

**Book 4**  
**Scope of Work**

Provision of Facilities Management Services

**JAZAN AIRPORT**

**TENDER NO. WP25007**

TENDER NO. WP25007

|          |                                                                              |           |
|----------|------------------------------------------------------------------------------|-----------|
| <b>1</b> | <b>INTRODUCTION .....</b>                                                    | <b>1</b>  |
| 1.1      | OVERVIEW .....                                                               | 1         |
| 1.2      | DOCUMENT HIERARCHY .....                                                     | 4         |
| <b>2</b> | <b>FACILITIES MANAGEMENT .....</b>                                           | <b>5</b>  |
| 2.1      | INTRODUCTION .....                                                           | 5         |
| 2.2      | KEY PRINCIPLES .....                                                         | 5         |
| 2.3      | KEY OBJECTIVES .....                                                         | 6         |
| 2.4      | FACILITIES MANAGEMENT APPROACH .....                                         | 6         |
| 2.5      | FACILITIES MANAGEMENT REQUIREMENTS .....                                     | 7         |
| 2.6      | FACILITIES MANAGEMENT & SECURITY .....                                       | 8         |
| 2.7      | ROLE OF THE CONTRACTING AUTHORITY .....                                      | 8         |
| <b>3</b> | <b>COMPLIANCE TO INTERNATIONAL AND LOCAL STANDARDS AND REGULATIONS .....</b> | <b>9</b>  |
| 3.1      | COMPLIANCE REQUIREMENTS .....                                                | 9         |
| 3.2      | COMPLIANCE AND REGULATIONS .....                                             | 9         |
| 3.3      | STANDARDS .....                                                              | 13        |
| 3.4      | AIRPORT INDUSTRY STANDARDS AND RATINGS .....                                 | 19        |
| <b>4</b> | <b>QUALITY MANAGEMENT SYSTEM .....</b>                                       | <b>21</b> |
| 4.1      | GENERAL .....                                                                | 21        |
| 4.2      | QUALITY CONTROL PROGRAM .....                                                | 21        |
| 4.3      | QUALITY ASSURANCE .....                                                      | 21        |
| 4.4      | AUDITS .....                                                                 | 22        |
| 4.5      | POLICIES AND PROCEDURES .....                                                | 22        |
| <b>5</b> | <b>HEALTH, SAFETY, SUSTAINABILITY &amp; ENVIRONMENT MANAGEMENT .....</b>     | <b>23</b> |
| 5.1      | GENERAL .....                                                                | 23        |
| 5.2      | HEALTH & SAFETY AND CLUSTER2 AIRPORTS .....                                  | 23        |
| 5.3      | HEALTH AND SAFETY TRAINING .....                                             | 23        |
| 5.4      | INDUSTRIAL SAFETY PROGRAM .....                                              | 23        |
| 5.5      | ENVIRONMENT AND SUSTAINABILITY .....                                         | 25        |
| <b>6</b> | <b>FM SERVICE DELIVERY PLAN (SDP) .....</b>                                  | <b>27</b> |
| 6.1      | SUBMISSION .....                                                             | 27        |
| 6.2      | OVERVIEW .....                                                               | 27        |
| 6.3      | RESOURCE PLANNING .....                                                      | 28        |
| 6.4      | ROLES AND RESPONSIBILITIES - KEY ROLES .....                                 | 29        |
| 6.5      | RESOURCE CAPACITY PLANNING .....                                             | 30        |
| 6.6      | RESOURCE MANAGEMENT .....                                                    | 31        |
| 6.7      | SERVICE RESILIENCE .....                                                     | 32        |
| 6.8      | SERVICES MANPOWER PLAN .....                                                 | 32        |
| <b>7</b> | <b>HUMAN RESOURCES .....</b>                                                 | <b>34</b> |
| 7.1      | STAFFING REQUIREMENTS .....                                                  | 34        |
| 7.2      | ADMINISTRATIVE STAFF .....                                                   | 36        |
| 7.3      | RECRUITMENT AND RETENTION .....                                              | 36        |
| 7.4      | SERVICE PROVIDER STAFF WELFARE .....                                         | 36        |
| 7.5      | TRAINING .....                                                               | 39        |
| 7.6      | STAFF RELATIONS .....                                                        | 40        |
| 7.7      | UNIFORMS, APPEARANCE AND PPE (PERSONAL PROTECTION EQUIPMENT) .....           | 40        |
| 7.8      | APPEARANCE .....                                                             | 41        |

|              |                                                                                         |           |
|--------------|-----------------------------------------------------------------------------------------|-----------|
| <b>7.9</b>   | <b>CUSTOMER CARE AND INTERACTION WITH THIRD PARTIES.....</b>                            | <b>41</b> |
| <b>7.10</b>  | <b>COORDINATION REQUIREMENTS.....</b>                                                   | <b>41</b> |
| <b>8</b>     | <b>ASSET MANAGEMENT .....</b>                                                           | <b>42</b> |
| <b>8.1</b>   | <b>ASSET MANAGEMENT LEAD .....</b>                                                      | <b>42</b> |
| <b>8.2</b>   | <b>ASSET MANAGEMENT SYSTEM.....</b>                                                     | <b>42</b> |
| <b>8.3</b>   | <b>ASSET CONDITION ASSESSMENTS.....</b>                                                 | <b>42</b> |
| <b>8.4</b>   | <b>ASSESSMENTS BALANCED SCORECARD APPROACH .....</b>                                    | <b>42</b> |
| <b>9</b>     | <b>MOBILIZATION .....</b>                                                               | <b>44</b> |
| <b>9.1</b>   | <b>MOBILIZATION LEAD.....</b>                                                           | <b>44</b> |
| <b>9.2</b>   | <b>MOBILIZATION, INDUCTION, AND TRANSITION PERIOD BEFORE SERVICES COMMENCEMENT.....</b> | <b>44</b> |
| <b>9.3</b>   | <b>MOBILIZATION TEAM.....</b>                                                           | <b>46</b> |
| <b>9.4</b>   | <b>MOBILIZATION SCHEDULE .....</b>                                                      | <b>46</b> |
| <b>9.5</b>   | <b>DOCUMENTS AND RECORD KEEPING .....</b>                                               | <b>47</b> |
| <b>9.6</b>   | <b>INTERFACE WITH THE EXISTING SERVICE PROVIDER.....</b>                                | <b>47</b> |
| <b>9.7</b>   | <b>THE TRANSITION PROGRAM INDUCTION .....</b>                                           | <b>47</b> |
| <b>9.8</b>   | <b>DEMOBILIZATION .....</b>                                                             | <b>48</b> |
| <b>10</b>    | <b>WORKFLOW MANAGEMENT .....</b>                                                        | <b>50</b> |
| <b>10.1</b>  | <b>SERVICES PLANNING AND OPERATIONS LEAD .....</b>                                      | <b>50</b> |
| <b>10.2</b>  | <b>FM SERVICES PLANNING AND OPERATIONS MANAGEMENT.....</b>                              | <b>50</b> |
| <b>10.3</b>  | <b>COMPUTER AIDED FACILITIES MANAGEMENT (CAFM) SYSTEM .....</b>                         | <b>51</b> |
| <b>10.4</b>  | <b>HELPDESK/CALL CENTRE.....</b>                                                        | <b>54</b> |
| <b>10.5</b>  | <b>WORKFLOW MANAGEMENT SYSTEM .....</b>                                                 | <b>54</b> |
| <b>10.6</b>  | <b>WORK INSPECTIONS.....</b>                                                            | <b>57</b> |
| <b>10.7</b>  | <b>DOCUMENTATION AND RECORDS MANAGEMENT .....</b>                                       | <b>58</b> |
| <b>10.8</b>  | <b>ASSET REGISTER.....</b>                                                              | <b>59</b> |
| <b>10.9</b>  | <b>EQUIPMENT, MATERIALS, TOOLS, AND CONSUMABLES.....</b>                                | <b>60</b> |
| <b>10.10</b> | <b>PERMIT TO WORK .....</b>                                                             | <b>61</b> |
| <b>10.11</b> | <b>MODERNIZATION AND ALTERATIONS.....</b>                                               | <b>61</b> |
| <b>10.12</b> | <b>AUDITS BY THE CONTRACTING AUTHORITY .....</b>                                        | <b>62</b> |
| <b>11</b>    | <b>CONTRACT MANAGEMENT .....</b>                                                        | <b>63</b> |
| <b>11.1</b>  | <b>CONTRACT MANAGEMENT LEAD .....</b>                                                   | <b>63</b> |
| <b>11.2</b>  | <b>STRATEGIC MANAGEMENT.....</b>                                                        | <b>63</b> |
| <b>11.3</b>  | <b>OPERATIONAL MANAGEMENT .....</b>                                                     | <b>63</b> |
| <b>11.4</b>  | <b>CONTINUOUS CONTRACT REPORTING.....</b>                                               | <b>64</b> |
| <b>12</b>    | <b>SUBCONTRACTOR MANAGEMENT .....</b>                                                   | <b>70</b> |
| <b>12.1</b>  | <b>GENERAL .....</b>                                                                    | <b>70</b> |
| <b>12.2</b>  | <b>SPECIALIST CONTRACTORS.....</b>                                                      | <b>70</b> |
| <b>12.3</b>  | <b>SUPPLY CHAIN CONTRACTING .....</b>                                                   | <b>71</b> |
| <b>12.4</b>  | <b>PROCUREMENT PROCESSES .....</b>                                                      | <b>71</b> |
| <b>12.5</b>  | <b>SUPPLIER RELATIONSHIPS AND MANAGEMENT.....</b>                                       | <b>72</b> |
| <b>12.6</b>  | <b>SUPPLIER DELIVERY, SUPERVISION AND MONITORING .....</b>                              | <b>72</b> |
| <b>13</b>    | <b>INNOVATION AND CONTINUOUS IMPROVEMENT.....</b>                                       | <b>74</b> |
| <b>13.1</b>  | <b>INTRODUCTION .....</b>                                                               | <b>74</b> |
| <b>13.2</b>  | <b>OBJECTIVES.....</b>                                                                  | <b>75</b> |
| <b>13.3</b>  | <b>OUTPUT .....</b>                                                                     | <b>75</b> |
| <b>14</b>    | <b>RISK, CHANGE AND BUSINESS CONTINUITY MANAGEMENT .....</b>                            | <b>76</b> |
| <b>14.1</b>  | <b>RISK, CHANGE AND BUSINESS CONTINUITY MANAGEMENT LEAD.....</b>                        | <b>76</b> |

