 males in their early 20's who were paddling in one of the fountain bowls in Trafalgar Square and encouraging other members of the public to join them. For information it is a byelaw offence to enter the fountains and the water is about 60cm deep. (In no more than 250 words) (5)

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Officers would first of all carry out a dynamic Risk Assessment of the situation. If at any point there is danger to life the officers will call the emergency services, enter the fountain and aid the person. This will only be carried out if it is safe for the officer to do so; they are competent and are suitably trained. If there is no immediate danger to life the officers will:

- Call for assistance and utilise evidence gathering tools
- Search the fountain for any other persons who may be in trouble
- Any water safety equipment and First Aid packs will be deployed
- Officers will identify themselves using ID and attempt to reason with them
- Safe areas will be cleared to discourage others from entering and allow the males to exit safely
- Males will be engaged and asked to remove themselves from the fountains.
- Males will be advised that they are in breach of the Byelaws
- A direction will be given to exit the fountain
- If no danger to life, the officers will monitor the males from the edge of the fountain so as to not put themselves at risk
- Officers will monitor the males at all times
- Once the males leave the fountain the officers will enforce as per the GLA enforcement protocols and provide any First Aid if required
- Emergency services will be utilised as necessary

Throughout, safety will be the primary concern for the males, public and the officers

Q19. Staff Welfare - Explain what arrangement would be put in place to ensure the welfare of staff, particularly those working on the night shift and during periods of extreme weather and how would these arrangements be audited and the effectiveness of them checked? (In no more than 250 words) (5).

[REDACTED] site processes and procedures. John will make himself available to assist either the GLA or our site-based team as and when the need arises to ensure that they receive regular and meaningful support. AOS ensure that all staff deployed on the contract will have direct communication with a Supervisor and the tools to contact the communications centre 24 hours a day. During normal working hours a contract manager will be present on site. As part of the contract assignment instructions officers will carry out radio checks whilst patrolling. All patrols are recorded. AOS will provide weekly supervisory and management visits outside of normal working hours with increased frequency during periods of extreme weather and/or increased incidents. These visits will be aligned with shift patterns to ensure officer coverage and focus on their welfare. The visit will address any immediate concerns that may arise. A welfare visit form will be completed for each officer and any issues that cannot be solved will immediately be passed on to the contract manager. The contract manager will produce a monthly summary of welfare visits; these will be available to the GLA as required. Hourly check calls are made by all lone workers to our 24 hour communication centre; any anomalies are immediately escalated to the duty manager who will respond accordingly.

Q20. 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)

AOS maintain and closely monitor an SIA Licence Register which includes every licenced member of staff. Four months before the expiry of a licence the AOS Screening Department will write to the employee concerned and provide assistance in the renewal of their licence, often making the application on their behalf. AOS pay for the licence fee upfront and the individual then spreads the cost over a number of payrolls.

Where Up-skilling training requirements are identified, AOS will arrange the necessary course. AOS meet the cost of the training and the officer is paid for their attendance.

Q21. Employee Benefits – Please provide brief details of the standard employee benefits provided to non-TUPE 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).

AOS recognises the need to recruit and retain employees in an industry where staff turnover is notoriously high.

Competitive salary

Guaranteed contracted hours

Company sick pay (contract specific)

5.6 weeks holiday

Contributory Pension Scheme

Hospital Saturday Fund – Discounted Health Plan

Employee Assistance Programme

Refer a friend scheme - £50 per referral

Innovation scheme - £100 per idea

Chairman Award scheme - £50 reward voucher

5 year loyalty bonus - £250

Q22. Staff Communications – Please provide a copy of your latest internal staff newsletter. Please make reference to this question on the newsletter ie. Q22 (5).

We have provided the latest AOS newsletter.

Q23. Uniform – Please state your policy for providing replacement uniform to officers and explain how you ensure Officers are presented in a neat and tidy manner. (In no more than 100 words) (5).

AOS understand the importance of correctly uniformed officers at all times. We do not place a limit on uniform replenishment and fully empower the Heritage Warden Contract Manager to manage the uniform requirements directly, this ensures officers are never short of

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required uniform and the first class standards set down by AOS and the GLA are always met. A stock of commonly ordered items is held on site. Checks are carried out by the duty supervisor at the start of each shift and are recorded in the Daily Occurrence Book.

Q24. Lone Working – In situations where lone working is required, for example patrols to Parliament Square late at night, please explain how this will be managed safely. (In no more than 100 words) (5).

A Risk Assessment is completed by the AOS NEBOSH qualified H&S Manager to include lone working. All officers are in possession of a radio and are required to conduct radio checks with coded locations and routes during the course of their duties. During patrols to Parliament Square officers are required to notify the supervisor at pre-arranged locations. Supervisors monitor this and fully investigate any instances where communication is lost. Comprehensive reports are completed for all patrols and any anomalies recorded and investigated by the Heritage Warden Contract Manager, if deemed applicable an updated Risk Assessment is carried out.

Q25. Incident Report – Please provide a copy of an incident report written and signed in the last 6 months, by a current member of your staff working at the officer level ie. not a supervisor or manager, working on a contract in the public domain, eg. a shopping centre or similar environment or in an enforcement role. The Officer who wrote the report needs to be willing and able to be interviewed at a later stage of this procurement process. Please make reference to this question on the report ie. Q25 (5).

We have provided a copy of an incident report in line with this requirement.

Q26. 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).

AOS has in place a fully integrated Management System (IMS) which forms the backbone of our business operations and has been specifically designed to provide a clear and definitive picture of all aspects of our organisation. Quality of service is key to every contract that we deliver; we take great care to ensure that every site meets company-wide best practice standards in line with our accreditations and operational ethos. Quality will be strictly and continually assessed on this contract through the tried and tested techniques to ensure that our performance remains beyond reproach. The IMS has been fully audited by the SIA auditors and resulted in the achievement of a 163 ACS score, this places AOS in the top 1% of all SIA ACS approved companies. Our IMS assimilates all of our company's systems and processes in to one cohesive system with a holistic set of documentation, policies, procedures and processes, enabling our organisation to operate as a single team with unified business objectives. Each process and procedure is aligned behind a single goal, 'to continuously improve the performance of our entire company for the benefit of both our clients and our employees'. In addition to this we operate to a comprehensive set of measurements and KPI's on the GLA contracts with a full contract management report providing visibility of all relevant performance measurement data agreed between AOS and

the GLA

Q27. 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 16) confirming that you are proposing changes.

