



Foreign, Commonwealth & Development Office

CPG/12742/2025 - PROVISION OF SECURITY SERVICES FOR BRITISH EMBASSY IN LUANDA, ANGOLA.

STATEMENT OF REQUIREMENTS

BRITISH EMBASSY LUANDA: PROVISION OF GUARDING SERVICES FOR RESIDENTIAL COMPOUNDS

BACKGROUND

British Embassy Luanda is seeking to re-tender the contract for the provision of 24-hour guard protection for Embassy and residences within the compound.

GENERAL STATEMENT OF REQUIREMENT

The Authority will pay the Contractor an agreed sum for the provision of a security service on a 24/7 basis.

OBJECTIVE

To provide 24-hour security for HMG Luanda embassy / residential compound to include a Quick Reaction Force, some technical support.

SCOPE OF WORK

The Contractor will be responsible for the management of quality assurance and provision of trained and effective security guards. The Contractor will do the following:

- Prevent unauthorised access to compounds and houses
- Prevent visitors carrying unauthorised equipment onto the residential compounds
- Prevent non-British Embassy vehicles from entering the residential compounds unless permitted by the authority
- Maintain order at the Embassy compounds and houses
- Prevent damage and theft to properties
- Manage the roster of contractor's drivers for the night and weekend shifts and respond to the need for extra drivers when needed.
- Conduct patrols to confirm the integrity of the compound and report any anomalies,

TIMING

The contract will commence on 01/05/2026 for a three-year period, with an option of a 1+1-year(s) extension.

OUTPUT

The key outputs will be:

- Ensure safety and security for each property through a dedicated and professional team of guards, not to be changed without the client's consent. Guards are expected to be smartly uniformed, punctual and professional. Security Supervisors are expected to be able to converse in both Portuguese and English. All guards must always wear identity cards when on duty.
- Provision of a 24-hour Quick Reaction Force (QRF) to be able to reach the Embassy compound within 10 minutes of a reported incident.
- Provision of monthly, weekly, daily reports and provision of general security advice
- Supervision of guards at residential compounds to include random patrols and checks.

SPECIFIC TASKS/ACTIVITIES

- To prevent entry of all unauthorised personnel
- To complete "access control checks", which include checking for authorisation to enter, confirmation of identity and searches where necessary, to include person and vehicle searches to include but not limited to searches for-weapons and/or car bombs as instructed by the client
- To adhere to standard operating procedures (SOPs) as provided by and agreed with the client
- To react promptly and in accordance with the situation to any attack, serious incident or looting appropriately with QRF
- To conduct and record for evidence hourly radio checks throughout the night
- To ensure that the boundaries of the residential compounds are secure
- To prevent losses and damages to the residential compounds
- To report faults in equipment, security lights, locks and boundary protection immediately
- To accompany contractors whilst maintenance work is being undertaken in Embassy compound.
- To ensure that there is no unauthorised car parking outside or alongside the boundary walls of the compound
- To ensure that only British Embassy vehicles enter the compound or those vehicles authorised in writing as approved by the Security Team
- To record all visitors to the compound with time in/time out and details of any vehicles as appropriate, dealing with visitors in a firm, respectful and tactful manner.
- To provide an effective communication system between guards, the QRF (10 minute response time) and 24 hour emergency service.
- To maintain accurate lists of staff and occupants of the compound
- To maintain accurate lists of vehicles permitted to enter the compounds as instructed by the client
- To ensure guard posts, guard rooms and equipment are clean and well maintained

- To ensure that guards are fully security trained and that they have a knowledge of their surroundings in relation to emergencies such as civil disorder, bombs, fire, flood, natural disasters etc and that they know where local police and emergency services are located. Records of training are to be maintained and available for review by the client. In addition, periodic review of the training whilst being conducted should be permitted within reasonable parameters
- To ensure drivers have vehicles in presentable conditions when they are on shift.
- To ensure that the guards immediately report all untoward incidents, damage or loss of property
- To ensure that the guards are able to communicate clearly and effectively using VHF Radios, mobile telephones, intercoms etc
- To ensure that the guards have the knowledge and ability to operate all emergency equipment i.e. firefighting equipment, radios and telephones etc.
- To ensure that the guards are provided with certified basic first aid training to a recognised international standard and that this is refreshed annually
- To ensure that the guards are provided with the equipment necessary for them to complete their duties (uniforms, radios, telephones, stationery (log books and pens) etc) to include QRF vehicles
- To service and test alarms
- To perform a visual inspection of water tank and generator levels, under guidance of Estates Manager
- To ensure contractor's drivers receive briefing before use of any Embassy vehicle.

