

08

Fall

**RAF Museum, London**

**Tender for the provision of Security Services**

**Part C - Specification**

OPTIONS: – Night Cover and 24hour Cover

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Statement of Requirement

Executive Summary

In 2016 the Museum decided to employ a third-party contractor to provide overnight security at the London site as part of the reorganisation of the then Safety and Security department into the Visitor Experience department. The practice of using a separate team to manage overnight security has proven to have been a successful model, helping to support the transition of the Front of House team from being security focused to being customer focused, whilst providing the Museum with a professionally qualified security team.

The Museum now has a much clearer idea of what it should expect from a security partner and how they fit into the Museum operating model, and this retender allows the Museum to:

* Revise the existing arrangements and develop the current operating model.
* Consider the potential implications of 24-hour control room management, including the monitoring of CCTV at both public sites.
* Assess the impact of expanding the tasks and duties required of the security partner. This would include formalising additional checks to be conducted during patrols of the London site.
* Improve KPI, SLA and partner reporting, thereby tightening the contract monitoring with the aim of providing maximum reassurance that the Museum was receiving the best possible level of service.
* Assess the financial and security impact of outsourcing additional security activities to a third party.

Background information

The existing contract for security services emanated from a requirement for the security partner to replace the pre-existing staffing model undertaken by the RAFM team. This fact limited the scope of the contract to security and control room management solely for night time operations.

When the first contract was awarded, the Museum did not have the ‘in house’ expertise or experience of working with a security partner to fully appreciate what services were required or could be delivered. This fact led to several areas where non optimal requirements were set, for example:

* The staffing requirement was set at SIA licensed security guards, and no consideration was given to the potential benefit of a requirement for CCTV licensed, or Control Room experienced security personnel; and
* shift length was defined by the Museum to be a maximum of 8 hours.

The current operating model continues to evolve, based on informal agreements between the Museum and current incumbent. This means there are currently no KPIs capable of monitoring performance against these new practices.

# Scope of Requirement – Core services

There are two operating models that all bidders will need to consider and propose services and costs for, regarding Core Services.

The first operating model is to provide security services for Night Shift hours only, 5:00pm – 10:00am.

The second operating is to provide security services 24hours a day, 7 days a week.

Sections 2.1 and 2.2 provide definition to the duties to be fulfilled within both shift options.

## Night Shift - Core Services outline.

The Night Shift is defined as the period of work between 5:00pm and 10:00am. During this period, the security team will be the main, and for most of the period the only staff on site.

Core services are defined as:

1. The provision of security services between the hours of 17:00hrs and 10:00hrs, 365 days per year (366 days for leap years)
2. The provision of security services for all 24-hour periods when the Museum is closed to the public. These periods include, but are not limited to, annual closure periods from 24th to 27th December and the 1st of January, inclusive.
3. A requirement for a minimum of two SIA CCTV licenced staff to be present on site.
4. A requirement for the Museum control room to be staffed, at all times, by at least one SIA CCTV licenced operative.
5. Controlling access to the site outside of opening hours (see Appendix A – Definitions) as defined by Standard Operating Procedures (SOPs) and briefings.
6. Staffing of the security reception (adjacent to the control room) between the hours of 17:00 hrs. – 18:00 hrs. and 06:00 hrs. – 10:00 hrs. Other hours of cover may be required depending on site activity.
7. The conduct of security patrols of the site during ‘night’ hours and all periods when the Museum is closed to the public. (see Appendix A – Definitions)
8. The management of site operations during ‘night’ hours and all periods when the Museum is closed to the public.
9. A requirement to support the RAF Museum Midlands site during ‘night’ hours and all periods when the Museum is closed to the public, key events, and major incidents.
10. Supporting the RAF Museum London with the additional scheduled tasks as laid out in paras 1.1.6 and 1.2.6
11. The provision of operational support in the event of a security escalation, following the Museum’s SOPs and Incident Management Plan (IMP).
12. All staff providing core services must comply with the requirements laid out on paragraph 4.1.1.

### Control Room definition and functions

Control room definitions and functions are:

#### Control Room definition

The RAF Museum control room, located on the Hendon site, is the:

1. central location for the monitoring and management of the Museums’ CCTV systems.
2. location where activations from all the Museum security alarms, which include door alarms, case alarms and collection alarms are monitored.
3. central location for the Museum fire and smoke activation alarms.
4. main point of use for the Museum site wide PA systems.
5. central point of contact in the event of all incidents; and
6. point of contact for all emergency services.