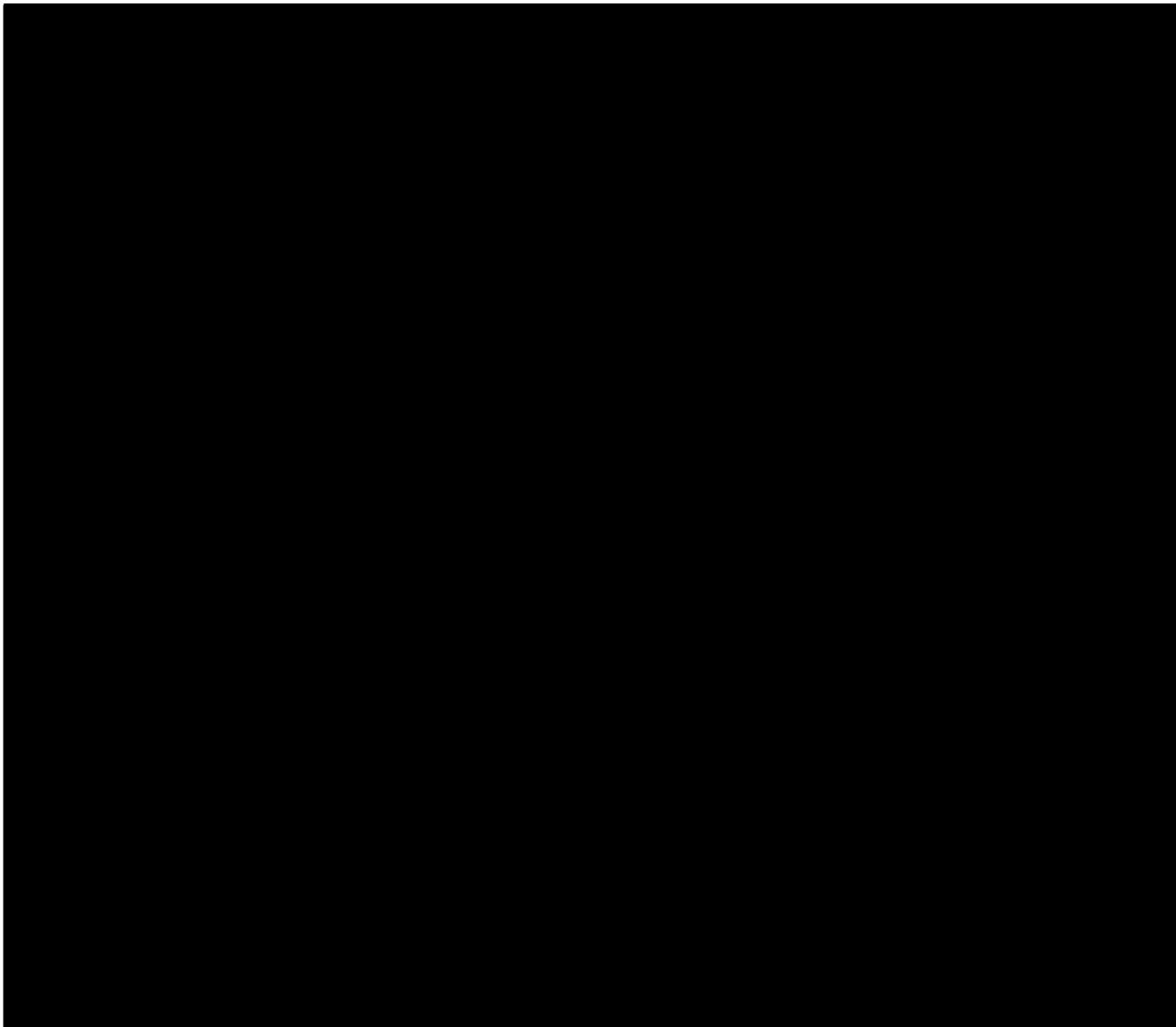
Please detail any amendments in a word document which is clearly marked with each clause.

This response is submitted against the specification for Heritage Warden Services to the Greater London Authority, specification reference GLAFM042E, Issue 1.

I confirm and accept that

1. The information provided in the Invitation to Tender (ITT) document for the provision of Heritage Warden Services to the Greater London Authority, reference GLAFM042E 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.*



GLAFM042E
3.1
19 of 19

Issue
Jun 14

Q1. Evidence of ability - Please provide evidence that will demonstrate your ability to perform the requirements of this specification (5).

AOS are the current provider of choice for Trafalgar Square and Parliament Square on behalf of the Greater London Authority. Our vision is to create a 'best in class' first and last impression for all visitors to Trafalgar Square and Parliament Square. To achieve this vision AOS have significantly developed the service to the Greater London Authority over the life of the current contract. [REDACTED] was appointed to the management team in the last quarter of 2013. [REDACTED] understands and embraces the culture of the GLA and works extremely closely with [REDACTED] (AOS Heritage Warden Manager). Both [REDACTED] aspire to continue to develop our current highly trained, multi-skilled team that services the Greater London Authority. This local delivery is supported by our [REDACTED]

AOS fully support The Mayor's commitment to ensure that London's central public spaces are kept available for everyone to use and enjoy and that they are free from disruptive and antisocial behaviour. AOS Heritage Wardens and Management are committed to maintaining, as far as possible, a consistent set of rules across Trafalgar Square and Parliament Square Gardens. AOS employ authorised wardens to enforce the byelaws and other relevant legislation. After a detailed and in depth recruitment process and training evaluation and on successfully passing the Heritage Warden Enforcement Exam, all AOS enforcement officers are issued with a uniquely numbered two-part warrant card with an accompanying photo card of the bearer. There are some 2000 byelaws AOS Wardens have to enforce, from the prohibition of feeding birds on both Trafalgar Square and Parliament Square Gardens, to failing to comply with a reasonable direction given by an authorised person to leave either of the Squares. AOS officers are frequently required to give directions to people to leave the Squares if they are engaged in drunken, disorderly, disruptive or general antisocial behaviour that disrupts other people's use of the Squares.

It is not all about enforcement for our Heritage Wardens it is also about the visitor experiences to the Squares and customer service is a critical element that all our wardens hold, please find below a recent e mail that was sent to the Greater London Authority from a member of the public visiting Trafalgar Square.

"I just wanted to send a huge thank you to one of your heritage warden's .On a day trip to London Wednesday 13th August with my husband and 2 grandchildren aged 7 and 4 I become unwell. A heritage warden come over and looked after me and did a good job so a thank you goes to him. But the reason I email is to thank the 2nd heritage warden who come over to help. [REDACTED] He called me an ambulance and when they arrived looked after my 2 very upset grandchildren. He gave them a fun history lesson on Trafalgar Square (all the facts we checked true my grandson checked when we got home) and stopped them crying and worrying about me. He even got them an ice cream with his own money which he refused to take back from us (amazing and far more then is expected). As we had missed our train he checked the time of the next one for us online and helped us rebook. All in all this young man gave amazing customer service and is a credit to London and the mayor. He really made my grandchildren's day when things were not going well. The children have not stopped talking about him and telling all their friends the facts he told then. If you have an employee of the month award can I please put his name forward".

AOS feel this example epitomises the AOS delivery on the contract and is clear evidence of our ability to deliver against the requirements of this specification. There are many more examples which we could provide, these would however take us beyond the one side of A4 permitted in the response

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)

The Greater London Authority can have complete confidence in AOS ability to deliver on every aspect of mobilisation. Courtesy of our success during the past year we have extensive experience of mobilising new contracts and our procedures are now highly honed. In each case we have provided a dedicated ‘key projects manager’ to coordinate all areas of implementation. AOS believe such an investment in resource matches the Greater London Authorities own investment in this exciting period in realising your vision. Our credentials in the area of contract mobilisation will ensure that the GLA receives professional service delivery from the moment of contract award.

██████████ will be the key project manager with 17 years of experience within the military and Security Industry. John will manage the mobilisation process on a day-to-day basis and will coordinate all members of the implementation team. The primary roles of the key projects manager are as follows:

- Chairing weekly contract mobilisation meeting
- Delegation of all mobilisation tasks
- Progress monitoring
- Updating contract mobilisation process documentation
- Overseeing all aspects of the GLA recruitment process
- Ordering of all required uniform and equipment
- Ensuring all key milestones are met

Key Elements of a Successful Mobilisation

Awareness	Knowing our industry, working closely with the GLA in the initial stages will ensure a concise and thorough approach to the mobilisation and in turn successful contract implementation.
Planning	AOS will work with the GLA to provide a bespoke mobilisation plan based around your needs, taking into account your own specific business requirements.
People	AOS will provide a dedicated project manager (John Mawby) with an operational back ground and the knowledge to enable a smooth transition to the day to day contract management.
Communication	Communication is key, AOS will actively work with the GLA to ensure a proactive approach during the mobilisation process will involve providing regular meetings to review progress in addition to clear and open visibility concerning all aspects of the mobilisation.

██████████ will work closely with the GLA management team to review and document changes within the contract scope, creating contract specific processes and procedures within the overall quality plan. This will in turn enable ██████████ to effectively implement the service and ensure that AOS efficiently manage the contract on a day –to-day basis. ██████████ will have overall responsibility for the contract mobilisation for the GLA and will allocate tasks and activities to key members of our core departments within AOS.

As AOS is the incumbent provider for the Heritage Warden contract, the implementation would take on a different feel compared with a new provider being appointed, continuity of service can be guaranteed from the Officers, Supervisors through to the Heritage Warden Contract Manager.

Q5. Staffing and Shift Patterns - Please explain and justify your proposed staffing levels and shift patterns*, including details of lunch breaks and tea breaks and describe how the staff would routinely be deployed on the ground. The staffing levels proposed here must be reflected in the pricing contained in Schedule 4 (Pricing Schedule). If any staff are likely to be engaged on a zero hours basis please explain why this is necessary. (5).

*It is understood that TUPE Regulations may impact on the timescales for any changes the contractor may wish to introduce.

