

# Outcome-Based Contract Template

Note: In this template, you will find practical examples, clauses and templates that could be included in your OBC tender requirements. It also suggests performance management indicators to measure outcomes and to evaluate proposals based on price and quality.

**PROVISION OF SECURITY SERVICES  
FOR SERVICE BUYER'S PREMISES AT XXXX**

**FOR A PERIOD OF XX YEARS  
WITH AN OPTION TO EXTEND FOR ANOTHER  
XX YEARS**

Note: Service buyers to edit accordingly.

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**Note:**

- 1) This table of content is a sample and service buyers should customise the content based on their own requirements.
- 2) Words highlighted in blue explains the respective parts of the tender document.

**PART I**

**INVITATION TO TENDER**

To: The Tenderer

Our Ref : XXXXX  
Telephone : XXXXXX  
Date : XXXXXXXX

**INVITATION TO TENDER FOR PROVISION OF SECURITY SERVICES FOR THE XXXX AT XXXXX FOR A FIRM PERIOD OF XX YEARS WITH AN OPTION TO EXTEND A PERIOD OF XXXX**

- 1 We are pleased to invite you to tender for the abovementioned tender.
- 2 The following set of tender documents (hereinafter referred to as “the Tender Documents” are enclosed for your information and compliance.
- 3 A tender briefing cum site show round will be conducted as follow:  
  
Date: XXXX  
Time/Place: XXXX  
  
**Attendance of the tender briefing cum site show round is COMPULSORY, which will be one of the critical tender evaluation criteria.**
- 4 All enquiries regarding this Invitation to Tender should be made in writing **not later than XX working days** before the closing date of the tender and directed to:  
  
Name: XXXX  
Email address: XXXXXX  
Contact No. : XXXXXX
- 5 The tender will close on the date and time (the “Tender Closing Date”) on XXXX and at XXXX. Any tender delivered after the stipulated date and time from whatever cause arising, will not be considered.
- 6 Tenders shall remain valid for acceptance for XX days from the date of submission of tenders and no Tenderer will be allowed to withdraw his tender within that period.

Yours faithfully

XXXXXXXXXX

Note: Service buyers to **edit** the Invitation to Tender accordingly.

**FORM OF TENDER**

**Tender for Provision of Security Services for the [XXXX](#)**

To: [XXXX](#)

- 1 I/We understand that [XXX](#) is the service buyer and having visited the building(s) at the locations mentioned and carefully examined the following documents (collectively the “Documents”):-
- (a) Instructions to Tenderers
  - (b) Conditions of Tender
  - (c) Form of Tender
  - (d) Evaluation Criteria
  - (e) Conditions of Contract
  - (f) Performance Management
  - (g) Detailed drawings and plans (if any)

I/We of

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(Name of Tenderer in Block Letters)

hereby offer to execute and supply all necessary equipment, labour (including carting away and other incidentals) and materials for the Provision of Security Services for a period of **XX years** (“WORK”) in conformity with the Documents and to the entire satisfaction of [XXXX](#) the total sum of:-

Singapore Dollars

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(S\$ \_\_\_\_\_ )

- 2 I/We fully understand and agree that the Sum payable to me/us shall be the said tendered amount as specified in this tender.
- 3 I/We hereby agree that notwithstanding the fact that the Sum as herein quoted by me/us is as described in the Specifications, the authority reserves the absolute right at any time to add to or to omit from the Contract any items in the breakdown of pricing as it may deem necessary. In such an event, the said Contract Sum shall accordingly be increased or decreased, by adding thereto or deducting therefrom, the amount produced by multiplying the area(s) to be added or deducted from the Contract or the items of the Works added or

deducted from the Contract by the relevant unit rate(s) quoted in the breakdown of pricing. Under the circumstances, I/we have made allowances in my/our prices as herein quoted to cater for such eventualities.

- 4 Our offer is valid for the Validity Period as specified in the Invitation to Tender and for any such extension of the period as may be agreed in writing by the Tenderer at the request of the Authority.
- 5 This Tender is valid for a period as specified in the Instructions to Tenderers. I/We understand and agree that this Tender may not be amended or withdrawn by me/us within the said period.

I/We \_\_\_\_\_ in the capacity of  
(Name of Authorised Signatory)

\_\_\_\_\_ duly authorised to sign tenders  
(Designation in Firm/Company)

for and on behalf of \_\_\_\_\_  
(Name of Firm/Company)

do hereby make the above offer.