|              |                                                                         |            |
|--------------|-------------------------------------------------------------------------|------------|
| <b>14.2</b>  | <b>RISK MANAGEMENT .....</b>                                            | <b>76</b>  |
| <b>14.3</b>  | <b>CHANGE MANAGEMENT.....</b>                                           | <b>77</b>  |
| <b>14.4</b>  | <b>BUSINESS CONTINUITY PLANNING.....</b>                                | <b>77</b>  |
| <b>14.5</b>  | <b>EMERGENCY AND CONTINGENCY PLANNING OVERVIEW.....</b>                 | <b>79</b>  |
| <b>14.6</b>  | <b>CONTINGENCY PLANNING .....</b>                                       | <b>80</b>  |
| <b>15</b>    | <b>SPARE PARTS AND CONSUMABLES MANAGEMENT .....</b>                     | <b>81</b>  |
| <b>15.1</b>  | <b>SPARE PARTS AND CONSUMABLES MANAGEMENT LEAD, .....</b>               | <b>81</b>  |
| <b>15.2</b>  | <b>GENERAL .....</b>                                                    | <b>81</b>  |
| <b>15.3</b>  | <b>SPARE PARTS AND CONSUMABLE MANAGEMENT PROCESS.....</b>               | <b>81</b>  |
| <b>15.4</b>  | <b>PARTS AND CONSUMABLES STORAGE.....</b>                               | <b>82</b>  |
| <b>15.5</b>  | <b>PARTS PROCUREMENT.....</b>                                           | <b>82</b>  |
| <b>15.6</b>  | <b>PARTS REPORTING.....</b>                                             | <b>83</b>  |
| <b>15.7</b>  | <b>NON-STOCK ITEMS.....</b>                                             | <b>83</b>  |
| <b>15.8</b>  | <b>SOLE SOURCE SUPPLIER.....</b>                                        | <b>84</b>  |
| <b>15.9</b>  | <b>CONSUMABLES AND SPARE PARTS .....</b>                                | <b>84</b>  |
| <b>15.10</b> | <b>MINOR CAPITAL MAINTENANCE.....</b>                                   | <b>85</b>  |
| <b>15.11</b> | <b>OFF-SITE AND THIRD-PARTY REPAIRS.....</b>                            | <b>85</b>  |
| <b>15.12</b> | <b>REPAIRS WORKSHOP.....</b>                                            | <b>85</b>  |
| <b>16</b>    | <b>CAPITAL EQUIPMENT PROVISION &amp; MANAGEMENT .....</b>               | <b>86</b>  |
| <b>16.1</b>  | <b>PROVISION.....</b>                                                   | <b>86</b>  |
| <b>16.2</b>  | <b>SPECIFIC REQUIREMENTS .....</b>                                      | <b>86</b>  |
| <b>16.3</b>  | <b>SITE PARKING .....</b>                                               | <b>86</b>  |
| <b>17</b>    | <b>PERFORMANCE MANAGEMENT PROCESS .....</b>                             | <b>87</b>  |
| <b>18</b>    | <b>REPORTING AND RECORD KEEPING REQUIREMENTS .....</b>                  | <b>88</b>  |
| <b>18.1</b>  | <b>REPORTING .....</b>                                                  | <b>88</b>  |
| <b>18.2</b>  | <b>RECORD KEEPING RESPONSIBILITY .....</b>                              | <b>90</b>  |
| <b>18.3</b>  | <b>IT AND COMMUNICATIONS SYSTEMS REQUIREMENTS.....</b>                  | <b>91</b>  |
| <b>18.4</b>  | <b>OTHER SPECIFIC REQUIREMENTS .....</b>                                | <b>91</b>  |
| <b>18.5</b>  | <b>CLUSTER2 ASSETS AND EQUIPMENT.....</b>                               | <b>91</b>  |
| <b>19</b>    | <b>INTERFACE MANAGEMENT.....</b>                                        | <b>93</b>  |
| <b>19.1</b>  | <b>INTERFACE MANAGEMENT LEAD .....</b>                                  | <b>93</b>  |
| <b>19.2</b>  | <b>GENERAL .....</b>                                                    | <b>93</b>  |
| <b>19.3</b>  | <b>INTERNAL INTERFACES.....</b>                                         | <b>93</b>  |
| <b>19.4</b>  | <b>EXTERNAL INTERFACES .....</b>                                        | <b>94</b>  |
| <b>19.5</b>  | <b>OTHER INTERFACES.....</b>                                            | <b>94</b>  |
| <b>19.6</b>  | <b>INTERFACING AND COORDINATION WITH THIRD PARTY OPERATORS.....</b>     | <b>94</b>  |
| <b>19.7</b>  | <b>PROJECT INTERFACING AND CONTROLS .....</b>                           | <b>98</b>  |
| <b>19.8</b>  | <b>COMMUNICATIONS MANAGEMENT .....</b>                                  | <b>102</b> |
| <b>19.9</b>  | <b>COORDINATION ACTIVITIES, .....</b>                                   | <b>102</b> |
| <b>19.10</b> | <b>STATE AGENCIES OPERATING IN CLUSTER2 AIRPORTS.....</b>               | <b>103</b> |
| <b>19.11</b> | <b>EMERGENCY SERVICES.....</b>                                          | <b>103</b> |
| <b>19.12</b> | <b>MEDIA .....</b>                                                      | <b>103</b> |
| <b>19.13</b> | <b>FACILITATION .....</b>                                               | <b>103</b> |
| <b>20</b>    | <b>CONTRACT EXCLUSIONS.....</b>                                         | <b>104</b> |
| <b>20.1</b>  | <b>OUT OF SCOPE FACILITIES .....</b>                                    | <b>104</b> |
| <b>20.2</b>  | <b>COMMERCIAL AND ADVERTISING SIGNAGE AND INTEGRATED LIGHTING .....</b> | <b>104</b> |
| <b>20.3</b>  | <b>PASSENGER BAGGAGE TROLRIES.....</b>                                  | <b>104</b> |
| <b>20.4</b>  | <b>COMMERCIAL CONCESSIONS.....</b>                                      | <b>104</b> |

|             |                                      |            |
|-------------|--------------------------------------|------------|
| <b>20.5</b> | <b>THIRD PARTY LOUNGES .....</b>     | <b>104</b> |
| <b>20.6</b> | <b>PRIVATE AVIATION LOUNGES.....</b> | <b>104</b> |
| <b>20.7</b> | <b>HYDRANT FUELING .....</b>         | <b>104</b> |

## 1 Introduction

### 1.1 Overview

Cluster2 manages 22 airports throughout the Kingdom of Saudi Arabia. is the Contracting Authority for the Facilities Management Services RFT. Cluster2 has the responsibility to ensure world class facilities and services are delivered to this global gateway. Cluster2 is investing significantly in new and revitalized infrastructure across their airports. Cluster2 is also transforming their provision of services to that of a Facility Management solution to ensure world-class services to international standards are delivered across its facilities.

Cluster2's mission 'is to maintain airports with optimized resources and manage them with qualified manpower to ensure safety, security and satisfaction of their users and accomplish the vision of ideal commercial airports network.'

Cluster2 is a commercial organization seeking to grow revenues through Aeronautical and Non-Aeronautical means, reduce costs through efficiency improvements and infrastructure rehabilitation.

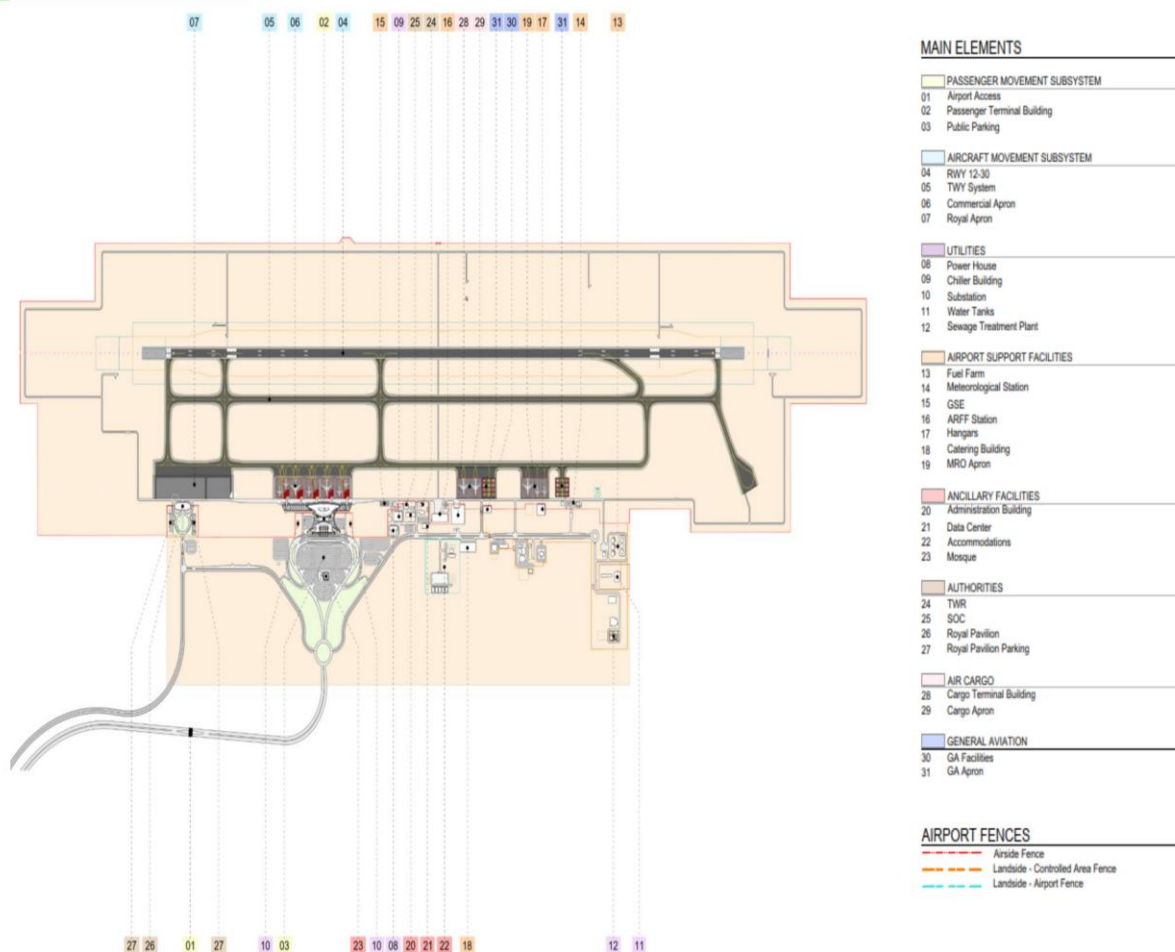
To achieve these outcomes the key enablers are improving passenger experience, developing infrastructure to support growth, delivering through an effective internal operating model, and transforming to a digital organization.