METHODOLOGY

On site management, supervision, QRF. Number of guards and alarms etc:

	Location	Shift 1 0600hrs- 1800hrs	Shift 2 1800hrs- 0600hrs	Total Guards	Commercial Manual Alarms
1	Plot 1	4	2	6	1
2	Plot 2	2	2	4	1
5	The Nest	QRF ONLY 24/7			1
	Supervisor 24/7	1	1	2	1

Drivers

Weekday	Day shift 06:00hrs - 12:00hrs	Night shift 12:00hrs	Total drivers on each shift
Monday	-	19:00 - 07:00	1
Tuesday	-	19:00 - 07:00	1
Wednesday	-	19:00 - 07:00	1
Thursday	-	19:00 - 07:00	1
Friday	13:00 - 19:00	19:00 - 07:00	1
Saturday	07:00 - 19:00	19:00 - 07:00	1
Sunday	07:00 - 19:00	19:00 - 07:00	1

- The British Embassy may increase or decrease the number of residential compounds covered during the contract period and will give the Service Provider a minimum of one months' notice.

REPORTING

- To immediately report serious incidents to Post Security Manager (PSM) and Post Security Officer (PSO)
- To provide a weekly summary of security incidents/ responses against Key Performance Indicators (KPIs) to Post Security Manager and Head of Corporate Services
- To provide weekly/monthly reports of general security trends to the Post Security Manager
- To provide other reports on issues of general concern related to the security situation or likely alerts on threats to the British Embassy compound

PENALTIES

Penalties may be imposed for:

QRF

- Response team failing to respond within the specified time frame as set out in these TORs for a call-out or not at all
- Team not following proper procedures as agreed when responding to an emergency call out
- Team lacking proper equipment and vehicles as agreed in KPIs.

Security

- Guard failing to arrive at work or arriving more than 30 minutes late or caught sleeping on duty or away from the residential compound whilst on duty
- Unmanned post: the Contractor required to provide the agreed number of guards per property and on time. The posts must not be left unmanned. Any gap will immediately incur a penalty.
- Guards lacking proper equipment
- Guards' failure to complete patrolling duties as indicated by reports.

Penalty arrangements

Failure in any of the above will attract a 10% deduction (per incident) in the monthly fee for every property affected.

STATEMENT OF SERVICE REQUIREMENTS

GUARDING SERVICES RESIDENTIAL COMPOUNDS SERVICES, LUANDA, ANGOLA

CONTENTS

1. Objectives
2. Static Guarding
3. Operations Room
4. Quick Reaction Force (QRF)
5. Panic Alarms and Guard Monitoring Unit Management
6. Standards
7. Vetting
8. Discipline
9. Grievance Procedures
10. Terms and Conditions of Contractor Staff
11. Administration
12. On-Site Supervision
13. Confidentiality
14. Contractor's Responsibilities
15. Authority's Responsibilities

16. Performance Monitoring and Review

Annexes:

Annex A: Job Descriptions/Criteria

Annex B: Staffing Levels

Annex C: Key Performance Indicators (KPIs)

Annex D: Equipment and Maintenance

Objectives

The central objective of this tender is to:

- Select an experienced and competent Contractor to deliver guarding services in Luanda, Angola, covering the following: Guarding, Operations Room, Quick Reaction Force; as well as Operations Room Support for travel in Angola by 02/03/2026.

The key requirements that the Authority seeks from a new solution are:

Delivery of Service

- A Contractor experienced in the delivery of static guarding solutions in Luanda, Angola in addition to the following services:
 - Operation Room
 - Quick Reaction Force (QRF)
 - An out of hours driver
- A Contractor who provides first class support and customer service.
- A Contractor who actively seeks opportunities for enhanced service delivery and innovative solutions.
- A Contractor who actively pursues opportunities for value for money on behalf of the UK Taxpayer.

Flexibility & Responsiveness to Change

- A Contractor who is flexible in its approach and has the ability to cope with changing environments, processes and requirements.
- A Contractor who is able to operate seamlessly between different locations in Luanda, Angola.
- A Contractor who is proactive in meeting the changing requirements of external bodies who the Authority works closely with (e.g. other Government Departments, Missions and Embassies).

- A Contractor who is able to proactively engage with and respond to changes requirements by local and national authorities of Angola.

Compliance

- A Contractor who fully complies with all contractual obligations, national and international laws.
- A Contractor who fully complies with environmental standards/requirements.

Static Guarding

The Authority requires an unarmed static security service which will meet the staffing levels/positions detailed in Annex B, as well as the relevant training and experience (detailed in Annex A). Static security guarding and QRF will be required at the British Embassy compound which includes the embassy, the Residence, four residential houses plus all compound amenities, located in Luanda, Angola.