\_\_\_\_\_  
Authorised Signature, Date & Company Stamp

Registered Company Address

\_\_\_\_\_  
\_\_\_\_\_

Singapore ( )

Tel No.: \_\_\_\_\_

Email: \_\_\_\_\_

Note: Service buyers to **edit** the Form of Tender accordingly.

**COMPANY INFORMATION**

Tenderers are to furnish their particulars in the following format:

1 Particulars of Tenderer

Registered Name of Company :

Registered Address :

Contact Numbers : Office:

: Fax:

Business Registration Number :

Date of Incorporation :

Form of Business : \* Public Limited Company / Private Limited Company / Partnership / Sole Proprietorship

2 Particulars of Sole Proprietor / Partners / Company Directors

Full Name (As in NRIC)	Home Address	NRIC No.	Proportion of Shareholding

3 Capital

If Partnership or Sole Proprietor, please state the capital set aside for business of this Nature:

Capital Set Aside	
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If Limited Company, please state the authorized and paid up capital:

Authorized Capital	
Paid Up Capital	



4 Name and Address of Bankers:

Name of Bank	
Address of Bank	

5 Description of nature of services/trade engaged other than security services:


6 Tenderers shall attach the Profit & Loss Statement together with Balance Sheets of the last financial year.

7 Tenderer shall attach their latest and recent OBC commitments in the following format:

Name	Address	Description of the Contract <i>(Include area and manpower strength)</i>	Contract Period		Monthly Contract Value	Name, Designation & Contact No. of buyers whom reference may be made
			From	To		

Note: Tenderers are to furnish the information.

**PART II**

**CONDITIONS OF TENDER**

## CONDITIONS OF TENDER

- 1 The Contract comprises the provision of security services to the premises XXX named above for a period of XXX months with an option to extend for another XXX months. Tenderers are requested to develop proposals based on a security risk assessment of buyer's site, security outcomes and operational parameters stated in the tender documents. Each Tender Offer must be submitted with the following contents:
  - 1.1 Tenderer must submit an analysis of security risk and operational considerations in relation to the Tender Specifications and site surveys. This is to be submitted in the form of a Threat and Vulnerability Risk Assessment table covering Threat Description, Probability, Severity Level, Risk Level, Control Measures proposed in Tender, and Residual Risk Level.
  - 1.2 Tenderer is required to study the site and submit a proposal for the operational model covering how manpower, processes, infrastructural and technology will be integrated to meet the security outcomes.
  - 1.3 Tenderer shall submit a resource plan covering the necessary and appropriate resources (equipment, manpower, tools) to perform the required services and enhance productivity and service performance. Tenderer must submit a resource plan listing out the optimum manpower structure, equipment and technologies that will be committed to the operations. Details must be provided to explain why the proposed resources are adequate to support the services.
  - 1.4 Tenderer shall be bounded to deliver the technological solution model which has been proposed. Tenderer should explain why the proposed model is adequate in relation to the observations made in Security Risk Assessment and the security outcomes defined. Tenderer should also highlight how proposals are able to achieve security outcomes defined in the Tender. Tenderers should provide the committed availability levels and explain the Business Continuity Plans when the technological software or equipment fails.
  - 1.5 Tenderer is to submit a transition plan illustrating how services and technology will be implemented during transition. The plan shall include a clear timeline and milestones of key activities when taking over. Tenderer should specify the additional time required for the implementation and testing of technology, equipment, processes or infrastructures during the transition, together with what the tenderer will be provisioned to do during the interim period.
  - 1.6 Tenderers shall submit a Technology and Process Change Proposal and explain the impact on the Resource Plan and Security Outcome. Tenderers can refer to **Annex A** for the list of templates to submit the Operation Plan, Technology Proposal, Resource Plan and Transition Plan.