The above enablers are underpinned by business continuity planning, safety, security, and regulatory compliance.

Cluster2's core values for defining how we work are:

- Safety
- Innovation
- Collaboration
- Achievement
- Commitment

## GIZ | New airport layout (2/13) – Airport Main Elements





## Gizan New Airport (2025)



Airport land area  
**48,348,000 sqm**



### Airport Infrastructure: 🔍

- **RWY 12/30:** 3,360 x 45 m (asphalt)
- **TWY:** 2 parallel + 4 exit TWYs + 1 RET
- **Stands:** 5x MARS w/ PBB + Royal + Cargo



### Airport Facilities:

- **Passenger Terminal:** 57,263 m<sup>2</sup> (10 gates)  
Operational Area - 12,982 m<sup>2</sup>
- **No. of PBB:** 10
- **ARFF:** ICAO category 7
- **ATC Tower:** 35m height

| Land Use                     |                |        |
|------------------------------|----------------|--------|
| Passenger Movement Subsystem | 970,000 Sqm    | 2.01%  |
| Aircraft Movement Subsystem  | 6,287,000 Sqm  | 13.00% |
| Utilities                    | 39,000 Sqm     | 0.08%  |
| Airport Support Facilities   | 82,000 Sqm     | 0.17%  |
| Ancillary Facilities         | 158,000 Sqm    | 0.33%  |
| Military                     | 6,341,000 Sqm  | 13.12% |
| Authorities                  | 35,000 Sqm     | 0.07%  |
| Air Cargo                    | 33,000 Sqm     | 0.07%  |
| General Aviation             | 26,000 Sqm     | 0.05%  |
| Non-Aeronautical Business    | 231,000 Sqm    | 0.48%  |
| Reserve Area                 | 33,282,000 Sqm | 68.84% |
| Vertiport                    | 864,000 Sqm    | 1.79%  |

| Year | Domestic (million Pax) | International (Million Pax) | ATMs (thousand) |
|------|------------------------|-----------------------------|-----------------|
| 2025 | 2.8                    | 0.2                         | 24.8            |
| 2030 | 3.4                    | 0.3                         | 29.1            |



Cluster2 is progressing through a transformational strategy for hard services which will see hard services (operations and maintenance) on site transitioned into a facilities management-based approach. This approach is being put in place to achieve several benefits for Cluster2 which include, but is not limited to the following:

- Clear accountabilities and single point of contact for Hard Services within Facilities supporting effective performance management.
- Improved Service, lower costs, and effective risk management.
- Clear communications underpinned by fast and efficient data driven decision making.
- Ownership for facilities and services by competent, capable, well-equipped contractors.
- Reduced duplication, reduced service interruptions and increased efficiency/response.
- Providing effective resilience and business continuity.
- Support Asset Mgt. Approach by integrating Capital and life cycle planning.

Cluster2 is seeking experienced, high performing Applicants with a proven track record in delivering comprehensive Facilities Management services and solutions to support optimization of airport efficiency and effectiveness, ensuring safe, secure, reliable and regulatory compliant operations across critical airfield infrastructure in a complex operational airport environment. Working collaboratively across a range of internal and external stakeholders to enhance service levels, cost certainty and risk management solutions while consistently demonstrating compliance with international Standards and Recommended Practices compliant to ICAO Annex 14, GACAR Safety Regulations, IATA and aligned to the Aerodrome Safety Management System (SMS), EASA, ISO 41001, ISO 9000/1, ISO 14001, ISO 45001, ISO 55000/1, ISO 50001 or equivalent recognized industry standards.

## **1.2 Document Hierarchy**

All requirements contained herein shall be read and understood in conjunction with the following appendices and annexures:

Appendix B – Airport Services

Appendix C – General Hard Services

Appendix D – Soft Services

Appendix E - Performance Management System

Appendix F - Schedule of Buildings and Assets

Appendix G – Manpower Information

Appendix H – Vehicle Information

Appendix I – Sample Mobilization Plan and Checklist

Appendix K- C2AC Maintenance Manual

## **2 Facilities Management**

### **2.1 Introduction**

The Contracting Authority requires a Facilities Management (FM) Service Provider to deliver world-class services to best international standards. The Service Provider shall deliver sustainably managed complex facilities across their life cycle, enabling an operating environment to create and sustain an outstanding airport experience for airlines, passengers, operations, and business partners alike. The FM Services shall include integrated management of property, financial, human resources, health, safety, security, environmental, risk and change across the supply chain.

The Contracting Authority does not make any representation or warranty as to the completeness of this document, nor have they any liability of any representations (express or implied) contained in, or omissions from, this document. Therefore, it is mutually agreed that no claims in this respect will be allowed.

The Facilities Management requirements defines the quality standard of service, or output, that is expected to be delivered, all the specifications are largely output not input driven.

The Service Provider is to consider all elements contained within the requirements documentation and use its best judgment as to the level of resources and approach required to effectively and efficiently meet the standard of Services required. This must be clearly set out by the Service Provider as part of its service delivery methodology in terms of resources, equipment, vehicles, tools, materials, parts, and consumables.

It is the Service Provider's responsibility to provide Facility Management, attend, investigate, and reinstate, if possible, any outage of systems, applicable utilities, or other within Services scope. The Service Provider is responsible for coordinating with all third parties to resolve such occurrences and keep the Contracting Authority representative always updated.

The Service Provider is required to integrate a wide range of disciplines to optimize the functionality of the airport, enabling the Contracting Authority to maximize the value from its facilities and realize their strategic goals.

### **2.2 Key Principles**

To support the Contracting Authority in achieving their ambition the Contracting Authority are migrating from their current maintenance contracts to a Facilities Management Contracts

This new FM approach will:

- Drive value through improved service, reduced costs, and well managed risks.
- Attain airport international standards in Safety, Quality, Environment, Energy, Facility and Asset Management.
- Provide clear accountabilities.
- Provide ownership of facilities by competent well equipped Service Providers
- Reduce work duplication and service interruptions through the implementation of a simplified and integrated approach.
- Provide enhanced resilience and business continuity.
- Provide clear Service Level Agreements (SLA's) and enhanced performance using Key Performance Indicators (KPI's) to drive a culture of performance and continuous improvement.
- Provide the resourcing required to respond to business and operational priorities.
- Provide transparency of spare parts management, driving value for money and enhanced reliability

- Provide contract tenure to support planning, performance sustainability and foster a culture of collaboration.
- Provide repeatable processes to demonstrate legal, regulatory, and statutory compliance.
- Leverage the knowledge, experience and expertise in the coordination and integration of the Service Providers supply chain.

### **2.3 Key objectives**

The key objectives of the performance specification of Facilities Management Services are to:

- Clearly define the scope of services and required level of performance portfolio.
- Establish a framework supporting the Contracting Authority to achieve a fully integrated Facility Management solution
- Leverage shared value in deployment of a bespoke fit for purpose Facility Management service provision, providing a single point of responsibility for managing and delivering all aspects of the specified portfolio.
- Develop and enhance the Contracting Authority's core business processes and activities through the deployment and attainment of a suite of efficient and effective internationally recognized standards.
- Develop a performance driven relationship based on the principles of continuous improvement.
- Provide transparent and fair monitoring and auditing programs that track service performance against defined and agreed SLAs and KPIs
- Provide a flexible partnership to support the Contracting Authority in achieving a consistently high-performance airport operating model, supporting the Contracting Authorities preparedness for passenger growth, and support the necessary infrastructural transitions.

### **2.4 Facilities Management Approach**

The relationship that the Contracting Authority seeks to foster with the Service Providers is one based on a collaborative approach with shared benefits for the parties engaged in the process. Effective partnerships will establish goodwill, trust, honesty, and openness. Teamwork is a core requirement for every element of the Service provision.

All aspects of managing the Contracting Authorities facilities must be integrated into a unified, holistic fit for purpose operating model underpinned by a suite of internationally recognized Standards.

The Contracting Authority expects the FM Service Provider to work within a culture and philosophy of continuous improvement throughout the term of the contract.

The Contract Authority is seeking to develop an environment which complies with, conforms to, and continually works innovatively towards the attainment of the prevailing best in class industry standards cascaded across the FM supply chain.

The Contract Authority promotes the use of electronic communication, including, but not limited to, mobile working, real time data and information systems, integrations to create insights from data and information and condition monitoring leveraging sensor technology to support decision making planning, and investment prioritization.