Staffing levels are proposed to remain as per the current levels that have been continuously reviewed and revised over the life of the current contract:

1 x Heritage Warden Manager
3 x Heritage Warden Supervisors
6 x Heritage Wardens
2 x Relief Heritage Wardens

These will remain in three teams with the two Relief Heritage Wardens covering hours as necessary and inclusive of the Friday and Saturday night additional requirement. Shift patterns will remain as seven on three off, seven on four off. These being a mixture of days and nights within each seven day period. This will allow an average of 56 hours per week, per Heritage Warden to ensure an attractive overall take home pay and contribute to effective retention. This will also allow for holiday coverage by fully trained and warranted Heritage Wardens during rest periods. Each shift includes a one hour paid lunch break and two fifteen minute tea breaks either side of the lunch hour. Breaks will be allocated by Supervisor's/Manager and timings will be dependent on operational circumstances. Breaks will be allocated from Trafalgar Square to ensure that there is Heritage Warden coverage of both Squares. Heritage Wardens will be based on Trafalgar Square with patrols to Parliament Square undertaken randomly whilst ensuring an agreed amount is carried out (unless there are operational circumstances where this is not possible). The Heritage Warden Supervisor and Manager will base themselves primarily on Trafalgar Square and will relocate as necessary during incidents, allowing for a senior Heritage Warden to be located at each site if necessary. The Heritage Warden Supervisors will patrol Parliament Square Gardens as part of the normal team. This coverage will ensure that the Heritage Warden office can be used in all circumstances as not only a communications and command facility but also a safe area for heightened threats. The two Relief Heritage Wardens will be the only staff employed on a zero hour contract. This is necessary to ensure that there is flexibility to cover sickness, holidays and any extra cover required whilst producing the most economically advantageous proposal possible.

O6. 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).

AOS will not sub-contract any part of the service whilst delivering against the specification outlined by the Greater London Authority.

- a senior contact at director level
- the operations manager

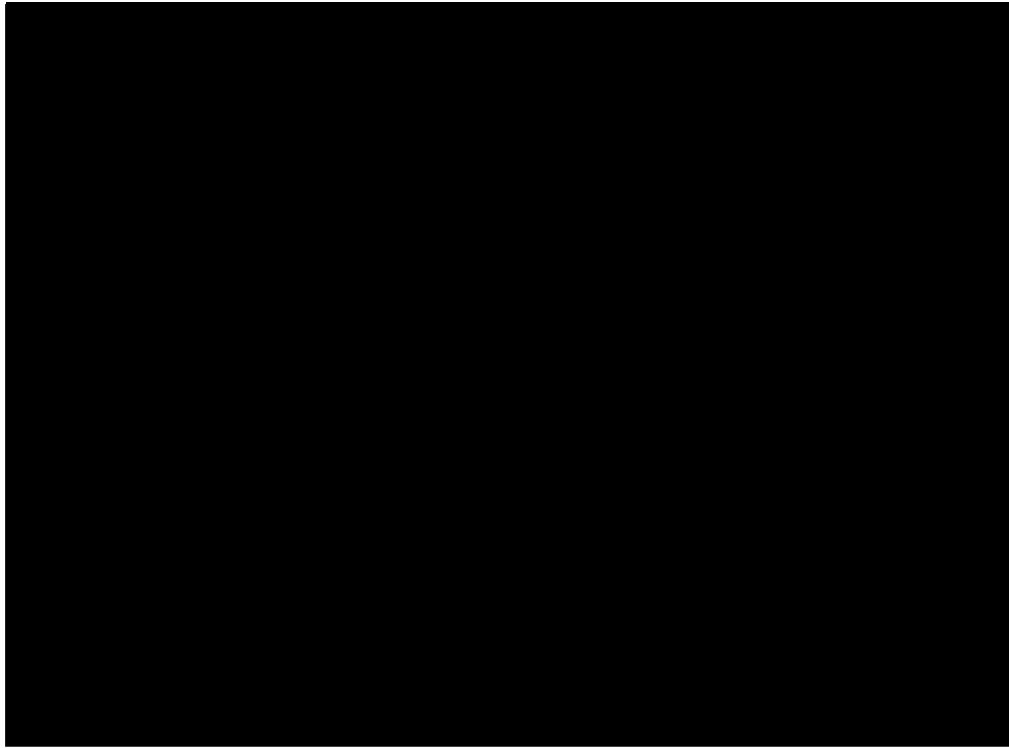
██████████ is particularly passionate about improving the security industry and providing advice and support to the Security Industry Authority, he has done this from the onset of their Approved Contractor Scheme. He remains actively involved with CIRAS, the confidential incident Reporting and Analysis System which helps the railway industry to be even safer.

██████████ Managing Director: Responsibility for supporting the GLA contract delivery.

██████████ has worked both in the UK and abroad and has gained a wealth of Security knowledge and expertise across all sectors including Government, Finance, Transport & Aviation, Retail and Oil & Gas.