#### Control Room functions Night shift

1. Monitor the CCTV systems of both the London and Midland sites during the night shift and any other hours covered by the security team.
2. Manage access to the control room to ensure its integrity and to ensure GDPR and other regulatory standards are met.
3. Monitor and respond to security alarms, including co-ordinating RAF Museum staff to the area of activation during operational hours.
4. Monitor and respond to fire and smoke alarm activations, using CCTV and staff resources to conduct an initial investigation.
5. Record alarm activations following the established SOPs.
6. Proactive use of the CCTV system to safeguard the Museum’s staff, site, and collections.
7. Ensure CCTV operations follow GDPR regulations, are compliant with industry best practice and follow the RAF Museum CCTV policy.
8. Document and report incidents recorded on CCTV following established SOPs.
9. Initiate the incident response plans for the London and Midland sites in accordance with the existing Museum SOP’s and Incident Management Plan (IMP)
10. Coordinate the response to incidents.
11. Provide critical information in the event of any form of emergency or security incidents.
12. Be the key point of contact for the emergency services.
13. Operate the ANPR car park barriers in line with existing SOPs.

### Security Reception (Door 19) definitions and functions

Security Reception (Door 19) definitions and functions are:

#### Security Reception (Door 19) definition:

The security reception, which is adjacent to the control room, is:

1. The staff entry and exit point outside of Museum opening hours.
2. The point of access to all Museum business guests outside of Museum opening hours.
3. The point of access to all contractors working at or for the RAF Museum.
4. The delivery and collection point for all Museum post.
5. The radio collection point for museum staff.

#### Security Reception (Door 19) functions, night shift:

1. Monitor and control access to the site during the night shift and any other hours covered by the security team.
2. Check and verify the ID of all staff, volunteers, and contractors entering during the night shift and any other hours covered by the security team.
3. Welcome business guests and contractors, sign them in, issue passes, and contact their host.
4. Issue keys to staff and contractors as directed by Museum SOPs, and briefing instructions.
5. Check post and return items not for the Museum.
6. Issue radios to staff and report faulty units.

### Site patrols

Site patrols should be conducted during ‘Night Hours’, any other periods the Museum is closed to the public. A site patrol is defined as having been conducted when a security officer has completed a circuit of the internal and external areas of the entire site, visited each identified call point and completed the actions defined at such call point. The location of call points and actions to be taken will be defined within the site Assignment Instructions.

The current patrol system has 112 points across the site. It should be noted that this is not a fixed number of patrol points as changes in function of locations and changing collection items on display can mean additional permanent and short-term points may be required.

The patrols must:

1. Include security checks of all access points to the site and buildings.
2. Check that utilities and services are operating.
3. Check key assets on site, as directed by the Museum. This will include, but is not limited to, collection items, monitoring systems and critical services such as fridges and freezers.
4. Investigating, recording and reporting the outcome of any issues of concern, incidents or required works, and initiating a response in accordance with SOPs and/or the IMP, for example:
   1. Suspicious items.
   2. Unauthorised vehicles on site.
   3. Signs of forced access.
   4. Identified vulnerabilities, be they due to poor working practices, e.g., doors or gates left unlocked or open, or poor maintenance, e.g., broken locks or windows.
   5. Evidence of unauthorised persons on site, e.g., the finding of sleeping bags or food debris.
   6. Evidence of illegal practices, e.g., drug use.
   7. Identification of general maintenance requirements.
   8. Evidence of water leaks or signs of water ingress.

An actively utilised patrol recording system must be in place that:

1. Provides an auditable record of patrols and call point activity, including any actions taken.
2. Provides prompts to staff to actions required in a location.
3. Records any concerns, incidents or required works.

### Night operations

During night hours, and periods when the museum is closed to the public, the security team will be the only staff presence on site. As such, they will be the single point of contact on the site, and responsible for operational site activities as well as security.

Responsibilities during this period will include:

#### Communication and Liaison

Be the point of contact for:

1. Out of hours contractors.
2. Museum partners who may need to access the site out of hours, which will include but not be limited to, Network Rail, London Borough of Barnet, third-party contractors, e.g., maintenance, cleaning, and gritting providers.
3. Museum staff requiring authorised ‘out of hours’ access.

Take the lead in communication relating to:

1. Actioning emergency repairs and ‘out of hours’ site works, in line with Museum SOPs.
2. Reporting ‘out of hours’ faults and remedial actions to relevant Museum teams, in line with SOPs.
3. Initiation of incident response plans for London and Midland sites, in accordance with established SOPs.
4. Actioning and supporting emergency responses to ‘out of hours’ incidents.
5. Notification of ‘out of hours’ emergencies to relevant Museum staff, as instructed by existing SOPs.