The Contractor will provide a security service on a 24-hour basis, maximum 12 hours per shift, throughout the contract period, to include but not limited to: control of access to HMG Residence site in Luanda, Angola, and the protection of life and property within the site. The guards will also be expected to carry out other security-related tasks, as specified by the Post Security Manager and detailed in Annex A. The Contractor's staff will be suitably qualified, trained and physically able to carry out their duties as required under the contract.

The Contractor shall comply with The International Code of Conduct for Private Security Companies and Private Security Service Providers, as well as Angolan laws/legislation, regarding Private Security Services in the promotion of high standards of conduct by private security companies/providers.

The Contractor's primary obligation is to ensure the safety and security of all HMG staff and assets across the specified site. This will include providing protection to the staff, residents, visitors, assets, and premises from all threats and to take all necessary precautions to achieve this objective. The Contractor's obligations in relation to static security shall include but are not limited to:

- Maintain security integrity of British Embassy Luanda (BEL);
- Prevent unauthorised access to the compound;
- Protect Authority's Personnel and authorised visitors to the site;
- The removal or eviction of unwanted persons; applying appropriate levels of force that are in line with rule of law and not excessive, involving the support of the Angolan Security Forces as required. Any access to the compound by the Angolan Security Forces would be approved in advance by either the Ambassador or Deputy Ambassador.
- Protect the Authority's property and assets within this site from attack, interference, damage or theft;
- Prevent unauthorised removal of official and/or personal property from this site;
- Detect and report sightings of suspicious activities, objects or persons (in locations around this site);
- Acting responsibly towards the Authority's Personnel and visitors (both authorised and unauthorised) with due regard to their human rights, and local, UK and international law;
- Operation of the access control systems to the Authority's premises;
- Adhere to standard operating procedures (SOPs) as specified by Post Security Manager or Authority's Representative;

- Ensure protective measures are in place and operational and manned appropriately.
- Enforce entry/exit controls to all areas of the premises by checking personal identification and only permitting access by people (after searching and removal of prohibited items) with the necessary authorisation.
- Supervise the arrival and departure of vehicles, undertaking vehicle searches where appropriate.
- Conduct regular patrols and searches within the sites and compounds, using approved Perimeter Control System.
- If requested Security supervision of any external contractors' staff (e.g. decorators, maintenance workers) working on the Compound.
- Provide support in emergencies and respond to alarms as set out in SOP's, including Indirect Fire Attacks, Bomb alerts, Incident alarms and fire.
- undertake whatever reasonable and appropriate additional measures the Post Security Manager or Authority's Representative deems necessary in order to protect the integrity of the site.
- Shift supervisors are required to have a conversational level of English.

Operations Room

The Operations Room team will meet the positions detailed in Annex B, with the relevant training and experience detailed in Annex A. This will primarily provide: security support for the British Embassy Luanda.

The Contractor must be able to provide sufficient personnel to ensure that the services of the Operations Room team are available 24 hours a day, throughout the contract period. The Contractor's staff will be suitably qualified, trained and physically able to carry out their duties as required under the contract.

In relation to the Operations Room, the Contractor's obligations shall include but are not limited to:

- Provide trained operators to staff the Supplier's Operations Room on a 24/7 basis.
- Monitoring calls into the Operations Room.
- Provide advice and guidance to callers as the first response.
- Respond to emergency calls.
- Monitor and help plan journeys
- Monitor and react to emergency calls received in the Operations Room.
- Maintain logs relating to duty requirements.
- Conduct regular radio checks with Post Security Manager.

Quick Reaction Force (QRF)

The QRF team (mobile security personnel) will meet the positions detailed in Annex B, with relevant training and experience detailed in Annex A. The QRF will provide an immediate incident response to the Authority's personnel at the British Embassy Luanda and when travelling around Luanda, Angola.

The Contractor must be able to provide sufficient personnel to ensure that the services of the QRF in Luanda are available 24 hours a day, 7 days a week, throughout the contract period. The Contractor's staff will be suitably qualified, trained and physically able to carry out their duties as required under the contract.

In relation to the Quick Reaction Force (QRF), the Contractor's primary obligation is to provide a 24/7 cover response to all emergency incidents within Luanda. The Contractor's obligations shall include but are not limited to:

- QRF will attend all incidents to which they are dispatched by Ops Room to any location in Luanda, for example: Road Traffic Accidents, breakdowns, crime, Panic Alarm Activations and other incidents at staff accommodation
- Security inspectors will be expected to act if guard problems occur
- QRFs' should be familiar with the British Embassy compound
- Escort duties in an emergency (for example a medical emergency out of hours)
- Deployment for confirmation or incidents or other requirements, for example report or confirm location of demonstrations to Ops Room who will in turn inform PSM/PSO.
- The contractor should provide an incident response service in the form of 5 panic buttons that could be deployed in staff vehicles.