## **2.5 Facilities Management Requirements**

- 2.5.1** All requirements contained herein should be read and understood in conjunction with all associated Services Requirements of this document and the hierarchy of associated contract documents. In this Facilities Management Services document, the Service Provider means the Applicant selected to provide the FM Services in accordance with the Facilities Management Services Tender.
- 2.5.2** The Facilities Management Services shall comply fully with all applicable legislation and regulatory requirements and will, be compliant to International Standards that cover the following areas: Health & Safety, Environment, and Quality Management Systems. In addition, the services shall conform and align to recognized standards for Facility Management and Asset Management systems.
- 2.5.3** The Contracting Authority may appoint a Third Party to exercise any or all its rights under this Contract for such period as the Contracting Authority may determine from time to time and notify to the Service Provider.
- 2.5.4** The Services to be delivered shall include, but are not limited to, the supply of all labour, supervision, equipment, spare parts, materials, consumables, tools, training, technical expertise, and any other items, necessary for, or incidental to, the provision of the Services unless otherwise stated by this Statement of Requirements.
- 2.5.5** In addition to the scope of the Services, the Service Provider's responsibility and obligations shall include clearly defined governance processes:
- 2.5.6** The Service provider shall comply with any other reasonable requests by the Contracting Authority which do not result in increased costs to the Service Provider or impact on its ability to meet agreed service levels or Service Delivery Plan e.g., assistance with seasonal decorating, moving furniture.
- 2.5.7** The Service Provider shall assume all normal operational risks associated with an airport environment in providing the Services.
- 2.5.8** The Service Provider shall ensure it is fully familiar with each of the Services Scopes of Work, including, but not limited to, the service specification requirements as detailed throughout the documentation. No claims for any misunderstanding of knowledge will be considered.
- 2.5.9** The Service Provider is to consider all elements contained in the Services and use its best judgment as to the level of resources and approach required in order to effectively and efficiently meet the standard of service required. This must be clearly set out by the Service Provider as part of its service delivery methodology in terms of manning, equipment, and materials.
- 2.5.10** The Contracting Authority reserves the right to extend the scope of this contract to include other waste products, materials, and processes.
- 2.5.11** Hours of Operation
- 2.5.11.1** The airport have peak periods across daily, weekly, seasonal and holiday calendars. An effective and flexible service would be required to manage these fluctuations.
- 2.5.11.2** The opening hours of are generally 24 hours a day, 365(6) days a year and services shall be always provided. This shall include all public holidays.
- 2.5.12** The Services shall include, and provide for, all spare parts, consumables, chemicals, materials, installation kits, machines, vehicles, software, computer accessories, equipment and any other incidentals required to deliver the service to the required/expected standards as detailed in the various service level agreements (SLAs) and supporting Key Performance Indicators (KPIs).
- 2.5.13** As the Contracting Authorities Strategies, Policies and Procedures are introduced, the FM Service Provider shall engage and adhere to those policies with any impact to financial cost being handled through an agreed schedule of rates.

## **2.6 Facilities Management & Security**

**2.6.1** The security of an airport, including its people and assets and its passengers and airline stakeholders rely on a safe and secure experience. With respect to security, it is paramount that the FM Service Provider complies with all airport security systems, procedures and policies whilst carrying out their duties. The actual airside boundary depicts the very secure zone where all staff operate under the Airport directive. The Service Provider shall include, but not be limited to:

- training of all staff in the requirements of the security policy and procedures,
- ensuring all staff:
  - have the appropriate ID with its respective passes to carry out their duties.
  - Comply with the direction of all security aids,
  - report any suspicious activities to supervisor or security,
  - willingly undergo any personal searches,
  - comply with safe vehicles and tool checks especially when travelling through check points.

**2.6.2** The Service Provider shall comply with Cluster2 Security Manual for the relevant airport.

## **2.7 Role of the Contracting Authority**

**2.7.1** The Contracting Authority's Representative shall have the overall responsibility of managing the Service Provider to carry out the services to support the operations.

**2.7.2** The Service Provider's point of contact shall be the Contracting Authority or the Contracting Authorities Representative and the administration of the Contract with the Service Provider shall be owned by the Contracting Authority and the Cluster2 Airports Company Procurement Department.

**2.7.3** The Service Provider shall coordinate and report to the Contracting Authority and/or the Contracting Authorities Representative on all contracted services carried out.

### **3 Compliance to International and Local Standards and Regulations**

#### **3.1 Compliance Requirements**

- 3.1.1** The Service Provider shall be responsible for all Compliance matters and activities relating to Compliance.
- 3.1.2** The Service Provider shall ensure that they operate in strict compliance with all relevant Laws, Decrees and Regulations issued by KSA Government, Statutory Bodies and entities including the Contracting Authority and any other professional / statutory registration or decrees as agreed post-award, including but not limited to:
  - 3.1.2.1** all applicable building regulations, fire prevention regulations, occupational health, safety codes and standards, approved codes of practice and all applicable life safety codes generally accepted by international industry best practice.
  - 3.1.2.2** all applications of KSA labor law to comply the legal percentage of nationalization of jobs (Saudization) and associated job assignments.
  - 3.1.2.3** all statutory and regulatory requirements and industry best practices, as well as any additional requirements that the Contracting Authority may reasonably request.
  - 3.1.2.4** all national and international legislation and regulations applicable to the execution of the Contract, including but not limited to, airport regulations (including the aerodrome manual), local Health and Safety and environmental statutes and shall comply with the directions of any relevant statutory body.
  - 3.1.2.5** relevant Contracting Authority policies, procedures, rules, operating manuals, plans, strategies, and standards, including the provision of support resources where applicable (e.g., Fire Safety, response to Extraordinary Events, emergencies).
  - 3.1.2.6** all relevant statutory and good industry practice obligations regarding health, safety, sustainability, and environmental Management, which arise out of (or in context with) the work undertaken.
  - 3.1.2.7** local standards, relevant regulations, appropriate codes of practice, applicable manufacturer's / installer's recommendations, and statutory guidelines.
- 3.1.3** The Service Provider shall comply with the insurance requirements as specified.
- 3.1.4** The Service Provider shall comply with all applicable taxes (GOSI, Zakat).
- 3.1.5** The Service Provider shall comply with all regulations in relation to Invoicing.
- 3.1.6** The Service Provider will produce a monthly compliance report, which shall be provided and issued to the Contracting Authority in an agreed format.
- 3.1.7** The Service Provider shall generate a monthly compliance report – detailing a schedule of all compliance activities required within the scope of works, including compliance activities due for the period and status update on each activity including but not limited to Regulations issued by KSA Government, Statutory Bodies and entities including the Contracting Authority and any other professional / statutory registrations.
- 3.1.8** The Contracting Authority reserves the right to amend or introduce policies, procedures, plans and strategies to support business and safety requirements.
- 3.1.9** The Contracting Authority shall use best endeavours to notify the Service Provider promptly of updates and revisions to documents applicable to the Contract as soon as they are available.

#### **3.2 Compliance and Regulations**

The list of compliance requirements, statutory obligations, standards, codes of practice, and reference material outlined below is non exhaustive and shall act as a guideline and does not alleviate the Service



Provider from their obligations to meet the requirements in adhering to the most appropriate and relevant standards for the Services.

The Service Provider must comply with the most recent editions of the standards, codes and regulations outlined below, noting that this list is not exhaustive and other industry best practice standards and codes should be considered.

| <b>Aerodrome</b>                                                                              |                                  |
|-----------------------------------------------------------------------------------------------|----------------------------------|
| GAGAR - 139                                                                                   |                                  |
| ICAO Annex 14                                                                                 |                                  |
| ICAO Aerodrome Design Manual, Doc 9157, Parts 1-5                                             |                                  |
| ICAO Airport Planning Manual, Doc 9184                                                        |                                  |
| ICAO Manual of Surface Movement Guidance Systems (SMGCS), Doc 9476                            |                                  |
| ICAO Airport Services Manual, Doc 9137, Parts 1-9                                             |                                  |
| ICAO PANS Aerodromes, Doc 9981                                                                |                                  |
| ICAO Security Manual, Doc 8973                                                                |                                  |
| Cluster2 Safety Management System (SMS)                                                       |                                  |
| Aerodrome Manual                                                                              |                                  |
| European Aviation Safety Authority (EASA)                                                     |                                  |
| Federal Aviation Administration Department (FAA), including circulars, advisories and updates |                                  |
| FAA Part 139                                                                                  |                                  |
| WHO Guide to Hygiene and Sanitation in Aviation                                               |                                  |
| <b>Saudi Building Codes</b>                                                                   |                                  |
| <b>SBC 201</b>                                                                                | Saudi Building Code – General    |
| <b>SBC 301-306</b>                                                                            | Saudi Construction Code          |
| <b>SBC 401</b>                                                                                | Saudi Electrical Code            |
| <b>SBC 501</b>                                                                                | Saudi Mechanical Code            |
| <b>SBC 601-602</b>                                                                            | Saudi Energy Code                |
| <b>SBC 701-702</b>                                                                            | Saudi Sanitary Code              |
| <b>SBC 801</b>                                                                                | Saudi Fire Code                  |
| <b>SBC 1001</b>                                                                               | Saudi Green Building Code        |
| <b>International Standards (Certification)</b>                                                |                                  |
| <b>ISO 45001</b>                                                                              | Occupational Health and Safety   |
| <b>ISO 14001</b>                                                                              | Environmental Management Systems |
| <b>ISO 9001</b>                                                                               | Quality Management Systems       |
| <b>International Standards (Compliance)</b>                                                   |                                  |
| <b>ISO 41001</b>                                                                              | Facility Management - Management |

| <b>International Standards (Compliance)</b>                                             |                                                                                                             |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| <b>ISO 22301</b>                                                                        | Business Continuity Management System Information                                                           |
| <b>ISO 31001</b>                                                                        | Risk Management                                                                                             |
| <b>ISO 50001</b>                                                                        | Energy Management Systems requirements - Guidance for use                                                   |
| <b>ISO 55001</b>                                                                        | Asset Management Systems Requirements                                                                       |
| <b>ISO 10002</b>                                                                        | Customer Satisfaction. Complaints Handling                                                                  |
| <b>ISO 19011</b>                                                                        | Guidelines for Auditing Management Systems                                                                  |
| <b>ISO 27001</b>                                                                        | Information Security Management System                                                                      |
| <b>ISO 15686-5</b>                                                                      | Buildings and constructed assets. Service life planning. Life cycle cost                                    |
| <b>ISO 17359</b>                                                                        | Condition Monitoring and Diagnostics of Machines (Guidelines)                                               |
| <b>ISO 28219</b>                                                                        | Labelling and Linear Barcode Symbols                                                                        |
| <b>ISO 37500</b>                                                                        | Guidance on Outsourcing                                                                                     |
| <b>International Regulations, Standards, and best practice guidance (Part I)</b>        |                                                                                                             |
| <b>ASHRAE</b>                                                                           | Heating, Ventilation, Air conditioning, Refrigeration Standards                                             |
| <b>CIBSE Guide M</b>                                                                    | Maintenance, Engineering Management                                                                         |
| <b>SFG 20</b>                                                                           | Standard maintenance specific for building service equipment                                                |
| <b>BS8210</b>                                                                           | Facilities maintenance management                                                                           |
| <b>BS/EN 81</b>                                                                         | Standards for the construction, installation, and servicing of lifts                                        |
| <b>BS 7255</b>                                                                          | Code of practice for safe working on lifts                                                                  |
| <b>BS 13015:+A1</b>                                                                     | Maintenance of lifts – Rules for maintenance instructions                                                   |
| <b>INDG 422</b>                                                                         | Thorough Examination of Lifts                                                                               |
| <b>Local International Regulations, Standards, and best practice guidance (Part II)</b> |                                                                                                             |
| <b>BS 5306-1</b>                                                                        | Hose reels and foam inlets                                                                                  |
| <b>BS 5306-3</b>                                                                        | Commissioning and maintenance of portable fire extinguishers                                                |
| <b>BS 5306</b>                                                                          | Selection and use of fire extinguishing equipment                                                           |
| <b>BS 5306-9</b>                                                                        | recharging of fire extinguishing equipment                                                                  |
| <b>BS 5839-1:+A2</b>                                                                    | system design, installation commissioning and maintenance of fire alarm systems                             |
| <b>BS 6700</b>                                                                          | design, installation, testing and maintenance of services supplying water for domestic use within buildings |
| <b>BS 7370-1</b>                                                                        | Grounds Maintenance                                                                                         |
| <b>BS 7671:A1</b>                                                                       | IEE Wiring Regulations                                                                                      |
| <b>BS 8580</b>                                                                          | Water Quality Risk Assessment                                                                               |
| <b>BS EN 12896</b>                                                                      | Public Transport and Traffic Telematics                                                                     |
| <b>BS EN 50172</b>                                                                      | Functional Testing and Checks of Emergency Lighting                                                         |