#### Site Operations and activities

1. Controlling access to the site as defined with SOPs and briefings.
2. Directing and escorting maintenance contractors, as required.
3. Responding to the impact of inclement weather and actioning emergency procedures, as required.
4. Taking appropriate remedial actions to preserve the Museums’ collections in line with SOPs and collections training.

### Midlands Site Support

#### During night shift hours and periods when the museum is closed to the public

1. Being the sole monitoring station for the Midland site’s CCTV system.
2. Proactive engagement with, and response to, incidents seen on CCTV in line with existing SOPs.
3. Support the operational response in the event of a security escalation.
4. Contacting relevant teams and or authorities/services to respond to any incidents or emergencies on the site, as defined within existing SOPs.
5. Supporting the Midland site’s keyholding company when they attend site to investigate incidents.
6. Documenting incidents observed at the Midland site, including scheduled actions taken e.g., gates being locked.
7. Initiate incident response plans for the Midland site, in accordance with established SOPs.
8. Liaising with the Midland site’s control room to provide additional CCTV monitoring during evening events held at the Midland site.

### Additional London operational duties

Additional scheduled tasks and responsibilities that would be completed by the onsite security team include:

1. Provision of a daily debrief to the incoming Visitor Experience Supervisor Team regarding night shift activities.
2. Daily CCTV audit (including low light camera checks) of London and Midland sites
3. Daily radio system checks
4. Daily PA Check
5. Daily key reconciliation

\* The regularity of these checks will be defined within relevant SOPs.

## Twenty-four hour - Core Services outline

Core services are defined as:

1. The provision of 24-hour security services 365 days per year (366 days for leap years).
2. A requirement for a minimum of two SIA CCTV licenced staff to be present on site.
3. A requirement for the Museum control room to be staffed, at all times, by at least one SIA CCTV licenced operative.
4. Controlling access to the site outside of operational hours (see Appendix A – Definitions) as defined by Standard Operating Procedures (SOPs) and briefings.
5. Staffing of the security reception (adjacent to the control room) throughout operational hours.
6. The conduct of security patrols of the site during ‘night’ hours (see Appendix A – Definitions).
7. The management of site operations during ‘night’ hours and periods when the Museum is closed to the public.
8. A requirement to support the RAF Museum Midlands site during ‘night’ hours, key events, and major incidents.
9. Supporting London operations with additional scheduled tasks, as laid out in paras 1.1.6 and 1.2.6
10. The provision of operational support in the event of a security escalation, following the Museum’s SOP’s and Incident Management Plan (IMP).
11. All staff providing core services must comply with the requirements laid out on paragraph 4.1.1.

### Control Room definition and functions

Control room definitions and functions are:

#### Control Room definition

The RAF Museum control room, located on the Hendon site, is the:

1. central location for the monitoring and management of the Museums’ CCTV systems.
2. location where activations from all the Museum security alarms, which include door alarms, case alarms and collection alarms are monitored.
3. central location for the Museum fire and smoke activation alarms.
4. main point of use for the Museum site wide PA systems.
5. central point of contact in the event of all incidents.
6. point of contact for all emergency services.

#### Control Room functions 24-hours

1. Monitor the CCTV systems of the London site 24-hours a day, and the Midland’s site during ‘overnight’ hours and periods when the Museum is closed to the public.
2. Manage access to the control room to ensure its integrity and to ensure GDPR and other regulatory standards are met.
3. Monitor and respond to security alarms, including co-ordinating RAF Museum staff to the area of activation during operational hours.
4. Monitor and respond to fire and smoke alarm activations, using CCTV and staff resources to conduct an initial investigation.
5. Record alarm activations following the established SOPs.
6. Proactive use of the CCTV system to safeguard the Museum’s staff, site, and collections.
7. Ensure CCTV operations follow GDPR regulations, are compliant with industry best practice and follow the RAF Museum CCTV policy.
8. Document and report incidents recorded on CCTV following established SOPs.
9. Initiate the incident response plans for the London and Midland sites in accordance with the existing Museum SOP’s and Incident Management Plan (IMP).
10. Coordinate the response to incidents.
11. Provide critical information in the event of any form of emergency or security incidents.
12. Be the key point of contact for the emergency services.
13. Operate the ANPR car park barriers in line with existing SOPs.

### Security Reception (Door 19) definitions and functions

Security Reception (Door 19) definitions and functions are:

#### Security reception (Door 19) definition:

The security reception, which is adjacent to the control room, is:

1. The staff entry and exit point outside of Museum opening hours.
2. The point of access to all Museum business guests outside of Museum opening hours.
3. The point of access to all contractors working at or for the RAF Museum.
4. The delivery and collection point for all Museum post.
5. The radio collection point for Museum staff.