Standards

The Contractor will provide the tasks outlined above based on the following principles:

- Low profile in approach and tactics, with standardisation of dress code to reflect the changing environment;
- Individual security awareness and individuals educated to observe security guidelines;
- Monitoring of the security situation by the Contractor's Contract Manager and Authority's PSM;
- Management and assessment of potentially hazardous situations, jointly by the Contract Manager and PSM
- Dissemination of security information and incidents to staff and Authority personnel;
- good telephone and radio communications;
- Assist PSM to develop relevant emergency and evacuation plans and procedures;
- A co-ordinated response to all incidents.

Training

All guards will possess the requisite licences from the Angolan authorities. The Contractor will be required to ensure that their staff meet internationally recognised standards of training, such as those detailed in Annex A. Training shall include but is not limited to:

- Duties, Roles and Responsibilities
- All aspects of BEL security standard operating procedures (SOPs)
- Driver and Medical training

- Radio, communications equipment and other electronic equipment operation as specified
- Individual and team Close Protection drills
- Customer care
- Communication Skills
- Logs & Registers
- Health & Safety
- Law (Local) (as above)
- Fire & Emergencies

The Contractor staff will be required to carry out training, subject to the standards outlined in this document (particularly Annex A and C). Fitness training and training in life sustaining first aid skills are also expected to be covered by the Contractor.

General Training

The Contractor will be expected to deliver a program of continuous professional development for their staff. The Contractor shall provide and implement a Training Methodology with a Security Training Programme for local employees, which is relevant to their role and shall outline course modules that demonstrate that the Contractor has fully understood the requirements to adequately train its locally employed personnel for pre-deployment and periodic refresher/follow up training.

The staff working on the Authority's premises are expected to be physically capable of carrying out their roles, duties and responsibilities. The performance of the Staff will be monitored against set criteria, such as those outlined in the KPIs (Annex C).

Training should be conducted and completed successfully to the required standard before deployment to theatre, unless specifically agreed with the Authority in writing. Training may be subject to external observation and monitoring by the Authority or those appointed by it.

Contractor's staff may be subject to a probation period and reassessment as agreed between the Contractor and the Authority.

Those staff filling designated roles will be required to demonstrate command of English (both spoken and comprehension) as stipulated by the Authority, prior to their appointment.

Vetting

Before the Contractors staff are authorised to work on the Authority's premises the Contractor shall undertake appropriate pre-employment checks for its staff. This can include, but is not limited to:

- Thorough local criminal and security records checks in accordance with the requirements of the Angolan and/or National Security Service for Local nationals (LN);
- Obtain written references from former employers (e.g. good conduct discharge);
- Require applicants to produce adequate photographic proof of their identity and residency, e.g. for identity - drivers licence and passport, and for residency - two utility bills or bank statements;
- Written records of checks run by the Contractor and maintained by them, subjected to examination by the Authority if required;

- Contractor staff who failed vetting checks will not be allowed to work on the Contract and will have to be replaced at the Contractor's expense.
- Additional vetting checks for key positions may be carried out by the Post Security Manager.

The Contractor shall submit the completed vetting files of their staff to the Authority before commencement of work on the Authority's premises.

Discipline

The Contractor shall subject their staff to all necessary disciplinary and administrative regulations and arrangements deemed appropriate to comply with the Contract requirements, including where appropriate medical assessments by an appropriately qualified medical practitioner (including psychological evaluation) and criminal records checks.

Grievance Procedures

The Contractor will establish grievance procedures for their personnel and for the Authority or third parties in order to report allegations of improper and or illegal conduct by Contracted staff. The procedures

must be fair, accessible and offer effective remedies, including recommendations for the prevention of recurrence.

Terms and Conditions of Contractor Staff

The Contractor will be responsible for determining the terms and conditions of service for all staff deployed on the contract, including salary (which should be competitive within the security industry), allowances, leave, travel, medical cover, insurance, and training. The Contractor will meet all expenses, including those related to dress, recruitment and training (including prior to deployment on the contract).

The salary level for each position must be clearly shown in the Schedule of Prices and Rates (the Contractor's commercial proposal). At the current market rate we recommend a net minimum starting salary for a standard guard of 150 US Dollars (USD) net per month after deductions including such as pension contribution and we expect all guards to receive a minimum of a 10% annual salary increase. We would expect any variation of the currency exchange rate to be reflected in the guards' salaries.