- 1.7 Tenderer is required to submit the completed Price Schedule, derived not only from manpower but also the technology cost (maintenance and renewal). The Price Schedule shall include surge rates for adhoc increase in manpower and resource changes. Please see **Annex B** for more information on the Price Schedule to be submitted.
- 1.6 Under SACE, tenderer must possess a valid licence, on an annual basis. Security agencies who fail the SACE assessment will not be eligible to bid for this tender. Tenderer must submit the required documentary proof of the licence on an annual basis throughout the duration of the Contract.
- 1.7 Tenderer must submit the following documents in the tender submission:
  - a. Copy of its audited financial statements for the past three years
  - b. Original copy of the information on the latest business profile by the registry of Companies and Business (Singapore)
  - c. Testimonials and project references of relevant past experiences and expertise attained in relation to security outcomes listed in the tender (if available). This can include reviews from past customers and additional information on the scale of operations and the relevancy of each experience. Reference checks may be conducted.
  - d. Training and competency assessment plans that are established to manage competency of all staff. This should be supported by evidence of training course attendance or related documents.
  - e. HR plans and company policies to sustain working conditions that promote work-life balance and measures to ensure officers do not exceed mandated working hours.
  - f. Copy of valid Security Agency licence.
- 2 Tenderer must comply with all the requirements and document submissions listed in the Tender Instructions. Any Tender Offer that does not comply with any of the requirements listed shall be disqualified from further evaluation.

3 The Authority will evaluate the tender proposal based on Price Quality Method (“PQM”) as follows:

Price	Tender Price	40%
Quality	Ability to achieve security outcomes in operation process control	60%
	Quality of technology proposed such as evaluation on the maturity of solutions proposed.	
	Supervisory, manpower support plans and Staff training plans such as evaluation of Tenderer’s processes to ensure staff well-being and motivation	
	Track records in similar operations	

Note: The above Conditions of Tender requirements are examples. Service buyers must consider and include other clauses according to their own requirements.

**PART III**

**EVALUATION CRITERIA**

## **EVALUATION CRITERIA**

- 1 Tenderer must comply with all the requirements and document submissions listed in the Tender Instructions. Any Tender Offer that does not comply with any of the requirements listed below shall be disqualified from further evaluation.
  - a. Attendance at Tender Briefing and Site Visit;
  - b. Complete submission of documents listed in the Tender Instructions; and
  - c. Complete submission of Price Schedule.
- 2 Tenderers that have complied with the Criteria described above will be further evaluated based on tender Quality criteria as listed below.
- 3 All Tender Offers shall be evaluated using the Price-Quality Method (PQM). Price evaluation will be performed using the lowest price submitted as comparison across all Tender offers.
- 4 Quality evaluation will be performed using the following criteria (listed in order of decreasing importance):

Quality	a. Ability to achieve security outcomes in operation process control
	b. Quality of technology proposed such as evaluation on the maturity of solutions proposed.
	c. Supervisory, manpower support plans and Staff training plans such as evaluation of Tenderer's processes to ensure staff well-being and motivation
	d. Track records in similar operations

Note: The above evaluation criteria are examples. Service buyers must consider and include other criterions according to their own requirements.

**PART IV**

**CONDITIONS OF CONTRACT**



## **CONDITIONS OF CONTRACT**

### 1 Duration of Contract

- a. The contract for the provision of services shall be scheduled for a firm period of **XX years** with optional period of **XX years**.
- b. Schedule of rates established to be valid during the firm period and any extended period

### 2 Security Outcomes

[The following security outcomes are just examples. Service Buyers must determine their own security outcome to be performed by the Tenderer.]

The security outcomes to be delivered by the Contractor are as follow:

- a. Access control (Persons)
  - Only authorised personnel and registered visitors/contractors cleared by authorised personnel for entry are allowed to enter premises
  - Only authorised personnel with access pass are allowed to access the perimeter through side gate.
- b. Access control (Vehicles)
  - Only authorised and registered vehicles are to be allowed access into the basement carpark.
  - Ensure taxi/hired vehicles exit do not park at basement carpark after drop-off
- c. Visitor Management
  - Key visitor details, entry/exit records are to be recorded and made available for management office to review at any time.
  - Contractor's key details, entry/exit records are to be recorded and made available for management office to review at any time
  - Ensure Contractor's staff leave site upon completion of work. Ensure damages resulting from work done is identified for follow-up action. Ensure debris left are cleared by the contractor at the end of the day.
  - Ensure taxi/hired vehicles exit premises promptly after drop-off

d. Infrastructural Protection

- Project and maintain security presence as a form of deterrence.
- Ensure security and safety of persons in the Contract Premises
- To detect, record and report potential security incidents in the Contracted Premises. List of security incidents include:
  - Intrusion and break-in to premises and resident units
  - Presence of suspicious persons loitering within the premises
  - Theft
  - Fire
  - Unattended equipment and items within premises
  - Conduct of illegal activities
  - Incident reports made by authorised personnel.
  - Ensure proper use of facilities in accordance to facility rules
- All security incidents to be recorded and made available for reference at any time, incident reports to save as record and emailed to management office after reports are lodged.
- Quick response to resolve or escalate to Supervisors/Police as required by SOP.
- Ability to respond up to two concurrent incidents within X minutes to contain situation. Incidents to be reported to Police if required.
- Supervisor to respond to site within XX hour