#### Security reception (Door 19) functions, operational hours:

1. Monitor and control access to the site outside of the Museum’s operational hours.
2. Check and verify the ID of all staff, volunteers and contractors entering the site outside of operational hours.
3. Welcome business guests and contractors, sign them in, issue passes and contact their host.
4. Issue keys to staff and contractors as directed by Museum SOPs and briefing instructions.
5. Check post and return items not for the Museum.
6. Issue radios to staff and report faulty units.

### Site patrols

Site patrols should be conducted during ‘Night Hours’, any other periods the Museum is closed to the public. A site patrol is defined as having been conducted when a security officer has completed a circuit of the internal and external areas of the entire site, visited each identified call point and completed the actions defined at such call point. The location of call points and actions to be taken will be defined within the site Assignment Instructions.

The current patrol system has 112 points across the site. It should be noted that this is not a fixed number of patrol points as changes in function of locations and changing collection items on display can mean additional permanent and short-term points may be required.

The patrols must:

1. Include security checks of all access points to the site and buildings.
2. Check that utilities and services are operating.
3. Check key assets on site, as directed by the Museum. This will include, but is not limited to, collection items, monitoring systems and critical services such as fridges and freezers.
4. Investigating, recording and reporting the outcome of any issues of concern, incidents or required works, and initiating a response in accordance with SOPs and/or the IMP, for example:
   1. Suspicious items.
   2. Unauthorised vehicles on site.
   3. Signs of forced access.
   4. Identified vulnerabilities, be they due to poor working practices, e.g., doors or gates left unlocked or open, or poor maintenance, e.g., broken locks or windows.
   5. Evidence of unauthorised persons on site, e.g., the finding of sleeping bags or food debris.
   6. Evidence of illegal practices, e.g., drug use.
   7. Identification of general maintenance requirements.
   8. Evidence of water leaks or signs of water ingress.

An actively utilised patrol recording system must be in place that:

1. Provides an auditable record of patrols and call point activity, including any actions taken.
2. Provides prompts to staff to actions required in a location.
3. Records any concerns, incidents or required works.

### Night operations

During night hours the security team will be the only staff presence on site. As such, they will be the single point of contact on the site, and responsible for operational site activities as well as security.

Responsibilities during this period will include:

#### Communication and Liaison

Be the point of contact for:

1. Out of hours contractors.
2. Museum partners who may need to access the site out of hours, which will include but not be limited to, Network Rail, London Borough of Barnet, third-party contractors, e.g., maintenance, cleaning, and gritting providers.
3. Museum staff requiring authorised ‘out of hours’ access.

Take the lead in communication relating to:

1. Actioning emergency repairs and ‘out of hours’ site works, in line with Museum SOPs.
2. Reporting ‘out of hours’ faults and remedial actions to relevant Museum teams, in line with SOPs.
3. Initiation of incident response plans for London and Midland sites, in accordance with established SOPs.
4. Actioning and supporting emergency responses to ‘out of hours’ incidents.
5. Notification of ‘out of hours’ emergencies to relevant Museum staff, as instructed by existing SOPs.

#### Site Operations and activities

1. Controlling access to the site as defined with SOPs and briefings.
2. Supporting the running of scheduled and ad-hoc tests of Control Room services, e.g., weekly fire tests.
3. Directing and escorting maintenance contractors, as required.
4. Responding to the impact of inclement weather and actioning emergency procedures, as required.
5. Taking appropriate remedial actions to preserve the Museums’ collections in line with SOPs and collections training.

### Midlands Site Support

#### During operating hours

1. Supporting large scale events by providing additional CCTV monitoring, as required.
2. Acting as a secondary CCTV monitoring location, as required.
3. Supporting the operational response in the event of a security escalation.

#### Out of hours support

1. Being the sole monitoring station for the Midland site’s CCTV system.
2. Proactive engagement with, and response to, incidents seen on CCTV in line with existing SOPs.
3. Support the operational response in the event of a security escalation.
4. Contacting relevant teams and or authorities/services to respond to any incidents or emergencies on the site, as defined within existing SOPs.
5. Supporting the Midland site’s keyholding company when they attend site to investigate incidents.
6. Documenting incidents observed at the Midland site, including scheduled actions taken e.g., gates being locked.
7. Initiate incident response plans for the Midland site, in accordance with established SOPs.
8. Liaising with the Midland site’s control room to provide additional CCTV monitoring during evening events held at the Midland site.

