



Home Office

The Secretary of State for the Home Department

Pre-Tender Market Engagement

Security Guarding Services
HO Ref: C12430

Authority: Secretary of State for the Home Department (“the Authority”).

Date Response required: 12:00 (GMT), Tuesday, 15th January 2019

1 PURPOSE

- 1.1 This Pre-Tender Market Engagement (PTME) seeks information in preparation for a potential competition, expected to be conducted under a relevant Crown Commercial Services framework, to procure the provision of Security Guarding Services to the Authority.
- 1.2 The purpose of this PTME is to provide the market (from herein referred to as “Suppliers”) with early sight of the Authority’s requirements, and to seek feedback from Suppliers in order to:
 - 1.2.1 help refine the requirements;
 - 1.2.2 understand the capacity and appetite of Suppliers to deliver the requirements, and the possible risks involved; and
 - 1.2.3 shape the commercial approach accordingly.
- 1.3 The Authority shall maintain commercial confidentiality of all information received from Suppliers during the PTME, and shall maintain the principals of transparency, fairness and equality at all times.
- 1.4 Suppliers are reminded that, whilst the procurement itself is expected to be conducted using further competition under an appropriate Crown Commercial Services (CCS) framework¹ with participation limited to the relevant organisations, any Supplier may respond to this PTME.
- 1.5 Suppliers are reminded that this document and all related information shared by the Authority in relation to this PTME should not be used for any other purposes.

2 INTRODUCTION

- 2.1 The Authority is one of the largest law enforcement agencies in the UK. It is a global organisation with 23,500 staff across about 130 countries worldwide. The Authority’s work encompasses some of the following areas:
 - 2.1.1 Immigration.
 - 2.1.2 Law Enforcement.
 - 2.1.3 Nationality assessment.
 - 2.1.4 Border Control.
 - 2.1.5 Asylum.
- 2.2 The Authority occupies several different premises types, either under sole occupancy or shared occupancy arrangements, and these can be located either in office blocks or in some cases at ports and airports. Types of property include:
 - 2.2.1 Public Enquiry Offices, which process a variety of immigration applications. Public Enquiry Offices work on an appointment only basis.
 - 2.2.2 Reporting Centres, that deal with applicants seeking asylum who may be granted temporary leave to remain in the UK whilst applications and/or appeals are considered. Applicants are asked to report weekly to a designated Reporting Centre. Reporting Centres provide the opportunity for Authority staff to verify the

¹ <https://ccs-agreements.cabinetoffice.gov.uk/>

-
- whereabouts of the applicant, to conduct interviews and, where necessary, to detain the applicant for subsequent removal.
- 2.2.3 Interview Suites, which allow Authority staff to conduct interviews in a secure environment.
 - 2.2.4 Staff only premises, where no public access is allowed.
- 2.3 The Authority has a mandatory requirement to ensure its staff and assets are protected in accordance with Cabinet Office policy (as prescribed in the Security Policy Framework (SPF) document²) and assuring the Authority is compliant with the policy. The Security Guarding Service (“The Services”) provide a critical part of the security strategy applied in protecting Authority assets and complying with the SPF accordingly.
- 2.4 The Authority is tasked with providing robust and efficient physical security solutions to protect its assets and with having a robust and efficient system for identifying, investigating and prosecuting corrupt activity. The Authority is also subject to security risks from those aggrieved by the immigration process and those subject to it. It is therefore essential that a high standard of security be maintained at all times.
- 2.5 The Security Guarding Services form the first line of defence in the protection of staff, premises and documents. These Services therefore play an important role in the delivery and implementation of the Authority’s security strategy.
- 2.6 The current contracts for provision of the Services are due to expire in 2019, and the Authority is therefore preparing to re-procure the Services accordingly.