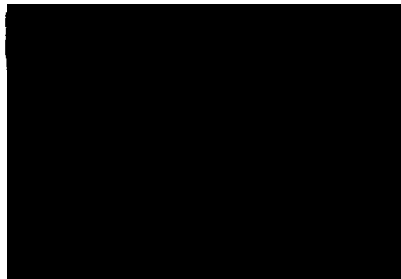
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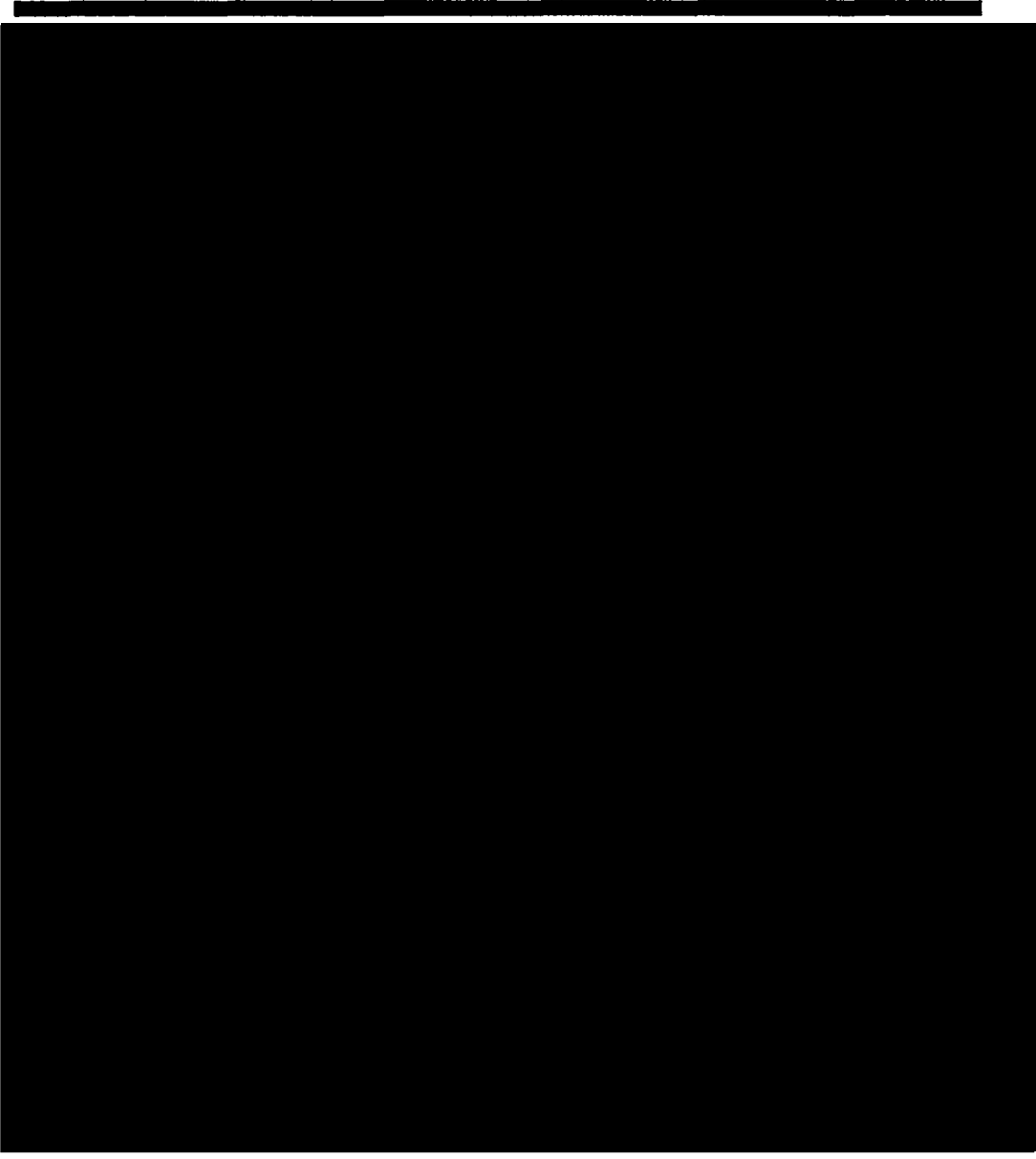
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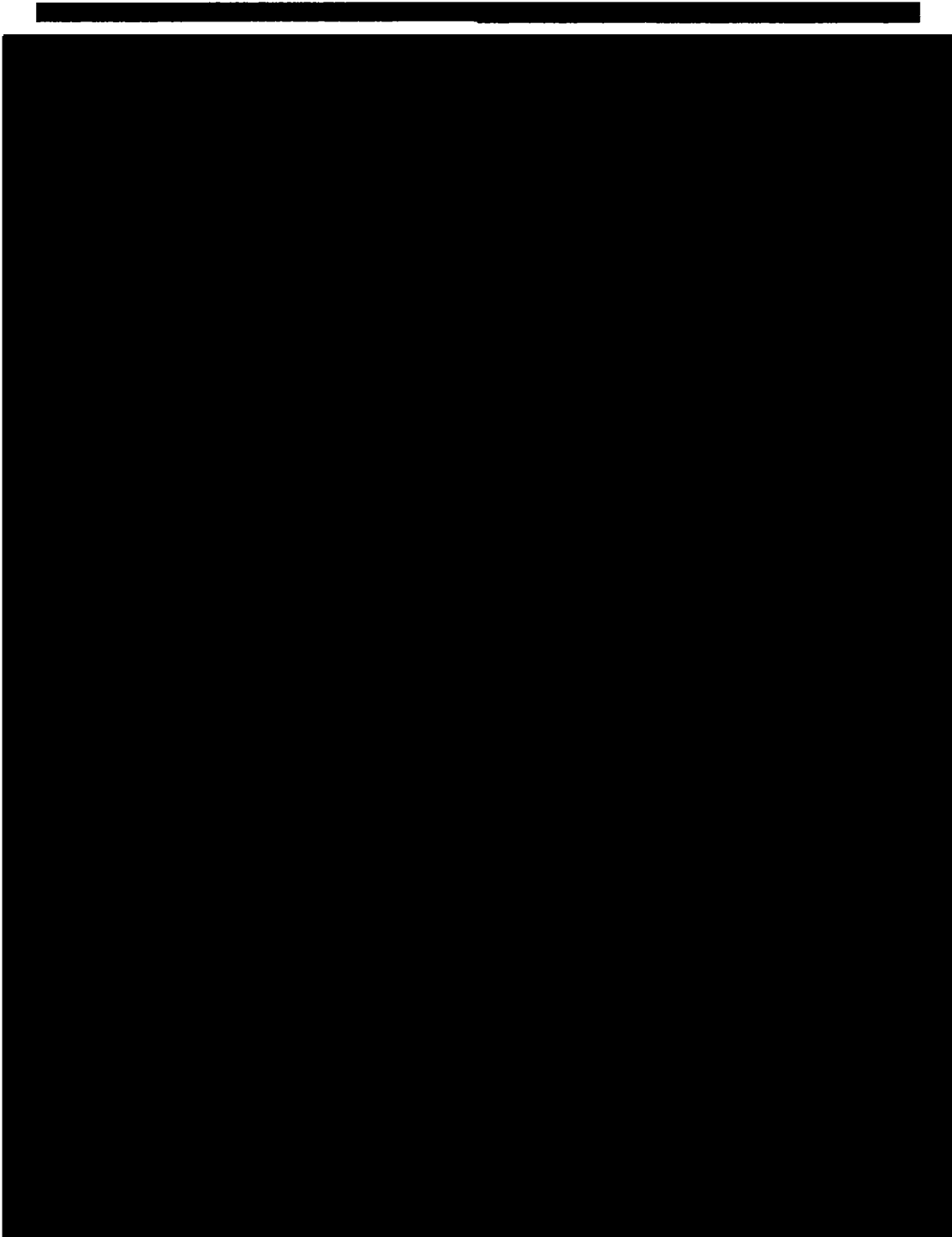
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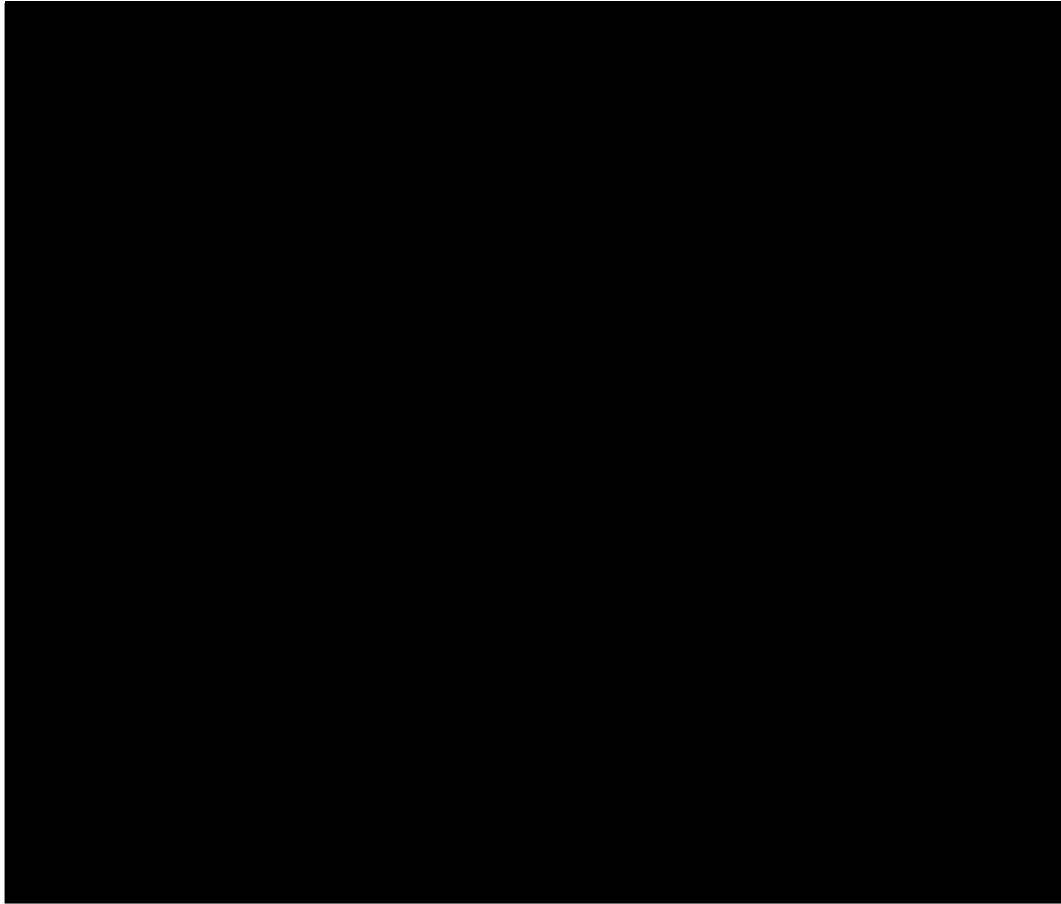
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We are always keen to learn more about our Officers, this edition we have Jason Grant who works on our Lowestoft contract as a Street Ambassador, Jason was recommended for the job by his step son Shaun Wade who in return received £50 from our "Recommend a Friend Scheme" ...







RECOMMEND A CLIENT



We are pleased to announce "Recommend a Client", which rewards you for recommending a potential client to AOS. For every business you recommend to AOS that goes on to become our client, we will give you an "introducer's fee" of £50. Payment can be made direct to your bank account and will be payable 3 months after the respective client's commencement.

So if you know a business who you think would benefit from our security services, simply email info@aossecurity.co.uk with all the contact details or pass the information direct to your Relationship Manager.