e. Security Control Room Operations

- During emergencies or drills (e.g. fire incident evacuation), to correctly execute contingency response duties as directed by established SOPs.
- Assist in conduct of drills or participation in exercises when requested.
- Maintain and operate a 24 hours' control room to receive and handle all calls and assignments such as absenteeism, manpower shortage, felony or other misdemeanours, incidents, emergencies, complaints and other matters from time to time.
- Close monitoring of the CCTV and dispatch Officers to handle detected incidents within X mins of detection.

### 3 Operational hours

The operational hours for the different areas of coverage is as follow:

Building A [Note: This is an example only. Service buyers are to state their own building details.]

S/N	Coverage Areas	Operating Periods	Remarks
1	Building perimeter, stairwells and building floor lobbies	24hrs (all days)	CCTVs are installed in premises, images piped back to Security Post at main entrance. <u>Internal</u> : Main visitor entrance, Level 1 lift lobby, Building floor lobbies, Stairwell entrance at Level 1. <u>External perimeter</u> : Entrance of access ramp to vehicle entrance, Car park gantry. Stairwell entrance door is a single access door that can only be opened from stairwell side.
2	Main entrance	24hrs (all days)	Access for authorised personnel and visitors.
3	Side gate	24hrs (all days)	Only accessible by authorised personnel using access card.
4	Vehicle entrance and access to carpark	24hrs (all days)	Only accessible by authorised personnel and registered visitor vehicles.
5	Vehicle drop-off point	24hrs (all days)	Access for authorised personnel and visitors.
6	Building Fire Command Centre	24hrs (all days)	Located inside Security Post at main entrance.

#### 4 Other Services

[Note: Service Buyers to determine their supplementary tasks to be performed by the Contractor.]

In addition to security services, Contractor shall perform the following:

- a. Facility management services
  - Detect and report on failures and building defects during daily checks
  - Switching off power and facilities according to stipulated time
  - Manage keys of common facilities
  
- b. Others
  - Activate cleaners to clean compounds after raining
  - Ensure proper locking and unlocking of doors, roller shutters end of day
  - Detect and report any faulty lifts and lightings, water supply, gas and electrical installations.
  - Provide accurate replies or information to enquiries either through walk-ins or calls.

Any non-listed services requested beyond the scope of the current contract with corresponding cost adjustments (if required) as a result of additional resources required will be mutually agreed before commencement of services.

#### 5 Supply and Management of Contractor Furnished Equipment (CFE)

CFE includes any hardware which is proposed by Contractor for the fulfilment of the contractual requirements. (For example: Handheld metal detectors, CCTVs etc).

- 5.1 Contractor shall bear all costs in relation to installation, operational use, maintenance, management and removal of CFE supplied under this contract. Authority shall not be responsible for any loss or damages to any Contractor's equipment held in the Service Buyer's premises. Authority who undertake this must be aware of the technology obsolescence, cost of maintaining aging equipment and availability of Contractor to upkeep the equipment thereafter. Authority may also want to include clauses that allow them to buy over CFEs provided by the Contractor at end of the contract period at depreciated costs.
  
- 5.2 Buyer shall have rights to take over the ownership of technology deployed in sites at the end of the contract period or instruct contractor to remove and restore affected infrastructure at the end of the contract period.

## 6 Additional Obligations

Contractor is to fulfil the following obligations as part of the security services provided under the contract:

### a. Training and Competency

- Contractor shall ensure all security officers deployed has relevant WSQ qualifications for them to operate effectively in their deployment locations.
- Contractor is to ensure competency via conduct of refresher or recurrent training which will be done at Contractor's cost.
- Contractor shall have a system which tracks the qualification and training status of officers deployed. Such information must be made available for audit by the Service Buyer upon request.

### b. Code of Conduct

Security officers deployed are to abide by the following Code of Conduct. Service Buyer reserves the rights to relieve officers from duty if there are any infringement of these requirements. In such cases, it is the Contractor's responsibility to seek replacements at no additional cost to the Service Buyer, failing which the Service Buyer will have the right to recover the cost for the relieve officers including any cost in relation to the infringement.