Administration

The Contractor will be responsible for all administrative requirements for Contracted staff, to include but not limited to: leave rotations, pre-empting security clearance expiry dates and renewals, professional qualifications and revalidations. The Contractor will be responsible for shipment, storage/demurrage costs and customs clearance of the personal and official effects of their staff and for making all travel arrangements, including obtaining visas and associated costs for their personnel. If the Authority assists in obtaining visas and customs clearance at any point during the contract term, it reserves the right to levy a charge to the Contractor.

On-Site Supervision

The Contractor shall ensure that all staff deployed on the contract are tasked and supervised on a day-to-day basis. The staff will be required at all times to follow instructions given to them by the Contractor's Manager/Supervisor and/or the Authority's representative (typically the PSM). The Contractors Manager/Operations Manager will report directly to the Authority's representative (typically the PSM).

Confidentiality

The Contractor will ensure that all contracted staff deployed on the contract will sign a confidentiality agreement, in which they will agree to make no unauthorised disclosure of information on Authority operations and policies in Angola, or any information otherwise entrusted to them by the Authority and/or HMG or non-HMG personnel across the specified sites in Luanda, Angola, or which they may come into possession of in the course of their duties.

Contractor's Responsibilities

The Contractor is required to comply with all laws relating to health and safety at work, as recognised in the UK, and all other relevant employment legislation in Angola. All issues of Health and Safety that could cause concern should be reported to the Authority in a timely fashion.

The Contractor must maintain the required team operating capacity at all times, as outlined in Annex B (Staffing Levels). The Contractor must be able to provide sufficient personnel to ensure that the services of the Static Guard, QRF and Operations room are available 24 hours a day, 7 days a week throughout the contract term, allowing for any periods of travel and leave (including sick and compassionate leave). If for any reason a team member becomes unavailable for duty in Angola, the Contractor will replace them within 72 hours with suitably qualified and contractually compliant staff. For the avoidance of doubt, 'required team operating capacity' is outlined in Annex B.

Company Requirement (Licences obtained registration with government of Angola)

1. Company constitution.
2. Documentation of those responsible.
3. Facilities and infrastructures.
4. Commercial licence.
5. Submission of licensing application.
6. Process instruction – Minister of Interior.
7. Decision process.
8. Licence issuance.

The Contractor shall provide:

a) Local Security Guards (Static, Ops Room and QRF)

- Medical cover for the guards
- Provide two sets of all-weather protective clothing, uniforms and other specified clothing, headdress and footwear suitable for local conditions for the static guard to comply with their duties. The uniform must be approved by the PSM. A system should be in place for replacement of damaged clothing and uniform as necessary.
- Comply with necessary Angolan legislation on Pension, Life Insurance and Medical cover.

The Contractor's Contract Manager will be responsible for day to day management of the Contractor's staff on site (static, operations room and QRF), and for the provision of all necessary administrative support to them and for engagement with the PSM.

The Security Supervisor shall ensure that a record exists of all equipment that the Authority passes over for use on this contract. Any discrepancies or incidents resulting in loss or damage to any Authority equipment and facilities should be reported immediately with a full written incident report to the Authority within 24 hours. Any damage to Authority equipment and facilities resulting from the Contractor's negligence will result in the Contractor being responsible for the cost of repair and/or replacement.

Further information is outlined below:

- The Contractor is to ensure that its staff meet the minimum experience, industry recognised qualification and clearance levels as outlined by the Authority within this document.
- The Contractor should ensure that personnel should where possible remain the same to allow for continuity.
- The Contractor is responsible for the provision of medical cover for their staff.
- The Contractor is responsible in ensuring all staff are fully insured for all risks relating to the delivery of the Services, including accident insurance.
- The Contractor is to keep a record (detailed inventory) of all the equipment that the Authority passes over for use on this Contract. This will include but is not limited to: associated ancillaries, radios, tracking systems, other equipment.
- The Authority may require, or undertake, inventory checks at regular intervals. Day to day management of the Authority's inventory and stocks will be by the Contractor's operations manager.
- The Contractor is responsible for the day-to-day mobile security and site visits of its staff whilst delivering the services required for under this Contract.
- The Contractor will be responsible for the provision of mobile phones to their staff and the cost of all personal calls. This is to include the cost of mobile phone credit required to perform their duties.
- The Contractor will be responsible for supplying any laptops that will be required for administration purposes of the contract.
- The Contractor will be responsible for all necessary administrative support to staff.
- The Contractor will enforce and monitor a dry contract regarding no alcohol.