3 OUTLINE PROJECT OUTCOMES REQUIRED

- 3.1 The strategy for providing physical security to the Authority estate is based upon guidance issued by the Security Service which is implemented on a risk assessment basis and allows for the production of effective operational requirements for each individual building within the Authority estate.
- 3.2 The strategy used for producing the operational requirements is commonly known as the four D`s approach:
- “Deter” an intruder from entering your premises
 - “Detect” an intruder as soon as they breach the security perimeter
 - “Delay” an intruder once they have entered the building
 - “Deploy” a responding guard force to the scene of the breach.
- 3.3 To achieve the above a combination of protective measures are used:
- 3.3.1 Physical barriers (the fabric of the building, doors, locks, car park barriers, gates, windows etc),
 - 3.3.2 Security guards for controlling authorised access to certain buildings.
 - 3.3.3 Electronic security systems, which include Intruder Detection, Closed Circuit Television, Automatic Access Control, remote surveillance, security management systems, and pass production systems for building passes.
 - 3.3.4 Responding guard force and local Police Forces.
- 3.4 To ensure its strategy is effective the Authority needs to ensure the responding guard force can attend a reported incident before an intruder can compromise Authority assets. The Authority therefore needs to ensure all the above elements are fully meeting their expected design performance, to ensure the appropriate level of physical security is being provided.

² <https://www.gov.uk/government/publications/security-policy-framework>

-
- 3.5 For Reporting Centres and Public Enquiry Offices the security guard's role is to ensure that all public callers are searched to ensure they do not bring dangerous objects into the building which could be used to harm members of staff or damage the buildings. The security guard's role is part of the agreed Health and Safety policy for operating public caller buildings and failure to provide the service would result in the buildings not being able to open.
- 3.6 Authority Security have implemented a lock and leave operation for a number of buildings and removed the requirement for a security guard to be stationed within. The electronic security systems installed within these buildings are remotely monitored from the Authority's central control room in Croydon. Under these circumstances the Authority needs to have in place a mobile guard force that can respond to an unmanned building within an agreed time line, following a reported security breach (i.e. activation of the intruder alarm system).
- 3.7 As a Public Sector body, the Authority is also required to achieve and demonstrate value for money in the execution of its functions and operational delivery, which includes provision of these Services.

4 SERVICE OUTPUTS/DELIVERABLES

Core Services

- 4.1 The scope of Services to be provided by the successful Supplier shall include, but not necessarily be limited to:
- 4.1.1 **Static Security Service:** Provision of static security guards, who may either be required to work in premises where no Authority security personnel are present or be required to supplement Authority in-house security personnel. Key duties involve: searching of public callers at asylum screening units, public enquiry offices and reporting centres to prevent access to a building with any dangerous objects which could be used to cause harm to staff or to damage the property; ensuring only authorised staff gain access to restricted areas; and providing a response to reported security incidents as necessary.
 - 4.1.2 **Key Holding and Emergency Response Service:** The provision of a mobile guarding service with responsibility to attend unmanned buildings outside of core office hours following the detection of un-authorised entry, and responding to other emergency situations on an ad-hoc or as instructed basis.
 - 4.1.3 **Additional Emergency Resource Service:** Where unstaffed premises are subject to temporarily increased risk, the Authority may require mobile security patrols or static security services to supplement electronic security systems on an ad-hoc or instructed basis.
- 4.2 The successful Supplier will be expected to meet the following performance objectives when delivering the Services:
- 4.2.1 Protect the physical premises and assets of the Authority.
 - 4.2.2 Protect the Authority's employees and the public.
 - 4.2.3 Provide the required continuity and availability of supply of all Services.
 - 4.2.4 Protect the Authority from negative reputational damage.
 - 4.2.5 Assist the Authority in preventing, detecting and resolving threats to the security of the Authority's employees, assets, and reputation.
 - 4.2.6 Provide robust internal processes and policy to perform the duties and ensure all the Supplier's staff adhere to such processes.
 - 4.2.7 Adhere to the Authority's policy and procedures in performing all Services.
 - 4.2.8 Provide a quality and customer focussed Service.

-
- 4.2.9 Ensure all Supplier staff are competent and trained to the specified standards.
 - 4.2.10 Ensure all Supplier staff working on the contract are security vetted by the Authority.
 - 4.2.11 Ensure all Services are delivered in a transparent, controlled and accountable manner, as evidenced through the provision of appropriate management information and assurance reporting.
- 4.3 There are currently 20 locations across the UK that receive these Services, and further details of the individual site locations are set out in **Annex A**. The sites at which the Services are provided may be subject to change as the Authority acquires, disposes and consolidates its property portfolio and / or makes changes to its working practices. Such changes may ultimately require variation in the quantity of the Static Security Service, Key Holding and Response Service, or the Additional Emergency Resource Services required during the term of the contract. The successful Supplier shall be required to accommodate such variations.
- 4.4 The Services are currently delivered by approximately 100 incumbent contractor staff. Suppliers are advised to consider potential implications of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) which may apply to these requirements and to take their own advice accordingly. If TUPE is deemed to apply then the successful Supplier and the incumbent contractor(s) shall ultimately be liable for the financial implications of such transfer, not the Authority.