First Aid Myths

When it comes to First Aid people tend to have their own ideas and remedies that they use to treat injuries and ailments and it can sometimes be hard to distinguish the fact from the fiction!

Unfortunately doing the wrong thing could make certain situations more serious, below we have outlined some common First Aid mistakes that may help in the future.



First Aid Myth 1

If someone has a severe nose bleed, get them to pinch their nose hard and tip their head back.

Result

This will actually make the blood run down the back of the person's throat which is not only uncomfortable but could also affect their breathing.

Treatment

The person with the nose bleed should pinch the soft bit of the nose and tilt their head forward, this helps the blood to clot and will eventually stop the bleeding.

First Aid Myth 2

If someone is having an epileptic seizure, put something in their mouth to stop the person biting their tongue.

Result

There are a number of reasons why this is wrong, the person could bite down and break the object, then choke on the pieces or they could bite the person putting the object in their mouth-doubling the number of people needing First Aid!

Treatment

Use something soft (a blanket or item of clothing) to protect the person's head from injury while the seizure is taking place. Afterwards help the person to rest comfortably on their side with their head tilted back and call 999 if necessary.



First Aid Myth 3

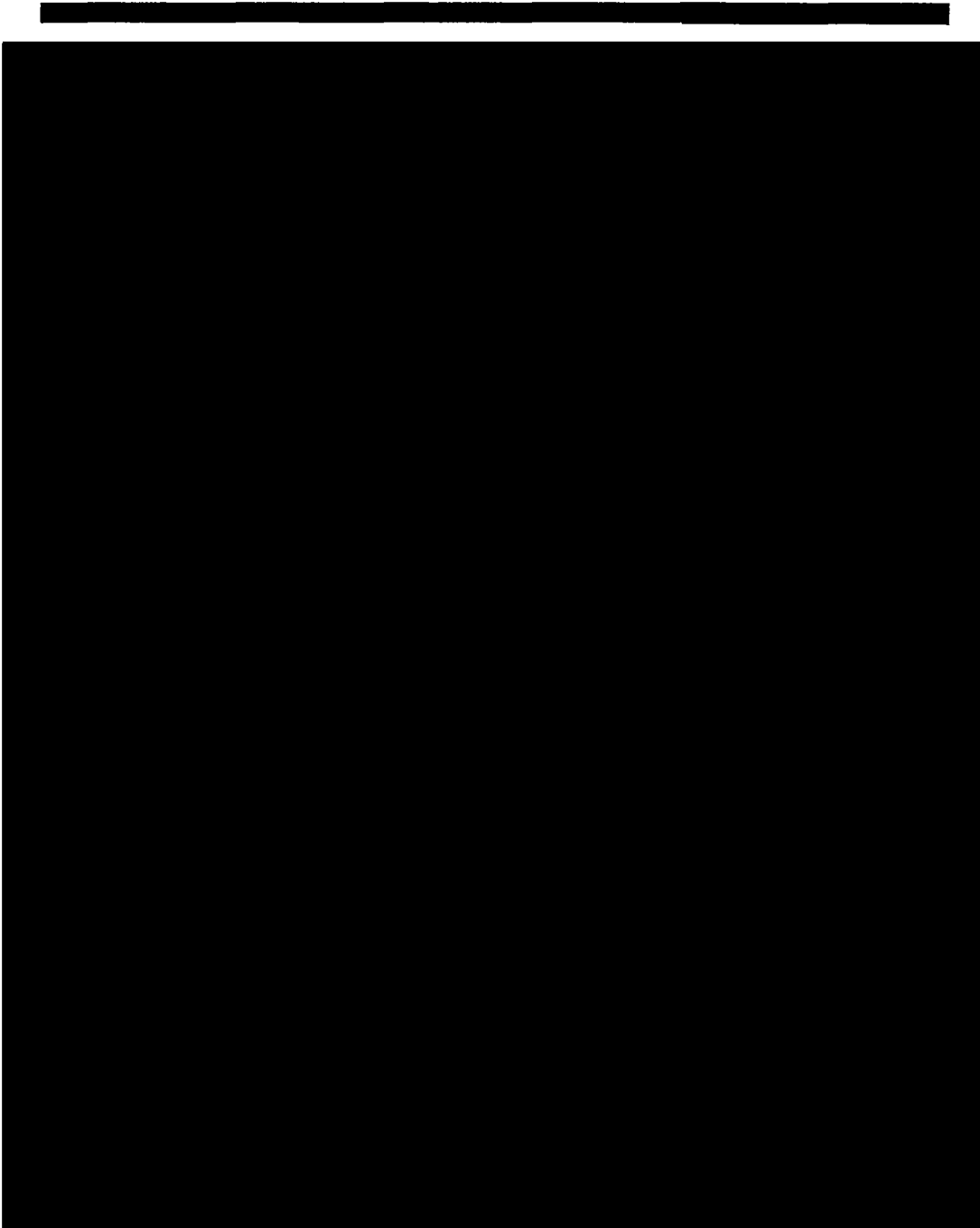
If someone suffers a serious burn, cover it in butter straight from the fridge!

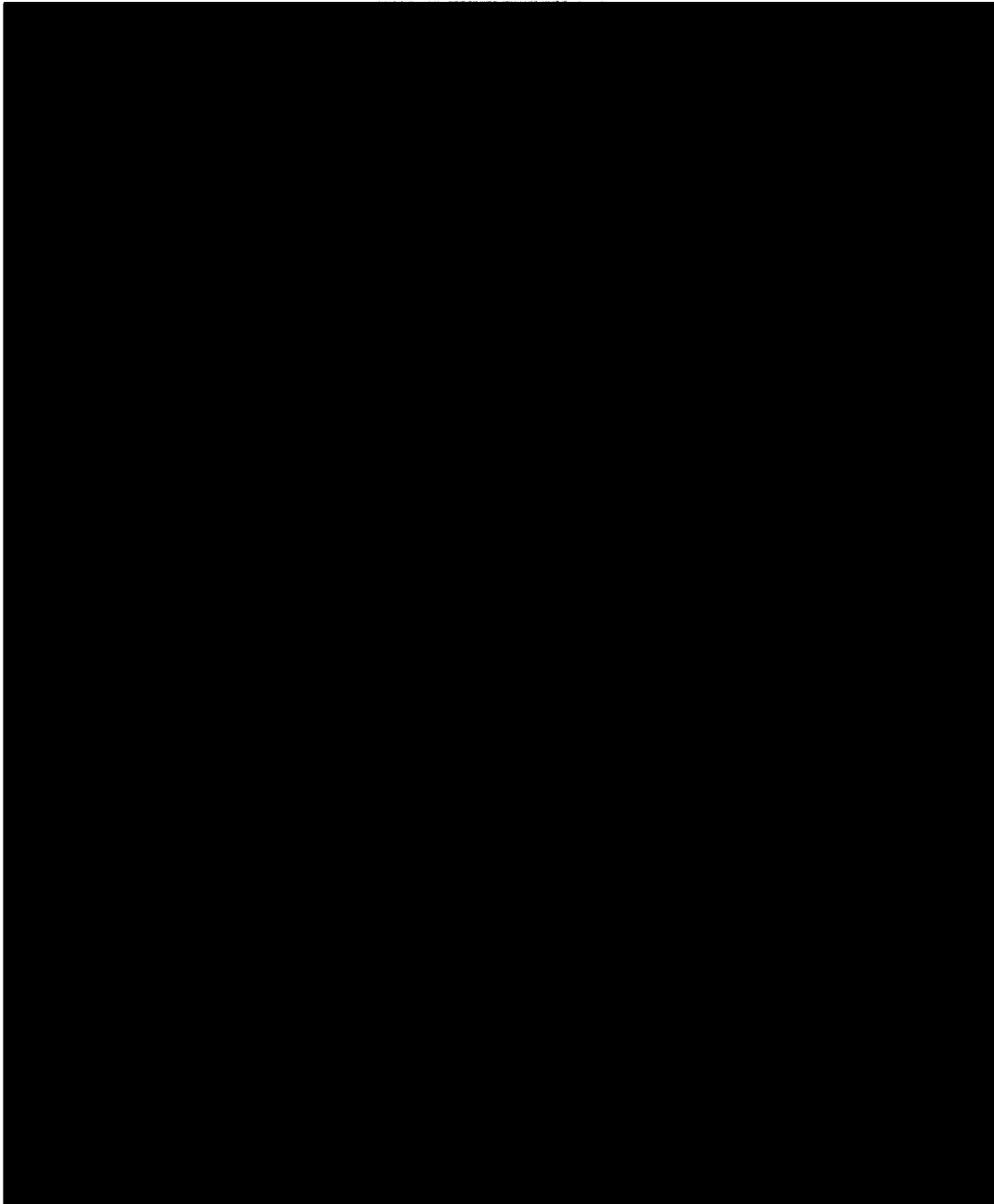
Result

Putting butter on the burn will actually make it worse by retaining the heat, it could also increase the risk of infection.