- The Contractor will provide two sets of low profile all-weather protective clothing and other specified clothing, headdress and footwear suitable to comply with local conditions and their duties as required. Clothing and personal appearance must be suitable to conduct duties in a Diplomatic environment; this is to include personal grooming. The PSM has the authority to amend these requirements as the Authority sees fit.
- The Contractor will be responsible in ensuring that they are registered with the relevant government authority to operate within Angola as a Private Security Company.
- The Contractor will be responsible in ensuring that all relevant payments, including business, corporation and personal tax is paid to the relevant government authority at the cost to the Contractor.
- The Contractor will be responsible for providing any information or incident sharing products with the Authority.
- The Contractor will be responsible if the Authority requires further security related equipment to deliver the services required. Under this Contract the Contractor is to provide the Authority with such a service and supply the Authority with at least two quotes, and ideally three, for the equipment. The Authority may decide to choose the supplier, the Contractor will then purchase the equipment.
- The Authority will reserve the right to terminate or suspend the contract, or to vary the terms if at any point there is reason to believe that the Contractor will not in practice be able to meet the Contractors' responsibilities as stated above.

Diversity and Equal Opportunities

The Authority attaches the highest importance to the provision of equal opportunities and the promotion of diversity in the workforce and will expect to see this reflected in the Contractor's approach to recruitment of staff for this contract.

The contractor is encouraged to employ female security operators for the contract. Where a physical search is required, the company must ensure an appropriate gender balance is on shift to enable same gender searching.

Authority's Responsibilities

The Authority will provide the Contractor with:

- Secure guard post at the entrance of all sites for static guards. This service includes chairs, tables, water dispensers, toilets and cooling and heating provision to maintain an alert guard force.
- Communication equipment (including handheld radios and in-vehicle VHF radios) and base radios. The Contractor before use should sign for all equipment. The Authority will undertake inventory checks at regular intervals and may seek damages from the contractor where the Contractor or its staff can reasonably identify damage as due to negligence or neglect.

The Authority reserves the right to:

- continually assess the manpower levels, agreeing with the Contractor any changes called for by a change in the security or operational situation;

- require the immediate removal from the contract of any staff not properly qualified or experienced, or acting under the influence of alcohol or any other intoxicant while on duty, or who in the reasonable opinion of the Authority have unsatisfactory conduct at any time, including actions which may cause embarrassment to the Authority or whose performance is not up to the required standard, or who may no longer hold appropriate security clearances or be deemed long term unfit for duty.
- The authority has the right of veto of guarding staff on any transfer arrangements for a new or existing contractor.

Performance Monitoring and Review

The Contractor's performance during the Contract will be subject to regular reviews by Authority Representatives, such as the Overseas Security Adviser (OSA), Post Security Officer (PSO), Regional Security Adviser (RSA), Post Security Officer (PSM) and Corporate Services Manager (CSM) and others outlined by the Authority, who will ensure that a consistently high standard of performance is maintained by the Contractor. The Contractor will be provided with the opportunity to formally make known any concerns that they have concerning the execution of the contract. This will include regular formal meetings between both parties. The Contractor is responsible for and must have a disciplinary process in place.

The Contractor's performance will be reviewed weekly by the Post Security Manager to ensure that the Contractor is conforming to the Authority's required contract performance standards. Thereafter, a quarterly review will be conducted by the Post Security Officer for the duration of the contract. Failure to comply with the Authority's requirements as outlined within this document may contravene the contract and can set the parameters for contract termination.

The Contractor should immediately report serious incidents to the PSM and provide a weekly summary of security incidents/responses against KPIs to PSM. To provide weekly/monthly reports of general security trends to the PSM. To provide other reports on issues of general concern related to the security situation or likely alerts on threats to the British Embassy.

Annex A: Job Descriptions/Criteria

Guards (Male and Female) Main Duties – Access Control and Search

1. Completion of Senior Secondary School education required, or proven skills may be considered.
2. Will have good communication and customer care skills
3. Will be able to work from own initiative or in a team environment
4. Have a fully checkable personnel vetting record showing no criminal convictions
5. Fully trained to Security Industry Authority Standards (UK) (SIA)
6. Have a knowledge of the threats that may be encountered and be trained on the threats that maybe encountered.
7. Have working capability to use technical equipment such as Radios, Guard Monitoring Devises, Telephone systems, Alarm systems, and search equipment

Supervisors – Main Duties – Supervise Guards at Operational Sites – Liaise with client staff

1. Minimum Diploma education
2. Must read, speak and write English
3. Responsible for line management of 1-8 guards
4. Ability to supervise and manage staff to a high standard
5. Responsible for discipline
6. A person who will set an example when needed
7. Prepared to discipline when required in an appropriate manner
8. Able to assist with on job training
9. Trained to SIA supervisory standards
10. Be able to respond to Emergency alarms
11. Be able to operate, read and interpret Google Maps

Drivers – Main duties – Interact efficiently with Embassy transport program.