Operating Standards

- 4.5 As a minimum, the successful Supplier will provide the Static Security Service, Key Holding and Emergency Response Service, and the Additional Emergency Resource Service in full accordance with the following British Standards, together with any subsequent amendment(s):
- 4.5.1 BS 7499 (2000) or equivalent - Static Site Guarding and Mobile Patrol Services - Code of Practice; and the Key Holding and Response Services - Code of Practice and the requirements of BS 7984 (2001) or equivalent, in so far as these relate to the provision of the Static Security Service, Key Holding and Emergency Response, and Mobile Patrol or Additional Emergency Resource Service.

Security Clearance Requirements

- 4.6 The Authority requires the successful Supplier's staff to be security cleared to the same level as the Authority's own staff, typically CTC or SC level³. It is critical to the successful delivery of the services that the successful Supplier has access to a sufficient number of appropriately cleared staff, so as to provide continuity of supply across the UK, including in the case of short-notice / ad-hoc requirements (e.g. to cover unplanned staff absence and emergencies).
- 4.7 It should be noted that obtaining such clearance can take up to 6 months to complete in some cases. In order to obtain Security Clearance deemed fit for purpose by the Authority, the Supplier's staff must:
- 4.7.1 be United Kingdom Nationals, European Economic Area Nationals or Commonwealth Citizens;
 - 4.7.2 have no time limit or restrictions attached to their stay in the United Kingdom;
 - 4.7.3 have resided in the United Kingdom continuously for a minimum period of three years;

³ <https://www.gov.uk/government/publications/national-security-vetting-advice-for-people-who-are-being-vetted>

-
- 4.7.4 not have come to adverse notice of the Authority;
 - 4.7.5 obtain security clearance to the required level from the Home Office Departmental Security Unit;
 - 4.7.6 conduct personal financial affairs in a satisfactory manner; and
 - 4.7.7 in all respects throughout the contract period, comply with and meet any security requirements of the Authority.

4.8 In ensuring that the Supplier's staff meet these requirements, the Authority shall conduct checks using records available to the Authority, and conduct financial checks on individuals who the Supplier intends to employ or who may have access to the Authority's IT systems and sensitive information.

Potential Additional / Variable Requirements

4.9 In most cases the security guards are required to wear stab vests when performing their duties, and these vests have historically been issued to the guards directly by the Authority. However, the Authority is keen to consolidate the supply of these vests within the provision of the Services, i.e. the successful Supplier shall be responsible for issuing this equipment to their security guards as is necessary for them to fulfil the relevant roles.

4.10 Whilst considered unlikely, the Authority must be prepared for potentially significant increases or decreases in demand for the Services, which may be due to factors outside of its control (e.g. civil unrest or fundamental changes to Government-wide policy / ways of working). Therefore, the Authority expects to place a premium on the Supplier's capacity to absorb potentially large increases or decreases to the volume of the Services, both in terms of personnel and site coverage.

5 COMMERCIAL APPROACH

5.1 The Authority currently anticipates, but does not commit to, applying the following commercial approach to satisfying these requirements:

- 5.1.1 Utilising either CCS Facilities Management Marketplace framework Lot 1B (CCS ref RM3830), or CCS Workplace Services framework Lot 1A (CCS Ref RM6089).
- 5.1.2 Procuring a single lot / contract, i.e. one Supplier to deliver all Services across the UK. This is in accordance with Government presumption that existing commercial vehicles will be used wherever possible, unless robust justification can be provided for using an alternative route.
- 5.1.3 Procuring a contract for an initial term of 3 years, with an option to extend for 2 further periods of up to 12 months each (i.e. maximum contract term of 3+1+1 years). The estimated value of the contract is £3M per annum, and therefore £15M in total.
- 5.1.4 Where appropriate, implementing performance linked pricing, e.g. financial remedies / payments relating to response times for re-active / ad-hoc staffing requirements (see para 4.6 above).