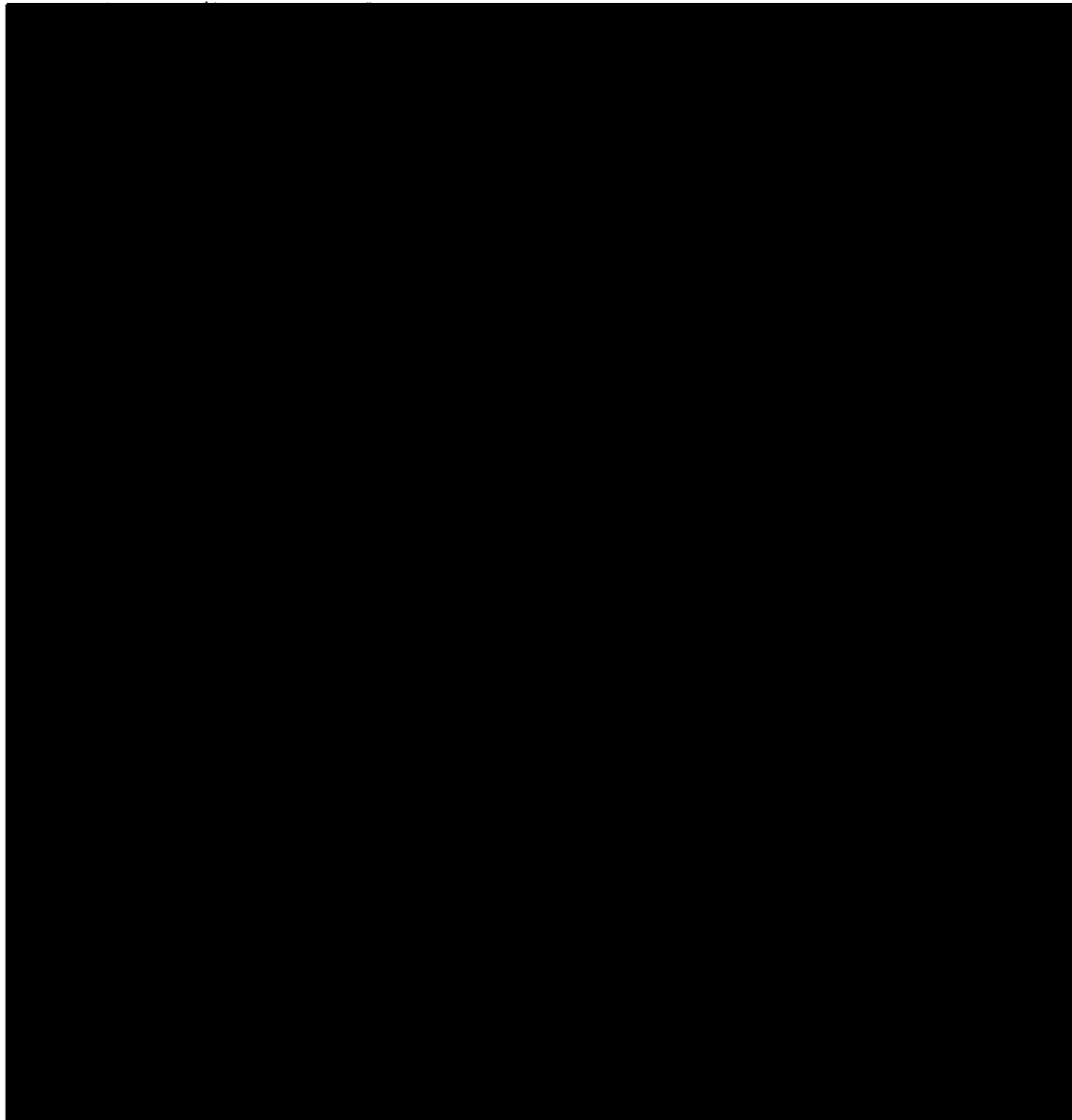
Treatment

Flood the affected area for at least 10 minutes or until the pain is relieved, this can be done with any cold liquid-water is best but you could also use milk or bottled/canned drinks if they are all you have to hand.