### Local International Regulations, Standards, and best practice guidance (Part II)

|                         |                                                                     |
|-------------------------|---------------------------------------------------------------------|
| <b>BS EN 62305</b>      | Protection against lightning                                        |
| <b>COSHH</b>            | Control of Substances Hazardous to Health                           |
| <b>Civil Defence</b>    | KSA Civil Defense Rules and Regulations                             |
| <b>HSG 107</b>          | Maintaining Portable Electric Appliances                            |
| <b>HSG 274 Part 1-3</b> | Control of Legionella                                               |
| <b>IEC 31010</b>        | Risk Management – Risk Assessment techniques                        |
| <b>IEC 60076-3</b>      | Power Transformers                                                  |
| <b>ISO 7240</b>         | Fire Alarm Panels and Fire Alarm Annunciators                       |
| <b>ISO 7240-1</b>       | Fire Alarm Systems General & Definitions                            |
| <b>ISO 7240-8</b>       | Fire detection and alarm systems                                    |
| <b>ISO 7240-28</b>      | Fire detection and alarm systems. Fire protection control equipment |
| <b>SFDA</b>             | Saudi Food and Drug Authority                                       |
| <b>BS EN 12464-1</b>    | Light and lighting. Lighting of work places - Indoor work places    |
| <b>BS-EN 12464-2</b>    | Light and lighting. Lighting of work places - Outdoor work places   |

### International Regulations and Standards (Part III)

|                  |                                      |
|------------------|--------------------------------------|
| <b>ISO 11014</b> | Material Safety Data Sheet           |
| <b>BICSc</b>     | Cleaning Standards Specifications    |
| <b>Skytrax</b>   |                                      |
| <b>ACI/ASQ</b>   | Airport Council International        |
| <b>GACA</b>      | General Authority for Civil Aviation |

### International Regulations, Standards, and best practice guidance (Part IV)

|                 |                                                                                                  |
|-----------------|--------------------------------------------------------------------------------------------------|
| <b>MOMRA</b>    | Ministry of Municipal and Rural Affairs                                                          |
| <b>NFPA 10</b>  | Standard for Inspection, Testing, Maintenance of Portable Fire Extinguishers                     |
| <b>NFPA 12</b>  | Standard for the Inspection, Testing and Maintenance of CO2 based fire protection systems        |
| <b>NFPA 13</b>  | Standard for the Installation of Sprinkler System                                                |
| <b>NFPA 14</b>  | Standard for the Installation Standpipe and Hose System                                          |
| <b>NFPA 16</b>  | Standard for the Inspection, Testing and Maintenance of Foam based fire protection systems       |
| <b>NFPA 17</b>  | Standard for the Inspection, Testing and Maintenance of Dry Powder based fire protection systems |
| <b>NFPA 17A</b> | Standard for Wet Chemical Extinguishing Agent                                                    |
| <b>NFPA 20</b>  | Standard for the Installation of Stationary Pumps for Fire Protection                            |
| <b>NFPA 22</b>  | Standard for Water Tanks for Private Fire Protection                                             |

| <b>International Regulations, Standards, and best practice guidance (Part IV)</b> |                                                                                             |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>NFPA 25</b>                                                                    | Standard for the Inspection, Testing and Maintenance of Water based fire protection systems |
| <b>NFPA 58</b>                                                                    | Liquefied Petroleum Gas Code                                                                |
| <b>NFPA 70</b>                                                                    | National Electrical Code (USA)                                                              |
| <b>NFPA 70B</b>                                                                   | Recommended Practice for Electrical Equipment Maintenance                                   |
| <b>NFPA 72</b>                                                                    | Standard for National Fire Alarm and Signalling Code of Fire Alarms                         |
| <b>NFPA 80</b>                                                                    | Fire Doors                                                                                  |
| <b>NFPA 90A</b>                                                                   | Fire Dampers                                                                                |
| <b>International Standards Part V</b>                                             |                                                                                             |
| <b>NFPA 96</b>                                                                    | Standard for Ventilation Control and Fire Prevention                                        |
| <b>NFPA 99</b>                                                                    | Grounding & Bonding                                                                         |
| <b>NFPA 101</b>                                                                   | Life Safety Code                                                                            |
| <b>NFPA 101B</b>                                                                  | Code for Means of Egress for Building and Structures                                        |
| <b>NFPA 110</b>                                                                   | Emergency Power Supplies for Fire Suppression                                               |
| <b>NFPA 204</b>                                                                   | Standards for Smoke and Heat Venting                                                        |
| <b>NFPA 750</b>                                                                   | Standards for Water Sprinkler and Water Mist Systems                                        |
| <b>NFPA 780</b>                                                                   | Standards- Installation of Lightning Protection and Grounding Systems                       |
| <b>NFPA 2001</b>                                                                  | Standards for Clean Agent Fire Systems                                                      |
| <b>OSHAS 18001</b>                                                                | Occupational Health and Safety Assessment Series                                            |
| <b>NFPA 5000</b>                                                                  | Building Construction and Safety Code                                                       |
| <b>PME EHS-2012</b>                                                               | Presidency of Meteorology and Environment (PME)                                             |
| <b>SASO</b>                                                                       | The Saudi Standards, Metrology and Quality Organization                                     |

### 3.3 Standards

There are numerous synergies across the various ISO Standards including 41001, 9001, 14001, 55001, 50001 and 45001. These synergies exist due to common and overlapping requirements and approaches in each standard regarding general management principles including but not limited to, planning, information management risk, change, continuous improvement, and training. This emphasizes that no ISO should operate in a stand-alone capacity. The FM Service Provider must consider such interrelationships between the ISO Standards, when considering how to implement several ISO Standards. Identifying synergies between standards can bring significant benefits in terms of continuity in service provision, resourcing and cost savings when combining audits.

Furthermore, where applicable, the Service Provider will be expected to ensure Services support the Contracting Authority in maintaining a high ranking of the Airport Council International (ACI) Airport Service Quality Measures (SQMs), whilst also being mindful of the GACA Service Quality Standards (SQS) relating to Passenger Experience.

The Service Provider shall ensure that all their ISO certifications are embedded into the daily operations for their respective facilities.

### **3.3.1 ISO 9001 Quality Management**

The Service Provider shall develop a comprehensive customer-centric project based Quality Management System (QMS) capturing a complete overview of the Service Providers delivery of related activities.

The QMS shall comply with the framework set out ISO 9001 and align with the relevant elements within ISO 41001 to ensure adequate control of the quality of the Facilities Management Services provision.

#### **3.3.1.1 The QMS shall:**

- 1 demonstrate the Service Provider's ability to consistently provide FM Services that meet Contracting Authorities and applicable statutory and regulatory requirements, and
- 2 enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to the Contracting Authorities and applicable statutory and regulatory requirements.
- 3 describe the Service Provider's arrangements for the management of quality for all Services. Arrangements shall include all processes and procedures required to fulfil the contractual obligations.
- 4 define the management processes, and their interactions, to achieve the intended results in accordance with the quality policy and strategic direction of the Contracting Authority organization.
- 5 control the interrelationships and interdependencies among the processes of the system, so that the overall performance of the organization can be enhanced.

#### **3.3.1.2 The QMS shall enable:**

- 1 understanding and consistency in meeting requirements.
- 2 the consideration of processes in terms of added value.
- 3 the achievement of effective process performance.
- 4 improvement of processes based on evaluation of data and information.

#### **3.3.1.3 The key principles of the QMS as it relates to this RFP are:**

- 1 Customer focus
- 2 Leadership
- 3 People engagement
- 4 Process approach
- 5 Continuous Improvement
- 6 Evidenced based decision making
- 7 Relationship management
- 8 Supplier relationships

#### **3.3.1.4 The QMS shall include, but not be limited to:**

- 1 a list of written procedures, plans, inspections, and method statements which shall be followed to ensure the effective management of the activities to be undertaken by the Service Provider.
- 2 details of the Service Provider's primary supply chain, including Subcontractors, vendors, consultants, and specialist service providers.
- 3 details of the Service Providers organizational structure and lines of communication.
- 4 descriptions of the FM Service Provider's key personnel describing responsibilities and the specific experience required for those positions.

- 5 details of the person with defined authority for establishing, maintaining, and reporting on the QMS.
  - 6 the arrangements, including timing and scope, for auditing and management review of the QMS documentation for the Service Provider including key Subcontractors.
  - 7 the arrangements for the quality control of the work of Subcontractors and suppliers, including a list of inspection and plans and records of its services and compliance.
  - 8 the liaison, document control and reporting arrangements with the Contracting Authority and its agents.
  - 9 detailed method statements for each major function or activity whether directly undertaken or Sub-contracted.
  - 10 arrangements for the procurement of services, materials and products and control of Subcontractors.
  - 11 handling, storage, package, preservation and delivery arrangements for materials, documents, drawings, and data that shall be used in the delivery of the Services.
  - 12 arrangements for identifying, reporting, reviewing and close out of Non- Conformances including agreement with the Contracting Authority or their nominated agent.
  - 13 arrangements for corrective and preventive action and reporting.
  - 14 arrangements for documenting and recording regular reviews by the Service Provider of its own performance in fulfilling its obligations and the identification of associated risks.
- 3.3.1.5 The Service Provider shall submit the Project based Quality Management Document to the Contracting Authority for their approval during the Mobilization Period. The QMS shall include the Service Provider's Company procedure manuals and the manuals which will be always held on all Sites and available for inspection by the Contracting Authority and their agents.
- 3.3.1.6 The Service Provider shall ensure their QMS developed during, after and on an on-going basis during the contract period is compliant with ISO 9001 and meets the requirements of the 'Quality Management System Requirements' section of this document.