### Additional London operational duties

Additional scheduled tasks and responsibilities that would be completed by the onsite security team include:

1. Provision of a daily debrief to the incoming Visitor Experience Supervisors (VES) Team regarding night shift and other ‘out of hours’ activities.
2. Attendance at morning briefings hosted by the VES Team regarding site operations for the day.
3. Daily radio checks with all staff issued with a radio.
4. CCTV audit (including low light camera checks) of London and Midland sites\*.
5. Key Audit\*
6. Emergency light checks\*
7. Fire Extinguisher checks, to ensure extinguishers are in the correct location and have not been activated\*

\* The regularity of these checks will be defined within relevant SOPs.

# Additional Services, within contract

There are additional services and duties required within the contract which sit outside of the definition of ‘core security’ duties, and these are:

## Event call-off requirements

The Museum operates a commercial and private event business which sees Museum spaces being hired for private functions and events during both the day, and out of hour periods, which may include but are not limited to:

* Business seminars and conferences
* Dinners and drinks receptions.
* Private parties.
* Filming and photo shoots.
* Training events.
* Events supporting the operations of the London Borough of Barnet.

The Museum also hosts its own events which, in addition, can include:

* Fundraising events.
* VIP dinners and drinks receptions.
* RAF events.
* Sponsorship events.
* Internal Museum events.

During these events, the security provider could be required to provide additional security officers, to provide a selection of services which may include, but which are not limited to:

* + - Door supervision.
    - Car park security.
    - Static security officers to secure specific items or locations.
    - Additional control room officers, and this could also be a requirement for events hosted at the Midland site.
    - Site security monitoring visitor behaviour, which can include safeguarding responsibilities.
    - Additional security for site patrols.

All staff who are supporting these additional services must:

1. Hold the appropriate SIA licence for the duties required, e.g. Door Supervisor\*.
2. Hold enhanced DBS clearance, when relevant\*.
3. Have completed the Action Counters Terrorism (ACT) eLearning.
4. Complete a site event induction and event briefing.
5. Have completed RAF Museum safeguarding training, when relevant\*.

\* details of the staff requirements will be provided as part of the Museum event brief and staff request.

Note: The Museum reserves the right to use other providers to fulfil its event security requirements.

# Additional Services, possible future engagement

The RAF Museum is constantly evolving its services, visitor offer, and operating model. As a result, there is the potential for contractual expansion with the security provider, and the following are areas that could be included within the contractual agreement at some future point:

1. Keyholding services to the Midland site,
2. The provision of security support for events and activities for which the Museum is a lead stakeholder being held at offsite locations, e.g., the [RAF Museum Midlands Spitfire Tour](https://www.rafmuseum.org.uk/midlands/whats-going-on/news/raf-museum-midlands-spitfire-tour/).

# Overarching security criteria

The following are overarching criteria which are essential to establishing a security team and service at the RAF Museum.

## Staff Induction training and basic requirements

All security partners staff who work at the Museum fulfilling a security role must fulfil the following criteria:

### Core Security Services / Roles

1. Hold a current Security Industry Authority (SIA) CCTV licence.
2. Have control room experience.
3. Hold enhanced DBS clearance.
4. Hold a valid Emergency First Aid at Work certificate, or equivalent[[1]](#footnote-1).
5. Have completed the Action Counters Terrorism (ACT) eLearning.
6. Have satisfactorily completed an RAF Museum site and operator induction.
7. Have individual log ins for all required RAF Museum systems.
8. Have signed off the site Assignment Instructions to the satisfaction of the Security Partner’s management team.
9. Have confident communication skills so they can use:
   1. Site wide PA system.
   2. Radios.
   3. Phones, including actioning site wide phone alerts and messaging.
10. Have strong interpersonal skills.
11. Have excellent customer service skills.

Note: evidence of relevant licences and certifications will be required by the RAF Museum for items a, b, c, d, and e.

### Additional Security Services

All staff who are supporting these additional services must:

1. Hold the appropriate SIA licence for the duties required, e.g. Door Supervisor.
2. Hold enhanced DBS clearance, when relevant.
3. Have completed the Action Counters Terrorism (ACT) eLearning.
4. Complete a site event induction and event briefing.

Note: evidence of relevant licences and certifications will be required by the RAF Museum for items a, b, and c.