INCIDENT REPORT



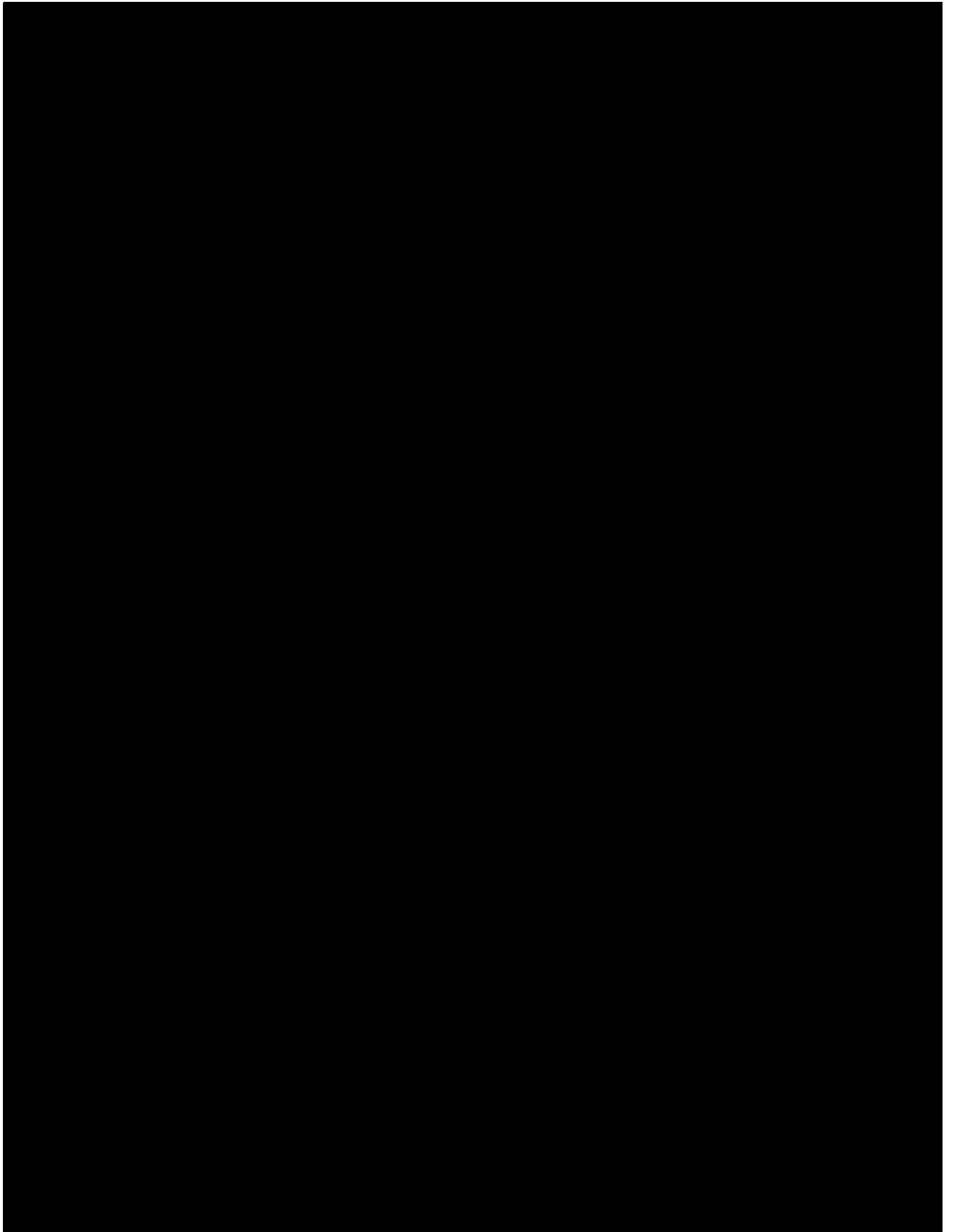
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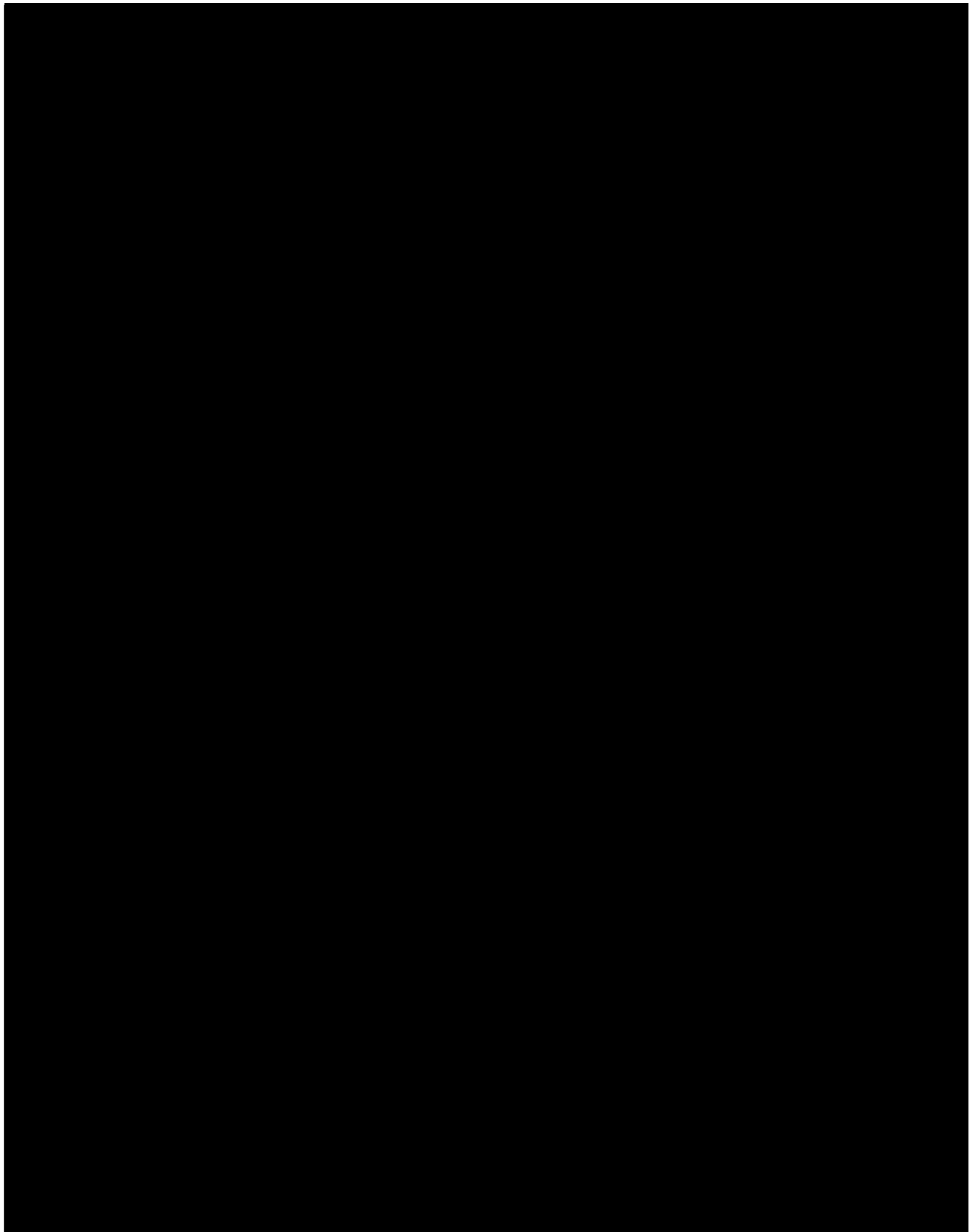
Schedule 4

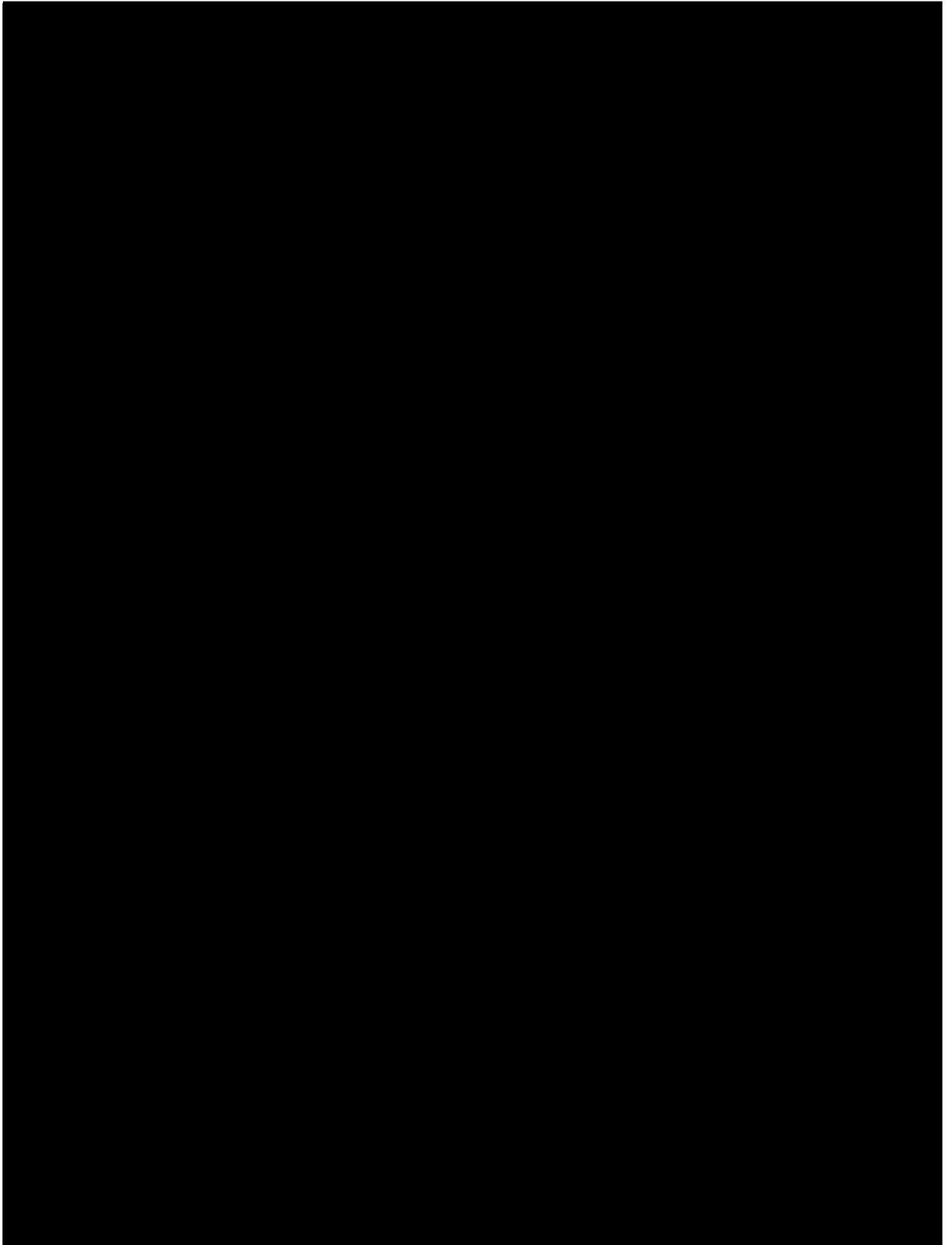
Pricing Schedule for the provision of Heritage Warden Services at Trafalgar Square and Parliament Square Garden, London