### **3.3.2 ISO 14001- Environmental Management**

- 3.3.2.1 The Service Provider is required to review their own and Sub-contractor's environmental management systems and compliance with the Contracting Authorities environmental policies and procedures, including all statutory requirements at the Contracting Authorities Site, on an annual basis, as specified by the Contracting Authority. These are to include, to the Contracting Authorities satisfaction, a thorough review of the aspects of operation and their associated impacts.
- 3.3.2.2 The Service Provider is required to ensure compliance with the relevant Laws, Decrees and Regulations issued by KSA Government, Statutory Bodies and entities and to ensure compliance with the Contracting Authorities Environmental Policy.
- 3.3.2.3 The Service Provider is required to ensure that waste generated by facilities management/maintenance/cleaning related services is measured, disposed of in a responsible manner and complies with all current directives and regulations. Wherever possible, materials should be considered for recycling.
- 3.3.2.4 The Service Provider is required to ensure responsible use of materials (particularly chemicals) that will reduce or control pollution for both the built (occupied) environment and global environment.



3.3.2.5 When working towards environmental compliance, the Service Provider is to ensure a holistic approach is followed and demonstrate to the Contracting Authority that the following benefits are realized as an outcome of the environmental compliance:

- 1 The Environmental compliance work has resulted (or will result) in reduced tax, energy and insurance bills and lower operating costs
- 2 The efforts of the Service Provider in following Environmental best practices will reduce the risk of prosecution due to environmental breaches or failure to comply with the law and the associated bad Public Relations (PR)
- 3 Environmental compliance will provide the Contracting Authority with the credentials to satisfy growing market demand and open up global business opportunities with a recognized mark of environmental efficiency.
- 4 The work completed by the Service Provider and their supply chain will provide absolute confidence that the Contracting Authority is adding value to environmental efforts and this messaging may be communicated outside of the Contracting Authority as part of media campaigns and PR exercises.

### **3.3.3 ISO 45001-Health and Safety**

3.3.3.1 The Service Provider shall develop a comprehensive 'Health & Safety Plan' capturing a complete overview of the Service Providers initiatives and procedures to ensure the Health and Safety of all staff and airport stakeholders.

3.3.3.2 The 'Health & Safety Plan' shall comply with the framework set out in ISO 45001 and align with the relevant elements within ISO 45001 to ensure adequate control of the health and safety procedures while undertaking the FM Services provision.

3.3.3.3 The Service Provider shall comply with all Safety, Health, and Welfare Legislation, whether statutory or deriving from the Contracting Authority or other bodies having power in relation to safety legislation.

3.3.3.4 The Service Provider shall liaise regularly with the Contracting Authorities Health & Safety team to ensure that current risks in the core business activities are considered, and that any changes to legislation or good practice in the aviation sector are incorporated into all FM practice and plans.

- 1 The Service Provider shall demonstrate through their delivery of the Services that management of their own staff is exemplar in terms of Health and Safety best practice.
- 2 The Service Provider shall provide a single point contact for all matters pertaining to Health and Safety as they relate to the delivery of all FM Services and the management of the facilities across the Site.
- 3 The Service Provider shall provide a single point contact for all matters pertaining to Health and Safety as they relate to the delivery of all FM Services and the management of the facilities in the airport.
- 4 The Service Provider shall always ensure the protection of the health and safety of all the Sites' occupants, staff, employees, third parties, general public and others that might reasonably be affected by their acts or omissions.
- 5 The Service Provider shall ensure that formal Health & Safety policies and procedures are in place, and that these are monitored for adherence.
- 6 The Service Provider shall develop a Health & Safety Management system in accordance with the recognized international standards for health and safety ISO 45001:2018.
- 7 This Occupational Health and Safety Management System must incorporate core organization processes and provide top-down involvement from senior management and a bottom-up

approach engaging frontline staff participation in the functioning of the Occupational Health & Safety Management System

- 3.3.3.5 The Service Provider shall develop and implement a Health and Safety Plan to cover the process for undertaking risk assessments including health and safety issues associated with or identified with the existing facilities, infrastructure and buildings, processes for establishing safe systems of work, including full engagement with the Contracting Authorities permit to work system, accident/incident and near-miss reporting, together with training and mentoring of the Service Provider staff and extended supply chain.
- 3.3.3.6 The plan shall identify roles and responsibilities, accountabilities (including audit trails and levels of competencies), training requirements, systems, and processes for implementation of the Health and Safety Plan, including, but not limited to, recording performance, setting improvement targets and review reviewing regularly.
- 3.3.3.7 The Service Provider's Health and Safety Plan shall provide for the following without limitation:
- 1 Guidance and support to the management and delivery team including procedures, equipment, compliance with applicable building regulations, fire prevention regulations, occupational health, safety codes and standards, approved codes of practice and all applicable life safety codes generally accepted by international industry best practice.
  - 2 Provide effective arrangements for building safety (including risk assessment, written policies, and procedures)
  - 3 Prepare and execute a 6 monthly safety audit for every site.
  - 4 Maintain written standards, procedures, schedules and necessary records and documentation including the health and safety file.
  - 5 Assistance to the Contracting Authority in meeting their health and safety policy requirements.

#### **3.3.4 ISO 41001 Facility Management**

- 3.3.4.1 The Service Provider shall comply with the requirements set out in ISO 41001 by establishing defined processes for the FM management system during the mobilization phase. The documents shall be submitted to the Contracting Authority for their approval within the mobilization period. The documents, compliant with ISO 41001 shall include, as a minimum, the following: -
- 1 FM Strategy
  - 2 FM Objectives
  - 3 FM Policy
  - 4 FM Service Delivery Plan (SDP)
- 3.3.4.2 The FM Service Provider shall develop a clear strategy for the delivery of the FM Services. The strategy shall align with the Contracting Authorities goals and corporate strategy and define key deliverables for the FM Services, including, but not limited to, the following elements:
- 1 reliability (timeliness) and consistency (quality) of service delivery
  - 2 overall cost effectiveness within budget cycles and over the life of the facilities being managed.
  - 3 flexibility to meet changing needs in the short and longer term.
  - 4 application of innovation and industry best practice to the Services.
- 3.3.4.3 The FM Service Provider shall determine and document their key objectives:
- 1 how planning integrates with other planning activities, including other support functions
  - 2 the method and criteria for decision making, prioritizing of the activities, and resources required.
  - 3 the processes to be used in managing facilities over their entire life cycles:

- a) what will be done?
- b) what resources will be required?
- c) who will be responsible?
- d) at what frequencies they will take place?
- e) when they will be completed?
- f) how the completed workflows will be evaluated?
- g) the financial and non-financial implications of the FM plan?

**3.3.4.4** The Service Provider shall provide a detailed FM policy to direct their team in line with the requirements set out in ISO 41001

The FM policy shall set out and describe their FM key objectives and the overall methodology for the delivery of the FM Services. The FM policy shall be focused over the term of the Contract and be forward-looking in nature. The FM Policy statement shall, as a minimum:

- 1 provides clarity on priorities
- 2 define the key interfaces between the FM organization and the Contracting Authority and the key stakeholders
- 3 establish what FM areas objectives should be set for and apply to all facilities covered by the Services
- 4 set the parameters within which service delivery planning and operations can be undertaken for each service type
- 5 The contents of the FM policy shall include:
  - a) a summary of the FM Service Provider's FM objectives.
  - b) the key outcomes of the FM Services, including how and when they will be assessed.
  - c) the FM Policy Statement.
  - d) the high-level scope of Services.
  - e) reference to other key policies, both internally and from the Contracting Authority, which impact the Services.
  - f) strategy for outsourcing Services, as appropriate.
  - g) key risks and mitigations, including statutory compliance and business risks.
  - h) processes and responsibilities for reviewing and improving operational performance.
  - i) a statement of policy ownership and a defined review date.

**3.3.4.5** The FM Service Provider shall ensure that the FM policy documents are accessible, regularly updated and have any changes communicated to all relevant stakeholders to ensure there is a clear understanding of policy requirements of ISO 41001 and The Service Delivery Plan (SDP)

**3.3.4.6** The Service Provider shall ensure their SDP developed during, after and on an on-going basis during the contract period is compliant with ISO 41001 and meets the requirements of the 'Facilities Service Delivery Plan' section of this document.

### **3.3.5 ISO 55001 Asset Management**

**3.3.5.1** The Service Provider shall develop an Asset Management System (AMS) in accordance with the recognized international standards ISO 55001 within the first 12 months of Contract period. The AMS shall adopt a disciplined approach to enable the organization to maximize value from its assets and deliver its strategic objectives by managing the facilities assets over their whole life cycle. The performance of a FM organization is strongly dependent on the quality and availability of asset data and information, including good inventory and condition information and the costs associated with

replacing or renewing infrastructure. A key focus of the AMS is to provide a basis for evaluating whether current and planned expenditure (on maintenance, renewal, and replacement) is adequate. Benefits will be realized through the implementation of the standard even before the final organizational decision is made to seek certification.

**3.3.5.2 The objectives of the AMS are:**

- 1 to enhance customer satisfaction from improved performance and control of service delivery to the required standards.
- 2 to improve health, safety, and environmental performance.
- 3 to optimize return on investment.
- 4 support longer term planning, confidence, and performance sustainability.
- 5 developing and implementing asset management plans for critical assets to inform capital investment prioritization.
- 6 demonstrate best value for money within a constrained funding regime.
- 7 evidence, in the form of controlled and systematic processes, to demonstrate legal, regulatory, and statutory compliance.
- 8 improve risk management and governance with a clear audit trail for key decisions taken and their appropriate risks.
- 9 demonstrate sustainable development is actively considered within the management of the assets over their life cycle.

**3.3.5.3** The Service Provider shall ensure their AMS is developed during, after and on an on-going basis during the Contract period and that it is fully compliant with ISO 55001 and meets the requirements of the 'Asset Management Requirements' section of this document.