6 KEY DATES & TIMESCALES

6.1 The detailed timescale for the project is still being developed, however it is anticipated that a procurement competition will formally commence in Q1 2019.

7 MARKET FEEDBACK

7.1 The Authority is keen to obtain feedback from Suppliers on the specific areas listed below. Please provide feedback by email to Security_Guarding_Procurement@homeoffice.gov.uk by **12:00 GMT on Tuesday 15th January 2019 (the “Response Deadline”)**. Please limit your responses to one A4 page per Question.

Q1	Do you envisage bidding for this requirement as currently described? If not, please provide rationale, including identification of any particular barriers / issues that are influencing your appetite to bid.
Q2	Are you capable of providing the stab vest requirement described at para 4.9 above . What are your thoughts on the benefits / risks of including this particular requirement?
Q3	A key requirement for the Authority is that both planned and reactive national coverage requirements are continuously and consistently satisfied, with particular regard to the level of security clearance that personnel are required to have (see para 4.6 above). Please provide feedback on the feasibility of this requirement, and any commercial and / or operational approaches that you believe would support successful fulfilment of this requirement whilst achieving value for money.
Q4	A key requirement for the Authority is the supplier’s capacity to accommodate potentially significant increases or decreases in the volume of the Services required (see para 4.10 above). Please provide feedback on the feasibility of this requirement, and any commercial and / or operational approaches that you believe would support successful fulfilment of this requirement whilst achieving value for money.
Q5	What key information would you expect / want the Authority to include within their Invitation to Tender (ITT) / Further Competition documentation to assist in the bidding process?
Q6	What considerations should the Authority take into account with regards project timescales, particularly in relation to: a) Tender response period (i.e. from ITT publication to tender response deadline?) b) Mobilisation period (i.e. from contract award to full service commencement)?
Q7	Please provide an indication of the level of cost and resource you envisage being required for successful mobilisation, over and above that required for steady state service delivery, and any particular obligations you envisage for the Authority.
Q8	Please provide any other feedback you feel would assist in preparing for a potential procurement exercise.

8 QUESTIONS AND CLARIFICATIONS

- 8.1 Suppliers may raise questions or seek clarification regarding any aspect of this PTME document at any time prior to the Response Deadline. Questions must be submitted by email to Security_Guarding_Procurement@homeoffice.gov.uk only.
- 8.2 The Authority does not commit to responding to any questions or communications received in respect of the PTME. However, where the Authority is able to respond, it shall ensure that all Suppliers have equal access to information regarding this PTME exercise, by publishing a consolidated “Questions and Answers” document prior to the response deadline.
- 8.3 Responses to questions will not identify the originator of the question or contain any commercially confidential information.
- 8.4 If a Supplier wishes to ask a question or seek clarification without the question and answer being revealed, then the Supplier must state this in their email and provide its justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Supplier will be invited to decide whether:
- 8.4.1 the question/clarification and the response should in fact be published; or
 - 8.4.2 it wishes to withdraw the question/clarification.

9 GENERAL CONDITIONS

- 9.1 This PTME will help the Authority to refine the requirements and to understand the potential level of interest in the delivering the requirements. It will also aid Supplier’s understanding of the requirements in advance of any formal competitive procurement exercise.
- 9.2 The Authority reserves the right to change any information contained within this PTME at any time, and Suppliers rely upon it entirely at their own risk.
- 9.3 The Authority reserves the right not to proceed with a competitive procurement exercise after this PTME or to award any contract.
- 9.4 Any and all costs associated with the production of such a response to this PTME must be borne by the Supplier.
- 9.5 No down-selection of Suppliers will take place as a direct consequence of any responses or interactions relating to this PTME.
- 9.6 The Authority expects that all responses to this PTME will be provided by Suppliers in good faith to the best of their ability in the light of information available at the time of their response.
- 9.7 No information provided by a Supplier in response to this PTME will be carried forward, used or acknowledged in any way for evaluating the Supplier, in any subsequent formal procurement process.