## Roster

### Roster Team

As mentioned earlier within this specification, the security partner must always maintain a minimum of two CCTV licenced officers on site. The security partner has the discretion to determine how many staff should be employed to fulfil the contract and how the staff roster will be constructed. However, all staff who work at the Museum to perform the core duties must fulfil the requirements prescribed within the specification within this document.:

### Roster Cover

There is an expectation that the onsite team will always fulfil the contractual requirements, as outlined in the Scope of Requirement – Core services, for the contract option being pursued, these being:

1. Night Shift, 17:00 hrs to 10:00 hrs.
2. Twenty-four hour cover

In both cases it is essential for the Museum to understand how the security partner would:

1. Ensure continuous cover using appropriately trained and qualified staff, as required for the delivery of core duties.
2. Keep the Museum updated with the details of members of the security provider’s RAF Museum team.
3. Manage relief staff so that they are, and remain, familiar with the site and its operations.
4. Provide additional security staff for event ‘call off’ requirements in line with the time frames required in such requests.
5. Manage staff ‘exit’ procedures, aligning these to Museum exit procedures; and
6. Manage the roster whilst new team members join the security provider’s RAF Museum team.

## Training and development

### Security partner led training / evidence of training completion

The security partner will provide their team with the following training, or provide evidence that the following training / certification has been completed:

1. Security Industry Authority (SIA) CCTV licence.
2. Enhanced DBS clearance.
3. Emergency First Aid at Work certificate, or equivalent[[2]](#footnote-2).
4. Action Counters Terrorism (ACT) eLearning.

### RAF Museum led training

The RAF Museum will provide the following training to the security staff directly or through its partners.

1. Safeguarding training.
2. GDPR training.
3. Building and site evacuation training.
4. Collections care training, including collections incident response training.
5. Familiarisation training of the site, control room and associated equipment.

## Staff supervision and performance management

The security provider’s onsite team will work directly with the RAF Museum’s Visitor Experience Supervisor (VES) team and will operationally report to them. Whilst this operational relationship is clearly important, the security partner will be responsible for:

1. Ensuring that all staff are capable, trained, and qualified to fulfil the roles expected of them; and
2. Providing supervision for their onsite team, which should include, but not be limited to:
   1. Regular onsite supervision and support.
   2. Performance management, with relevant input from the RAF Museum team; and
   3. Holding staff responsible for their actions and performance whilst on duty.

Note: The RAF Museum reserves the right to exclude an employee from the contract if, in the option of the Museum, the person’s conduct, competence or behaviour is deemed unsatisfactory.

## Facilities and equipment provided by RAF Museum

The Museum will provide the following facilities, free of charge, for the purpose of fulfilling the contractual requirements:

1. Control Room, which is equipped with resources to monitor CCTV, Fire and Intruder Alarms.
2. Welfare facilities, including lockers, sanitation facilities, and refreshment areas.
3. Quiet room for the use of staff.
4. Utilities, e.g., Water, Electricity and Heating; and
5. Phone, radio and PC access to support work related communications and reporting.

## Equipment to be provided by the security partner

The security provider will be responsible for providing their onsite team with:

1. Uniform, including sufficient items of clothing for inclement weather.
2. Patrol system infrastructure, the current patrol system has 112 call points; and
3. Other equipment deemed essential to support the fulfilment of the contract.

## Communication and reporting

To provide clarity regarding site operations and maintain operational efficiency, the following communication touch points will be established, and maintained throughout the period of the contract between the Museum and security partner.

The security provider’s onsite team will be expected to provide information and updates related to daily site operations and scheduled checks and tasks. They will also be expected to support the investigation of incidents or reports with which they have been involved. The following is a list of the onsite team communication points:

### On site team, daily engagement

The following daily engagement would be expected of teams working within a ‘Night Shift’ contract.

1. Incident log, which should include the details of:
   1. Pro-active site patrols conducted.
   2. Pro-active CCTV patrols.
   3. Response to alarm activations and any identified causes.
   4. Calls made to the emergency services.
   5. Requests made to contractors or support partners for site attendance and works.
   6. Any deactivations of intruder alarms, fire systems or other monitoring systems, including the details of investigations undertaken; and
   7. Any system failures and the actions taken to secure resolution.
2. Control Room entry record.
3. Control Room system checks.
4. Documented handovers between the night shift security team and the Museum team, and between security shifts when relevant.
5. Verbal and documented handover to the London Museum Team, which is to include:
   1. Summary of active elements from point 4.7.1a above.
   2. Location of contractors working on site.
   3. Any ‘man down’ radios issued, who to, and the location where they are working; and
   4. Task requests raised, including reference number and fault.
6. Documented handover to the Midland Museum Team, i.e., an email or online report which is to include:
7. Summary of active elements at the site from point 4.7.1.a above.
8. Incident log which should include the details of:
   * + - 1. Pro-active CCTV patrols.
         2. Response to alarm activations and any identified causes.
         3. Calls made to the emergency services.
         4. Requests made to contractors or support partners for site attendance and works.
         5. Any deactivations of intruder alarms, fire systems or other monitoring systems, including the details of investigations undertaken; and
         6. Any system failures and the actions taken to secure resolution.
9. The details of any engagement with the RAF police; and
10. The details of any engagement with the Midland site’s contracted keyholding company or RAFM out of hours staff.