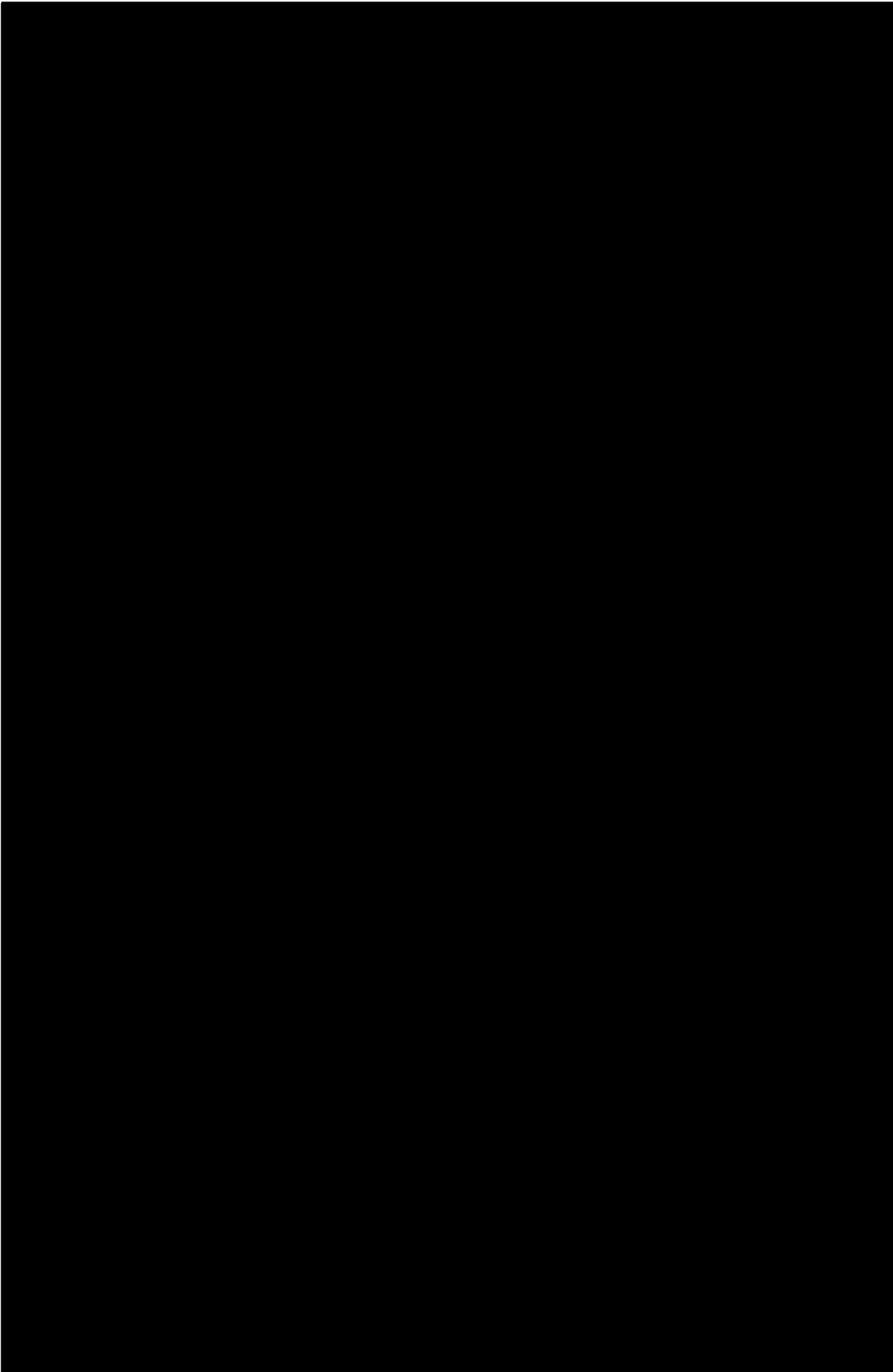
Specification Reference GLAFM042E, Issue 3

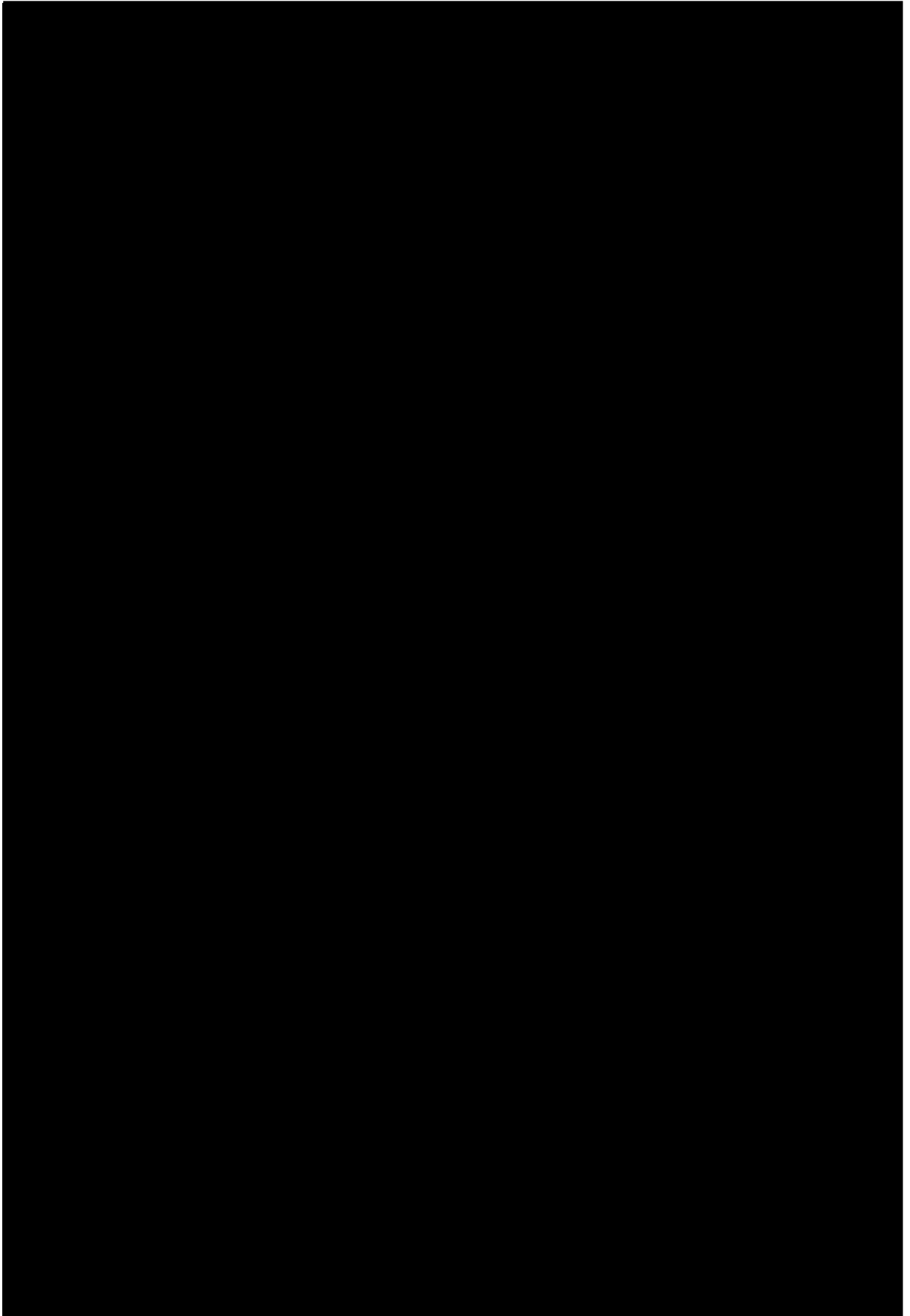
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SCHEDULE 5 – NOT USED

SCHEDULE 6 - FORM FOR VARIATION

Contract Parties: *[to be inserted]*

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 CONTRACT (AVC)

Pursuant to Clause 31 of the Contract, 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 Procurement Manager as an acceptance by the Service Provider of the variation shown below.

• DETAILS OF VARIATION	• AMOUNT (£)
•	•
•	•
• ALLOWANCE TO THE AUTHORITY	•
• EXTRA COST TO THE AUTHORITY	•
• TOTAL	•

.....
For the Authority (signed)

.....
(print name)

• ACCEPTANCE BY THE SERVICE PROVIDER	•
• • • • Date	• • • • Signed •

SCHEDULE 7 – NOT USED