- While on duty, to be in official attire with identifications passes or badges. Passes or badges to bear Contractor's company name, officer's photograph and name of the officer.
- To remain alert and vigilant, officers are not to be found sleeping while on duty.
- Remain professional in dealing with stakeholders during their duties.
- Alert the Service Buyer of any law and order, security incidents without delay.

### c. Safety and Liability

Contractor shall at all times observe and comply with all applicable laws and regulations, in particular those relating to safety, and shall bear all costs and expenses connected with the compliance of such laws and regulations. Contractor shall take all reasonable safety precautions to mitigate risk when delivering services. Such precautions include providing and ensuring the use of protective personal equipment where appropriate. Contractor shall effect and maintain adequate policies of insurance in respect of Work Injury Compensation/Employer's Liability and Public Liability.

d. Conduct of Audit.

Contractor shall commit to the regular conduct of audits and inspections at Contracted Premises. A monthly audit schedule will be established together with Service Buyer and Contractor shall ensure that activities are carried out in accordance to schedule and in the presence of Service Buyer's representative at no additional cost to Service Buyer.

e. Personal Data Protection

Contractor to ensure compliance with the Data Protection Provisions of the Personal Data Protection Act (PDPA) in relation to the personal data collected, used or disclosed as part of contracted services. For example:

- Ensure individuals are notified and consent is obtained for the purposes of the collection, use or disclosure of their personal data, including NRIC number (unless the collection, use or disclosure is required under any law or an exception under the PDPA applies).
- Ensure reasonable security arrangements to protect the personal data in its possession or under its control to prevent any unauthorised access, collection, use, disclosure or similar risks. Given the risks and potential impact of any unauthorised use or disclosure of personal data associated with the individual's NRIC number, ensure a higher level of security to protect the NRIC numbers (or copies of NRIC) in its possession or under its control. Contractor may wish to consider collecting partial NRIC numbers (i.e., up to last 3 digits and checksum) in place of the full NRIC number, and to consider employing technological solutions, such as scanning of physical NRICs to capture the NRIC number and store the data in a secure manner.
- Facilitate any requests for access to individual's personal data and information about the ways his personal data has been used or disclosed in the past year, unless they fall under one of the prohibitions to access or an exception under the PDPA applies.
- Cease retention of the personal data or remove means by which personal data can be associated with particular individuals, when no longer necessary for any business or legal purpose. Contractors can also refer to the below PDPC resources (found in [www.pdpc.gov.sg](http://www.pdpc.gov.sg)) for more information when developing and implementing operations involving the collection of personal data:

- i. Guide to securing personal data in electronic medium
- ii. Guide to managing data breaches.
- iii. Guide to disposal of personal data on physical medium
- iv. Advisory Guidelines on Photography, Video and Audio Recordings

Note: The above Conditions of Contract requirements are examples. Service buyers must consider and include other clauses according to their own requirements.

## **PART V**

# **PERFORMANCE MANAGEMENT**



## **Performance Management**

- 1 All failures should be measured based on reported occurrence / detection and should be assessed differently in accordance to the severity of failures. The Contractor shall be paid on a monthly basis upon completion of services. The last monthly payment shall be withheld until the completion of its Performance Measurement for the contract year.
- 2 Contractual performance shall be measured through the Demerit Point Model below, which dictate the acceptable service levels for different security outcomes, as well as corresponding monthly payment schedule. Appointed contractor shall tabulate the monthly performance for Service Buyer's verification to process monthly payments.

### Demerit Point Scale with Performance Based Payment Model

<b>Demerit Point Scale</b>	<b>Monthly Payment Sum</b>
<b>&lt; 10 (Bonus)</b>	105% Payment
<b>11 – 20 (Baseline)</b>	100% Payment
<b>21- 39</b>	95% Payment
<b>&gt; 40</b>	90% Payment

- 3 Upon the deduction of 50 demerit points or more at any month, the Authority shall have the rights to issue a Warning Letter or Work Improvement Order (WIO) to Contractor. Upon receipt of the WIO, the Contractor shall impose immediate remedial actions to prevent reoccurrence.
- 4 In the event that there is a deduction of 50 points or more for 3 consecutive months, the Authority will be entitled to exercise the rights to terminate the contract.

[Note: Service buyers should not have a Demerit point model running with a liquidity damages schedule as this will result in double penalties.]

- 5 The following demerit points will be issued for the various types of security and service failures during the duration of the contract.