**3.3.6 ISO 50001 Energy Management**

**3.3.6.1** The Service Provider shall develop an Energy Management System (EMS) generally in accordance with the recognized international standards ISO 50001. The energy management system shall adopt a systematic approach (Plan-do-check-act) to enable the FM establish, implement, maintain and improve their energy management with their respective areas with the primary objectives:

- 1 improvement energy performance from an initial baseline
- 2 to minimize energy costs/waste without affecting operations and performance, and
- 3 to minimize environmental effects.

**3.3.6.2** Within the first 12 months of contract appointment the Service Provider shall provide a framework of requirements which will include:

- 1 Develop a policy for more efficient use of energy.
- 2 Fix targets and objectives to meet the policy.
- 3 Demonstrate year on year energy reductions on a like for like basis.
- 4 Use data to better understand and make decisions about energy use.
- 5 Measure the results.
- 6 Review how well the policy works.
- 7 Continually improve energy management.

**3.4 Airport Industry Standards and Ratings**

Airports are rated by independent bodies. The Service Provider is a critical component in the achievement of improved Airport Ratings. The Service Provider shall ensure the quality of services to Cluster2 ensures

it operates its airport passenger terminals and facilities to the highest of standards. A key objective for the Service Provider is to understand the importance of its role in the overall passenger experience, as well as to design and implement a Service Delivery Plan (SDP) that will enhance airport standards. As a leading airport operator, the measurement of passenger experience standards at Cluster2 airports will be in line with the following airport industry benchmark evaluation systems:

**3.4.1 GACA Service Quality Standards (SQS):**

GACA Quality and Customer Protection department is mandated to improve passenger experience while travelling through the air in the Kingdom of Saudi Arabia as part of Vision 2030. A core measurement for GACA SQS is the level of satisfaction expressed by passengers on cleanliness in the airport, assessing issues of cleanliness of the terminal building, facilities, and public toilets.

**3.4.2 ACI Airport Service Quality (ASQ):**

The world-renowned and globally established global benchmarking program measuring passengers' satisfaction whilst they are travelling through an airport.

**3.4.3 Skytrax Airport Rating:**

The World Airline and Airport Star Rating program is an internationally recognized rating system that classifies airlines and airports by the quality of product and staff service standards. The 5-Star Airport symbol is a quality-based recognition for an airport, awarded to airports achieving a very high, overall quality performance. This airport rating recognizes airports providing excellent facilities for customers and focusses on the cleanliness of airport facilities.

## **4 Quality Management System**

### **4.1 General**

- 4.1.1** The Service Provider shall be responsible for all Quality Management matters and activities.
- 4.1.2** The Service Provider shall operate a comprehensive quality system to ensure adequate control of the quality of the work to be performed, ensuring the Facilities are operated and maintained to the highest standards. The Contracting Authorities approval shall be required prior to implementation of such system. The Quality System will include the Service Provider's Company procedure manuals and the manuals will be always held on site and available for inspection by the Contracting Authorities Representative.
- 4.1.3** A quality audit program shall be submitted by the Service Provider and the Contracting Authority reserves the right to access such audit reports as deemed necessary and perform its own audit plan.
- 4.1.4** The Service Provider shall fully comply and be familiar with the requirements of this general specification document.
- 4.1.5** The Quality System shall comply with the required ISO Standards for Quality Management, ISO 9001.

### **4.2 Quality Control Program**

- 4.2.1** The Service Provider shall prepare a quality control program to ensure that all works carried out meets the required standards. The Service Provider shall, at least thirty (30) days before the Commencement of the Services, submit his quality control program to the Contracting Authority for review and approval.
- 4.2.2** The Contracting Authority shall undertake inspections of the quality program to ensure that the Service Provider complies with the specified standards, but this does not relieve the Service Provider of its responsibilities stipulated under the Contract.
- 4.2.3** The Service Provider shall be responsible for ensuring that the performance of his workforce is satisfactory to the Contracting Authority by examining, observing, and documenting preventive and corrective maintenance work and all other maintenance work closely.
- 4.2.4** The Service Provider must issue a monthly certificate stating that it adheres to the approved maintenance procedures and regulations and its use of acceptable maintenance rules and proper materials in implementation of the services.
- 4.2.5** The Service Provider is obliged to fully cooperate with the Contracting Authority or any other party to which the Contracting Authority directs, to create access to all work sites, to coordinate joint inspections as required, and to provide any documents, natural or chemical samples required by the Contracting Authority.
- 4.2.6** The Service Provider is committed to assist and cooperate with the Contracting Authority's personnel in respect of observing and monitoring any works or services executed by the Service Provider.
- 4.2.7** The Service Provider is obligated to assist the Contracting Authority in its efforts to implement the ISO certification program as well as to prepare and implement a quality management program.

### **4.3 Quality Assurance**

- 4.3.1** The Service Provider shall ensure all Facility Services are provided in accordance with a recognized Quality Assurance System. This system is to be managed by the Service Provider who shall have appropriately trained staff to maintain the QA system. The Service Provider shall also perform internal audits on his Quality Assurance system as required.

- 4.3.2** The Contracting Authority will be performing regular independent audits relating to the contractual Scope of Works. The Service Provider shall make available any requested documentation to comply with the Contracting Authorities Quality Assurance audit procedures and protocols.
- 4.3.3** The Service Provider shall ensure that its management methods, procedures, and systems follow an ISO compliant QMS and provide such evidence to the Contracting Authority. They shall implement a Quality Assurance Plan underpinning the service, including continuous improvement via Self Assessments.
- 4.3.4** The Contracting Authority shall have reasonable rights of access to view results and records of self-assessments carried out by the Service Provider and so that both parties can agree counter measures and action plans.

#### **4.4 Audits**

- 4.4.1** The Contracting Authority, at its discretion, will conduct Service Provider Contract Performance Reviews in accordance with the Contract. The reviews will be undertaken with reasonable notice and agendas will be provided prior to each review so as to ensure the correct information is made available.
- 4.4.2** At these reviews the Contracting Authority will seek to satisfy itself as to whether the Service Provider's responsibilities have been executed in a diligent manner and the Service Provider's performance will be graded.

##### **4.4.3 Internal Audit**

- 4.4.3.1** The Service Provider will both operate and support internal auditing.
- 4.4.3.2** Internal Auditors will be resourced from Service Provider's Operational, Supervisory and Management Staff.
- 4.4.3.3** Internal auditing will be undertaken to Contracting Authority guidelines and standards and be carried out by staff competent to do so. Guidance regarding training and competency of internal auditors will be provided by the Contracting Authority.

##### **4.4.4 External Audit**

- 4.4.4.1** The Service Provider shall present the finding of external audits for ISO Certifications to the Contracting Authority.
- 4.4.4.2** The Service Provider shall ensure that this Contract forms part of the external audits for all mandatory ISO Certifications.

#### **4.5 Policies and Procedures**

The Service Provider must keep the procedures, modern implementation drawings, operation and maintenance manuals, drawings and spare parts lists applied at a known location for easy access by the Service Provider staff, and at least ensure that all supervisory staff are aware of the requirements of safety and emergency procedures.



## **5 Health, Safety, Sustainability & Environment Management**

### **5.1 General**

The Service Provider shall be responsible of Health, Safety, Sustainability and Environment Management matters and activities.

### **5.2 Health & Safety and Cluster2 Airports**

- 5.2.1** The Service Provider shall develop a Safety Management System in accordance with the recognized international standards ISO 45001 and compliant with Cluster2 airports' SMS
- 5.2.2** The Service Provider shall develop and implement a 'Health & Safety Plan', as outlined with ISO 45001 Framework. Furthermore, at Cluster2 airports, all stakeholders work to provide safe, functional, and supportive facilities for passengers, staff, supply chain and the parties collaborate to reach this goal, while noting the physical facility and people must be effectively managed.
- 5.2.3** The objective is to:
- Remove, reduce, mitigate, and control hazards and risks.
  - Prevent accidents and injuries.
  - Maintain safe conditions.
- 5.2.4** The Service Provider shall assess the following aspects and then identify the appropriate mitigations in line with applicable legislative requirements and ensure that they comply with all legislative requirements which relate specifically to Health and Safety:
- 5.2.4.1** Implement and comply with all necessary Health and Safety requirements in all facilities and airports.
- 5.2.4.2** Always have appropriate first aid facilities available at the relevant facilities.
- 5.2.4.3** Immediately comply with any directions at the Airport Site in relation to Health and Safety.
- 5.2.4.4** Obtain and implement any relevant consent required to be maintained by the Contracting Authority in relation to Health and Safety at the relevant facilities.
- 5.2.4.5** Develop and implement safety management plans including emergency rescue plan and early hazard detection.
- 5.2.4.6** Develop and implement an asbestos containing material (ACM) management plan.

### **5.3 Health and Safety Training**

- 5.3.1** Induction and on-going training, specifically for health and safety, shall be provided for all the Service Provider's staff including subcontractors as appropriate. Records of the training and updates provided shall be maintained at the relevant Site facilities and a copy shall be provided on a regular basis to the Contracting Authority.
- 5.3.2** The Service Provider shall ensure its staff attend 'train the trainer' programs, where provided by the Contracting Authority, for critical programs such as airside driving.

### **5.4 Industrial Safety Program**

The Service Provider is committed to prepare, implement, and supervise the industrial safety program to ensure the safety of working conditions for its staff and to ensure the safety of the public and all other airport users to the extent that affects them because of the Service Provider's operations and to ensure compliance with the relevant safety standards applied at the airport.