1. Must have a valid driver licence
2. Be able to present valid references
3. Must have a minimum education diploma
4. Will have knowledge of the city's landmark.
5. A person who is assertive in keeping schedule
6. Must be flexible according to unexpected program
7. Have an acceptable presence.
8. Be able to present update medical check ups
9. Must be able to communicate and customer care.
10. Be able to complete checklist and complete daily reports about vehicle operation.
11. Have responsibility on speed limits, road signs and report immediately any incident.

Training

- a. Customer Care
- b. Communication skills
- c. People, vehicle and enclosed space searching
- d. Access Control – Compounds, offices, Industrial
- e. Emergency Procedures and Incident Response
- f. Report Writing, Daily Occurrence Books, Search Registers
- g. SIA E-Guarding package Modules should include:

Core:

1. Communications 2. Conflict Management 3. Customer Care 4. Emergency Procedures 5. Equality and Diversity 6. Fire 7. First Aid Awareness 8. Health and Safety 9. Law Awareness 10. Patrolling
2. **Core + 1.** Bomb Threat 2. Civil Disorder 3. Counter Surveillance 4. Counter Terrorism 5. Front of House 6. Postal Delivered Devices 7. Quality Control 8. Radio Procedure 9. Searching 10. Single Issue Protesters

These should be available and, in both English, and Portuguese

Operations Room

Manned by Security Supervisor. Requirements:

1. Monitoring calls into the Operations Room

2. Provide advice and guidance to callers as the first response
3. Respond to emergency calls
4. Monitor journeys using Personal Trackers Electronic Monitoring System
5. Monitor and react to Panic Alarm activations received in the Operations Room
6. Maintain logs relating to duty requirements
7. Adhere to the duties and guidance laid down within the Standard Operating Procedures (SOPs) for the Operations Room.
8. Assist PSM with enforcing security procedures



Foreign, Commonwealth & Development Office

Annex B: Staffing Levels

Note: whilst this Annex outlines the Authority's staffing requirements, it is the Contractor's responsibility to determine how to provide the services outlined in this document. The shift patterns noted below are therefore only indicative of the approach under the previous contract. For the avoidance of doubt, the Contractor will set out how it intends to meet the services required; within both technical and commercial responses.

Guards and supervisors

	Location	Shift 1 0600hrs- 1800hrs	Shift 2 1800hrs- 0600hrs	Total Guards	Commercial Manual Alarms
1	Plot 1	4	2	6	1
2	Plot 2	2	2	4	1
4	The Nest	QRF ONLY 24/7			1
	Supervisor 24/7			1	1

Drivers

Weekday	Day shift 06:00hrs - 12:00hrs	Night shift 12:00hrs	Total drivers on each shift
Monday	-	19:00 - 07:00	1
Tuesday	-	19:00 - 07:00	1
Wednesday	-	19:00 - 07:00	1
Thursday	-	19:00 - 07:00	1
Friday	13:00 - 19:00	19:00 - 07:00	1



Foreign, Commonwealth
& Development Office

Saturday	07:00 - 19:00	19:00 - 07:00	1
Sunday	07:00 - 19:00	19:00 - 07:00	1



Foreign, Commonwealth

WEIGHTED MONTHLY SLA REPORT – FCO SECURITY SERVICES CONTRACT ANGOLA

Location:		Luanda	Date:		Completed By:	PSM Renato Dicanero					
Client:		British Embassy			Type of Service:	Manned Guarding					
Operational KPI's											
S/N	KPI Category	Wt (W)	KPI Measure				Not Met (0)	Met in Part (1)	Fully Met (2)	Excel (3)	Score WxN
1.1	<i>Incident Response</i>	10	<p><i>There should be zero percent Incidents not dealt with to client satisfaction.</i></p> <p><i>All incidents to be logged in Occurrence Book and/or Incident Reports.</i></p> <p><i>Measured against timeframe from start to end.</i></p>				>1	1	0	-	
1.2	<i>Reporting</i>	6	<p><i>All incidents, including complaints, to be reported to PSM/PSO within 24 hours. All logs, Daily Occurrence Book (DOBs) for visitors, guard patrols to maintained.</i></p> <p><i>Investigate immediately with a full written report to the authority within in 5 working days.</i></p>				>1	1	0	-	
1.3	<i>Access Control</i>	10	<p><i>No unauthorised visitors/Authority staff allowed access without an approval as per the Post Specific SOP's (All Compounds).</i></p> <p><i>All non-Dip Plate vehicles are to be searched in line with Post specific SOPs before entry to the Authority's premises is permitted. And adhoc searching of Dip Plates vehicles or when the threat increases.</i></p>				>1	1	0	-	
1.4	<i>Patrolling</i>	10	<i>100% of patrols complete as per SOP's.</i>				85	95	100	100+	