The following items are additions to the above daily engagement for teams working within a 24 hour contract.

1. Completion of morning radio checks; and
2. Attendance at a morning briefing hosted by the VES Team.

Note: The above items can be covered in one document / email / form shared with all teams

### On site team scheduled reporting

The following engagement would be expected of teams working within either a ‘Night Shift’ or ‘24 hour’ contract.

1. CCTV camera audit of London and Midland sites.
2. Key Audit.
3. Monthly Emergency Lighting checks.
4. Weekly Fire Extinguisher checks.
5. Weekly Fire Alarm tests.

### On site team, ad-hoc engagement

The following engagement would be expected of teams working within either a ‘Night Shift’ or ‘24 hour’ contract.

1. Incident report logging, as required.
2. Incident investigation, as required; and
3. Workforce motivation surveys.

### Management team, scheduled engagement

Management representatives of the contracted security provider will be expected to attend regular scheduled contract management meetings. The management team would also be expected to produce a scheduled report that provides details regarding the security team and the security operations of the team.

An outline of this monthly, and any ad hoc engagement, is laid out below:

1. Monthly site meetings with RAF Museum Designated Officer (DO) or nominated deputy to discuss:
   1. The monthly report.
   2. Any upcoming RAFM site activities.
   3. Team performance: and
   4. Any concerns or issued raised by the security partner, or their team.
2. The monthly report will include:
   1. All items listed within paras 4.7.1 and 4.7.2 above, in a preformatted package.
   2. Investigation reports following any security incidents.
   3. Investigation reports following any other incidents, e.g., system failures.
   4. Staff performance and development; and
   5. Training needs identified.
3. Ad-hoc site visits due to urgent issues or investigations triggered by the RAF Museum DO or key personnel.

General Criteria

There are some principles and expectations that the RAF Museum has for itself and its partners. Whilst not contractual matters, the Museum would be interested in the approach taken by the security partner regarding these important principles.

## Equality, Diversity, and Inclusion

The RAF Museum believes that everyone has the right to live without fear or prejudice regardless of race, age, gender, disability, sexual orientation, social class, religion, and belief. Our aim is to embed a supportive and open culture which is inclusive, positive, and fair to all, develop flexible opportunities to encourage engagement with the Museum onsite, offsite, and online, and celebrate differences.

The RAF Museum does not tolerate any form of discrimination, and the Museum complies with the Equality Act 2010. We understand our duties under it, and we are also committed to do more than just adhere to the Act.

# Appendix A – Definitions

# Museum Site Times

**London**

Operational hours - when there is a staff presence:

06:00 hrs. – 18:00 hrs.

Opening hours - when the site is normally open to visitors:

10:00 hrs. – 17:00 hrs.

Night hours - when the security team will be the only / primary point of contact:

18:00 hrs. – 06:00 hrs.

**Midlands**

Operational hours – when there is a staff presence.

08:00 hrs. – 17:30 hrs.

Summer opening hours (March – October) - when the site is normally open to visitors:

10:00 hrs. – 17:00 hrs.

Winter opening hours (November – February) – when the site is normally open to visitors:

10:00 hrs. – 16:00 hrs.

Night hours - when the security team will be the only / primary point of contact:

17:30 hrs. – 20:00 hrs.

During these hours the Midland site is supported by a contracted keyholding company.

# Museum Structure and role definitions

The following is the RAF Museum staff structure, as relevant to Security.

**Senior Management**

* + Maggie Appleton - CEO.

The CEO is strategically accountable for the Security of the Museum.

* + Barry Smith - Director of Visitor and Commercial Development.

Security falls under the Visitor and Commercial Development Department, and as such the Director has operational accountability for security.

**London Operational team**

* + John Sugg - Head of Operations London (Contract Designated Officer DO)

The Head of Operations, London, will be the RAF Museum Designated Officer for the security contract. The Head of Operations, London has operational responsibility for site security in London and shares organisational operational responsibility for security with Head of Operations, Midlands.

As the contract Designated Officer, the Head of Operations, London, will be the key point of contact with the security partner and will lead management meetings between the Museum and the security partner, and will be the primary recipient of all management reports.

* + Visitor Experience Supervisors (VES), London

The VES Team are responsible for the day to day running of the London site, including site, visitor, and staff security.