Demerit Points	Type of Service Failure / Security Failure
3	<ul style="list-style-type: none"> <li>• Deployment of un-cleared personnel for operations</li> <li>• Failure to comply with the Code of Conduct</li> <li>• Failure to be properly equipped/attired in relation to contracted requirements</li> <li>• Failure to provide accurate information to visitors</li> <li>• Failure to report faulty equipment in premise</li> </ul>
20	<ul style="list-style-type: none"> <li>• Failure to respond to on-site incidents within X mins of activation</li> <li>• Improper change of security pass</li> <li>• Monthly attendance is between 92-97%</li> <li>• Availability of critical technology solution is less than 85% (if applicable)</li> </ul>
40	<ul style="list-style-type: none"> <li>• Monthly attendance is lower than 92%</li> <li>• Failure to detect and prevent the occurrence of illegal activities including gambling and unauthorised hawking</li> <li>• Criminal conduct while on duty</li> </ul>
50	<ul style="list-style-type: none"> <li>• Negligence resulting in failure to detect or prevent incidences of injury</li> <li>• Failure to detect critical incidents such as break-ins, burglaries, vandalism, thefts and fire etc.</li> </ul>

Note: The above Performance Management and Payment examples are can vary and should be decided by the service buyers depending on the criticality and impact of security lapses to operations.

# **PART VI**

# **ANNEXES**

## **ANNEXES**

### **Annex A**

#### **Operation Plan**

- 1 Tenderer is to explain how operations will be executed to fulfil operational requirements. The explanation shall include technology and process which may be introduced through the proposal.
  - a. At the micro level, to explain how functions will be executed to meet desired security outcomes.
  - b. At the macro level, to explain how operations of different functions or sites will interact with each other and ensure sustainable and effective operations.
- 2 Tenderer shall explain the business continuity plans and actions/responses that would be taken when there are technology failure or shortages in resources to operate manned positions in Sites.
- 3 Tenderer should highlight areas which their proposal can lead to better outcomes, for example:
  - a. Ability to address security gaps that's present in current operations
  - b. Ability to commit to better security outcomes (e.g. shorter incident response time, higher screening rates).

<b>Security Function</b>	<b>Location</b>	<b>Details of Operating Concept (Information that Tenderer should fill)</b>
Access control	Main lobby	....
Premise Perimeter security	SOR defined areas	....
Relief shift changes		.....
Incident response plan		During incidents, control room will activate the nearest officer to response to site. Security Control room to activate police response depending on severity of the incident.
Supervisory duty / Command and control		....
Business continuity plans		....

Technology Proposal

- 1 Tenderer shall submit listing of technology or process changes proposals which are implemented as part of the proposed operating model.
- 2 For technology/process changes that are part of the proposed operating concept, Tenderer shall provide supplementary information (illustration, technical specifications, demonstration/trial) on how proposal will operate to reduce manpower or improve operations and examples of how it has been applied in other areas of operations (if information is available).

<b>Security Function</b>	<b>Description of Technology / Process change proposal</b>	<b>Impact on resource plan</b>	<b>Impact on security outcomes</b>	<b>Available for trial or demonstration?</b>
Premise perimeter security	Deployment of perimeter sensors and video content analysis camera in access points	Reduces the need for 1 SO needed for Patrol operations	Achieves 24/7 continuous intrusion detection capability	Yes, in commercial building A

Resource Plan

- 1 Tenderer shall submit a resource plan illustrating the minimal manpower, its deployment and technology infrastructure resources that will be committed to operations in each site based on the proposed operation concept.
- 2 The proposed resource plan forms Tenderer’s baseline resource commitment for the operations.
  - a. Any additional resources which are result of identified inadequacy during contract period shall be addressed by Contractor at no additional costs.
  - b. This baseline resource commitment will be tracked during the contract period, Contractor shall not be allowed to unilaterally adjust the committed resources without formal contract variation.
- 3 For manpower deployment, Tenderer shall highlight if there are posts which shall be required to perform multiple functions. If necessary, Tenderer shall explain why proposed resources are adequate to support the operation.

Security Function	Location	Resource Type	Quantity	Deployment duration	Remarks
Screening	Front Gate	SO	x	All days	
Access control	Front Gate	SO	x	All days	
Premise perimeter security	Security control room	SO	x	All days	
Premise perimeter security	Virtual Patrol	SO	x	All days	

### Transition Plan

- 1 Tenderer should prepare themselves to start operations within defined schedule. Information should be provided to explain:
  - a) How manpower shortfalls will be managed?
  - b) How transition activities (e.g technology introduction) will be managed?
  - c) What are interim measures to put in place while transition takes place?