Foreign, Commonwealth
& Development Office

			<i>Records of patrols as per the record books should be reviewed by PSM monthly, subject to 2% variance for electronic equipment failure.</i>					
1.5	Attendance & Punctuality	8	<i>No less than 100% of Posts covered as per the Contract. All posts specified in Contract to be manned at all times.</i>	90	95	100	100+	
1.6	SOP's	6	<i>Revised SOP's to be in place and signed by contract manager and PSO Luanda (annually) if required. SOP's reviewed and updated monthly. All amendments should be signed by PSO.</i>	>1	1	0	-	
1.7	Training	8	<i>Training log maintained by Contract Manager who should ensure programme of continuing and refresher training as agreed by the authority. Training records should be reviewed by PSM monthly. Refresher training to be carried out at least quarterly. PSM/ RSA can request to observe training in advance.</i>	>1	1	0	-	
1.8	Appearance	6	<i>All uniform fit for purpose and operational acceptable.</i>	>1	1	0	-	
1.9	Staff Turnover	4	<i>No more than 10% turnover pa.</i>	>20	20	10	<10	
1.10	Recruitment	8	<i>Trained replacements as per Contract to be on Post within 24 Hours. Deployment details to be documented at weekly PSM meeting. Duty rosters to be checked by PSM randomly quarterly.</i>	>1	1	0	-	



Foreign, Commonwealth
& Development Office

			<i>Timesheets to be checked by PSM randomly quarterly. Daily attendance register to be checked at weekly PSM meeting.</i>					
1.11	<i>Auditing</i>	4	<i>Assignment Audit and Staff Audit Reports to be evaluated monthly PSM. 100% of all non-compliances addressed.</i>	>1	1	0	-	
1.12	<i>Welfare</i>	6	<i>Minimum monthly salary payments met as per Contract.</i>	>1	1	0	-	
1.13	<i>Contact Management/External Management Support/Contractor/Authority Meetings</i>	10	<i>At least weekly contact with the Contract Manager with PSM. The Contract Manager should be experienced and knowledgeable of each location managed by the contractor.</i>	-	-	1	1	
1.14	<i>KPI Review</i>	10	<i>Contract Manager or Shift Manager/PSM weekly. Contract Manager/OSM monthly.</i>	>1	1	0	-	
1.15	<i>“Distress Alarm” Systems</i>	10	<i>All failures to be reported to the Authority within 24 hours. Reported issues should then be dealt with when technically possible within 48 hours provided access is afforded by the Authority.</i>	>1	1	0	-	



Foreign, Commonwealth
& Development Office

		<i>Major technical breakdowns beyond the control of the Supplier should be dealt with within 14 days subject to delivery of parts and or availability of external engineers to attend.</i>						
<i>Overall Service Delivery</i>								
<i>Overall Target score is Fully Met</i>	<i>232</i>	<i>Overall Actual score by PSM</i>						
<i>Remarks: PSM</i> (List Serial Number with details of KPI's not met or met in part, including any individual instances not met)								
<i>Note areas where either: Not Met or Met in Part</i>			<i>Note action plan for comments made on left hand column</i>					
<i>PSM Name:</i>			<i>PSM Signature:</i>					
<i>Insight Name:</i>			<i>Insight Signature:</i>					
<i>Overall Target score is Fully Met</i>	<i>232</i>	<i>Overall Actual score by PSO</i>						
<i>Remarks: PSO</i> (List Serial Number with details of KPI's not met or met in part, including any individual instances not met)								



Foreign, Commonwealth
& Development Office

<p><i>Note areas where either: Not Met or Met in Part</i></p>	<p><i>Note action plan for comments made on left hand column</i></p>
<p>PSO Name:</p>	<p>PSO Signature:</p>
<p>Insight Name:</p>	<p>Insight Signature:</p>

Annex D: Equipment & Maintenance

1. 2 sets of uniform – To be supplied in accordance with Contractor's requirements and replaced in accordance with the Contractor's current procedures
2. ID Card
3. Cold weather clothing
4. Wet Weather clothing
5. 2 sets of Boots
6. Headdress



Foreign, Commonwealth
& Development Office

7. Torch
8. Occurrence Books (At all locations)
9. Contractor Radio (At all locations)
10. Vehicle Search Mirror (At all locations)
11. Panic Alarm Activation Button
12. Notepad and Pen
13. For COVID 19 sanitisers, face masks (At all locations)
14. Protection against mosquitos.
15. Hand-held metal detectors