The VES Team will be the main point of liaison and contact for the onsite team. The on-site team and the VES team will work in partnership regarding control room and security operations.

**Midlands Operational team**

* + Alan Edwards - Head of Operations, Midlands

As the Head of Operations, Midlands Alan has operational responsibility for site security at the Midlands site and shares organisational operational responsibility for security with Head of Operations, London

* + Visitor Experience Supervisors (VES), Midlands

The VES Team are responsible for the day to day running of the Midlands site, including site, visitor, and staff security.

The VES Team will be the main point of liaison and contact for items related to the Midlands site.

**Other relevant RAF Museum personnel**

* + Marguerite Jenkin - Director of Finance and Resources

The Director of Finance and Resources is strategically accountable for the finances and contracts of the RAF Museum.

* + Nick Brown - Head of Finance

The Head of Finance has operational responsibility for the finances and contracts of the RAF Museum.

# Appendix B – Related information and documentation

## Museum and operator induction framework

All Museum staff, volunteers and partner staff are required to complete a site induction. Some roles also require staff to complete role specific inductions to support them in understanding the role they have within the Museum.

The below provides a brief outline of the Museum Induction, Operator Induction and Night Induction that all members of the security team must complete to start their role at the Museum. The inductions form the initial parts of the training programme all staff will need to complete and maintain throughout their deployment at the Museum.

## Site Induction

The site induction provides all staff with an outline of the Museum, not just learning the layout and set up of the physical site, but an outline of what the Museum is, and the story it is telling.

**Site Tour – General layout**

All staff are provided with a site tour that will help staff understand the geography of the site, this will support developing:

* An understanding of the various locations around site, building names, key identification points (often related to large Museum collection items) and welfare facilities.
* Relevant evacuation, and assembly points; and
* Staff locations, to understand where key personnel are based.

It is expected that all staff should visit the Midlands site at least once a year to support their knowledge of the geography of the site to support effective CCTV operations.

**Site Tour – Key Security locations and infrastructure**

Across the site there are key security related locations. These locations could be regarded as high security, because they house key infrastructure e.g. IT servers, or because they house high value or important collection items.

**RAF Museum – who are the RAF Museum**

An introduction to who the Museum are, the goals and ambition of the Museum and its priorities.

**RAF Museum – the RAF Story**

An introduction to the Museum itself, and the stories being told through the collections.

## Operator Induction

The Operator induction provide staff with an understanding of the role, key areas of work, equipment, and resources available to complete their role.

During the operator induction relevant IT resources and passwords will be set up and relevant Museum led training will take place.

**Security officer roles and responsibilities**

This will support the development of an understanding of the roles and responsibilities of the security team at the Museum.

It will include:

* Areas of work
* Importance of the role

It will also include behaviours and non-security Museum polices that will be relevant to the security team, and these will include, but not be limited to:

* IT use.
* Social Media use; and
* EDI (Equality, Diversity, and Inclusion).

**Meeting the Museum Team**

The security team will meet key Museum staff who they will work with while at the Museum, and this will include, but not be limited to:

* Head of Operations, who is the contract Designated Officer.
* Visitor Experience Supervisors, London. This team will have the closest working relationship with the security team.
* Events and Catering Team. These teams are the most active during night hours; and
* IT and Digital Team, who are another team that work outside of normal operating hours.

**Personal Administration**

Various permissions will be set up to allow staff to gain access to the site and resources to fulfil their role, this will include:

* + Swipe card.
  + ANPR vehicle details.
  + IT systems.
  + Key systems login; and
  + CCTV system login.

**Museum led training**

To fulfil the role at the Museum there will be Museum led training which will cover a wide range of Museum operations, and these will include:

Control Room related:

* + Fire system.
  + Door alarms.
  + Case alarms; and
  + CCTV system.

Site operations related:

* + Evacuation.
  + Safeguarding.
  + Collections care; and
  + Flood response.

## Night shift induction

The Museum takes on a different personality at night, and the expectations placed on the security team, when they are the sole point of contact during the night shifts, changes. As a result, all staff will also take part in a night shift induction which will help them:

* Familiarise themselves with the site at night.
* Understand the patrol system and call points; and
* Understand the CCTV system at night.

1. [Changes to the training you need for an SIA licence - GOV.UK (www.gov.uk)](https://www.gov.uk/government/news/changes-to-the-training-you-need-for-an-sia-licence) [↑](#footnote-ref-1)
2. [Changes to the training you need for an SIA licence - GOV.UK (www.gov.uk)](https://www.gov.uk/government/news/changes-to-the-training-you-need-for-an-sia-licence) [↑](#footnote-ref-2)