Transition milestone	Planned commencement Date	Planned completion Date	Deliverables
State of Readiness	...		Weekly readiness report x weeks before operations commencement
Describe On-The-Job training	....	....	State readiness of SO to be deployed
Installation of Hardware			Acceptance test report (UAT) and qualification trial report..

## Annex B

### Price Schedule for Premises

- 1 The tender sum shall be deemed to have included all cost in carrying out the Service, including the cost of labour, CPF contribution, materials, consumables, uniforms, appliances, staff training, transport and all other incidental and/or contingent expenses. It also includes proposed infrastructural changes, hardware, software, maintenance and software system administration related to the delivery of services presented in the accepted proposal.
- 2 Tenderer is to submit comprehensive rates in the format provided in the following tables. The monthly rate quoted should include proposed manpower, process reviews, trials, infrastructural changes and use of technology during the contract period.

The Annual contract sum is as follows: -

<b>Contract Period</b>	<b>Amount (S\$) (Per month)</b>	<b>Total (S\$) (12 months)</b>
	<b>Manpower + Technology Solutions</b>	
Year 1		
Year 2		
Year 3		
Year 4 (Optional Period)		
Year 5 (Optional Period)		

<b>Contract period</b>	<b>Firm Period</b>			<b>Optional Period</b>	
Start date:	Year 1(S\$)	Year 2(S\$)	Year 3(S\$)	Year 4(S\$)	Year 5(S\$)
Monthly Cost					
<b>Monthly cost excluding GST</b>					
Annual cost					
<b>Annual Cost excluding GST</b>					

- 3 The contract shall be inclusive of all related costs and expenses necessary for the efficient provision of the works and fulfilment of the terms and conditions for the contract. Any additional manpower cost incurred to address security gaps as a result of hardware failure would be borne by the Contractor.

Schedule of Rates for Premises

1 Tenderer is to submit prices in the Schedule of Rates for adhoc services, manpower and lease of security equipment that might be requested during the contractual period. Any review of contractual demands which require reviews of manpower or services to take reference to rates established here.

Services	Per deployment (S\$)				
	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year	5 <sup>th</sup> year
<b>Senior Security Supervisor</b>					
(S\$/Hour/Staff)					
(S\$/12-Hr Shift/Staff)					
(S\$/Month/Staff)					
<b>Security Supervisor</b>					
(S\$/Hour/Staff)					
(S\$/12-Hr Shift/Staff)					
(S\$/Month/Staff)					
<b>Senior Security Officer</b>					
(S\$/Hour/Staff)					
(S\$/12-Hr Shift/Staff)					
(S\$/Month/Staff)					
<b>Security Officer</b>					
(S\$/Hour/Staff)					
(S\$/12-Hr Shift/Staff)					
(S\$/Month/Staff)					

NB:

- a) Rates based on ability to supply surge demand within notice period of three working days.
- b) Unit Rates are exclusive of GST. Price quoted should take into consideration the latest requirements of the Progressive Wage Model (PWM) and overtime exemption guidelines.
- c) Hourly & Shift rates start from the time of registration, i.e. sign-in time and ends at completion time, i.e. sign-out time on the Occurrence book. The Staff must be properly attired in uniforms before registration.
- d) All figures rounded to the nearest dollar. The same principle is to apply in all future contractual cost calculations in this contract.



### Schedule of Rates for Technological Solution

- 1 Tenderer has the flexibility to propose any other security equipment not found in the list. There must be corresponding information explaining the scale of the proposed hardware and the related costs.

Technology Proposed						
S/no	Items	Year 1(S\$)	Year 2(S\$)	Year 3(S\$)	Year 4(S\$)	Year 5(S\$)
1	Example: Video analytics					
2	Electronic clocking device					

- 2 A surge factor is applied to Schedule of Rates if the notice period is less than 7 days. The supply of resources during surges shall be subject to availability of resources. The notice period is the number of calendar days between official request for resources given by the Authority and the day which deployment takes place. Surge factor shall not be applicable for overtime charges. When surge factor is applied, price shall be rounded down to the nearest dollar.

Note: Tenderers are to complete the templates in the Annexes and submit to the service buyer.