#### **5.4.1 Industrial Safety Management**

The Service Provider is obliged to employ a qualified safety representative on a full-time basis while providing him with all the powers necessary to implement the Service Provider's program for industrial safety and safety standards applied at the airports. The powers of safety representative include, but are not limited to, the following:

- 5.4.1.1 Execution of the industrial safety program
- 5.4.1.2 Performing scheduled inspection operations as required, providing the reports, and performing follow up inspection.
- 5.4.1.3 Performing frequent, unscheduled inspections to ensure compliance with safety procedures and regulations.
- 5.4.1.4 Informing the Service Provider with regard to clothes and protective equipment requirements and ensuring they are provided and used by the Service Provider staff. (Providing a sample of clothing and protective equipment to comply with safety standards)
- 5.4.1.5 Reviewing and updating the safety standards and regulations applied by the Service Provider in accordance with the airport requirements and the standards currently prevailing locally and globally.
- 5.4.1.6 Maintaining records related to accidents, personal injuries, property damage and accident reports, and preparing statistics for submission to the Contracting Authority upon request, including a monthly summary of injuries and hours of work lost due to these injuries.
- 5.4.1.7 Determining dangerous conditions and materials and ensuring that appropriate precautions are taken by staff for risk. To conduct a test of the work environment, when necessary, before starting the work.
- 5.4.1.8 The Service Provider shall develop, as part of the safety plan, a Risk Assessments and Method Statements (RAMS) for all tasks that must be carried out to fulfil the Services required.
- 5.4.1.9 Coordinating with airport users and other entities and advising them regarding safety matters.
- 5.4.1.10 Adhering to directives of the Contracting Authority regarding applying firefighting standards.
- 5.4.1.11 Participating in emergency training events linked to airport wide business continuity planning.
- 5.4.1.12 Holding regular scheduled safety meetings, introducing introductory programs to new staff, and issuing instructions to all staff on safety methods, safety requirements, and related standards applied at the airport.
- 5.4.1.13 Preparing safety training programs and presenting them as directed by the Contracting Authority.
- 5.4.1.14 Preparing safety bulletins and distributing them as directed by the business owner.
- 5.4.1.15 Performing all other safety-related tasks as directed by the Contracting Authority.
- 5.4.1.16 Register and control all radiological equipment to the correct standards.

#### **5.4.2 Operational Safety**

The Service Provider must comply with all regulations and operational procedures to ensure the safety of the aircraft operations.

#### **5.4.3 Industrial Safety & Industrial Safety Program**

- 5.4.3.1 The Service Provider is responsible for safety and related matters during services implementation.
- 5.4.3.2 The Service Provider must prepare, implement and supervise the industrial safety program to ensure the safety of the working conditions surrounding the staff and the safety of the public and all beneficiaries at the airports to the extent that they may be affected by the FM services including the Service Provider's use of chemicals, pesticides and fungicides and to ensure compliance with safety precautions issued by manufacturers, including safety standards and other standards related to the

use of the airport as well as to comply with safety standards regarding the use of the airport. The Service Provider must prior to the date of the commencement of the implementation of Services to submit to the Contracting Authority for approval a safety program/plan written and suitable for the work to be carried executed. In the case of the consent of the Contracting Authority on the program, the Service Provider shall not be relieved from the responsibility for safety. The approval shall not be construed as reducing the responsibility of the Service Provider to carry out any work necessary to provide safety of working circumstances and conditions at the airport.

## **5.5 Environment and Sustainability**

- 5.5.1** It is the Contracting Authority's policy to operate in an environmentally, socially, and economically sustainable manner. To the extent the Service Provider must comply with all applicable environmental and employment laws, legislation, regulations and standards, and requirements regarding, but not limited to:
- 5.5.1.1 Waste management; and authorized approved routes of disposal.
  - 5.5.1.2 Wastewater discharge: ensure foul water does not pollute clean water discharge or sources .
  - 5.5.1.3 Air and Noise emissions controls.
  - 5.5.1.4 Environmental permits and environmental reporting.
  - 5.5.1.5 Energy and potable and grey water usage metering, reporting and reduction initiatives.
- 5.5.2** The Service Provider shall develop an Environmental Management System in accordance with the recognized international standards ISO 14001 and the Environment Agency of Saudi Arabia and to ensure compliance with the Contracting Authorities Environmental Policy.
- 5.5.3** The Service Provider shall over the duration of this contract support the Contracting Authority in pursuit of Energy and Environmental initiatives and further comply with any additional environmental and sustainability requirements and ethical manufacture practices specific to the products or services being provided to the Contracting Authority.
- 5.5.4** The Service Provider shall audit operational performance to ensure that Environmental Management standards are maintained.
- 5.5.5** The Service Provider shall provide the tools for the investigation and reporting of incidents to determine root cause and implement counter measures/corrective actions to remove underlying causes.
- 5.5.6** The Service Provider shall train and raise awareness among their staff and the extended supply chain of their obligations in respect of the environment, together with training in the processes and procedures that affect their work activities.
- 5.5.7** All costs (including, where applicable, penalty charges) associated with remediating any adverse environmental consequences arising from the operations of the Service Provider shall be borne by the Service Provider.
- 5.5.8** The Service Provider shall provide information relating to its environmental management systems/operation as requested by the Contracting Authority as part of the Contracting Authority's environmental management processes.
- 5.5.9** The Service Provider shall comply with the Contracting Authority's requirements in relation to environmentally responsible operations at the airports.
- 5.5.10** The Service Provider must consider the following:
- 5.5.10.1 The Service Provider is required to review their own and Subcontractor's environmental management systems and compliance with the Contracting Authorities environmental policies and procedures, including all statutory requirements, on an annual basis.

- 5.5.10.2 The Service Provider is required to ensure that waste generated by maintenance/cleaning/pest control and all other related services is measured, disposed of in a responsible manner and complies with all current directives and regulations. Wherever possible, materials should be considered for recycling by Contracting Authority Approved Party.
- 5.5.10.3 The Service Provider is required to ensure responsible use of materials (particularly chemicals) that will reduce or control pollution for both the built (occupied) environment and global environment.
- 5.5.10.4 The Service Provider is required to ensure chemicals and other materials that may be harmful to the environment or staff are stored, secured, or used in a responsible and safe manner so as to comply with Contracting Authorities Hazardous Substances / Dangerous Goods Management guidelines.
- 5.5.10.5 The Service Provider is required to ensure that all their staff and extended supply chain whose work may have a significant impact on the environment have received appropriate training.

## **6 FM Service Delivery Plan (SDP)**

### **6.1 Submission**

- 6.1.1** The Service Provider shall submit an integrated and fully comprehensive seasonal FM Service Delivery Plan (SDP) prior to Service Commencement.
- 6.1.2** The Service Provider shall provide an overall SDP to the Contracting Authority monthly and in advance of the seasonal planning meeting, submission dates to be agreed with the Contracting Authority.

### **6.2 Overview**

- 6.2.1** The SDP shall demonstrate clear alignment and linkages with all of the Service Delivery Plans created and defined for each element of overall Services delivery.
- 6.2.2** The Service Delivery Plan (SDP) shall clearly define, but not be limited to:
  - 6.2.2.1** Service Delivery Governance
  - 6.2.2.2** Organization (including all staff resources)
  - 6.2.2.3** Operational processes and SOPs (including security area access controls and process)
  - 6.2.2.4** Equipment, Tools, Materials and Consumables Management and replenishment (including safe storage and full inventory)
  - 6.2.2.5** Performance Management (including standards, scheduled service delivery reports)
  - 6.2.2.6** Annual Service delivery schedule
  - 6.2.2.7** Reactive/Remedial Services
  - 6.2.2.8** Quality Management
  - 6.2.2.9** Risk Assessment
  - 6.2.2.10** Health and Safety
  - 6.2.2.11** Manpower and Resource Plan
  - 6.2.2.12** CAFM Implementation Plan
  - 6.2.2.13** Contract Management Plan
  - 6.2.2.14** Subcontract Management Plans
  - 6.2.2.15** Condition Assessment Plan
  - 6.2.2.16** Communication and reporting plan (including incident investigation reporting)
- 6.2.3** The overall SDP is expected to include, but not be limited to, a breakdown of the following:
  - 6.2.3.1** Operating Schedule
  - 6.2.3.2** Clear and concise Interface Management Plan with Contracting Authority
  - 6.2.3.3** Staffing schedule and resources required to deliver the Services.
  - 6.2.3.4** Equipment, tools, consumables, and spare parts required to deliver the Services.
  - 6.2.3.5** Budget estimates.
  - 6.2.3.6** Quality Assurance and Quality Control
  - 6.2.3.7** Facilities Management processes
- 6.2.4** The Service Provider shall deliver the FM Services in accordance with the agreed SDP.
- 6.2.5** The Service Provider shall notify the Contracting Authority of any changes to the SDP as they occur and shall submit revised documentation to the Contracting Authority for approval within 5 days of any change(s) being made.

- 6.2.6** The Contracting Authority shall use best endeavours to notify the Service Provider promptly of any issues which may impact on the Service Delivery Plan(s).
- 6.2.7** The Service Provider must implement the Services according to the appropriate scheduled Service Delivery Plan and in line with required management processes and procedures, services, and manpower obligations.
- 6.2.8** The Service Provider is to consider all elements contained under the service delivery requirements and use its best judgment as to the level of resources and approach required in order to effectively and efficiently meet the standard of service required. This must be clearly set out by the Service Provider as part of its service delivery methodology in terms of manning, equipment, and materials.
- 6.2.9** This includes all buildings and facilities exclusively assigned to the same Service Provider and all areas located in a common facility subject to control of the Service Provider in addition to all areas of public service activities providers. The Service Provider must implement these services according to their scheduled Service Delivery Plan and in line with required management processes & procedures, services, and manpower obligations.
- 6.2.10** The Service Provider shall organize its staff to ensure the presence of a sufficient number of its staff at the airport on the basis of seven days per week to carry out the Services.
- 6.2.11** The Services shall include and provide all necessary supervision services and manpower required to deliver the Services to the required/expected standards as detailed in the various service level agreements (SLA's) and supporting Key Performance Indicators (KPI's).

### **6.3 Resource Planning**

- 6.3.1** One function of the SDP is to allow planning of resources required to undertake routine services, projects, and emergency response. Resources to be managed are primarily staff, equipment, vehicles and materials, but there may also be property impacts for business continuity, storage, power generation, and contracting impacts for supporting services like architecture, emergency technical support, and emergency cleaning.
- 6.3.2** When considering how to source the resources needed for delivery of the Services, the FM Service Provider should:
  - 6.3.2.1** refer to the FM policy and SDP.
  - 6.3.2.2** ideally, apply the processes set out in ISO41012.
  - 6.3.2.3** apply guidance on strategic sourcing and the development of agreements.
  - 6.3.2.4** understand the organization's planning horizons.

#### **6.3.3 Skills and capabilities**

- 6.3.3.1** The Service Provider should ensure that their service teams provide the required skills and competences to deliver the Services.
- 6.3.3.2** Deciding on the competences required involves:
  - 1** identifying the activities and processes which require skilled or certified staff to meet the needs of the service activity.
  - 2** reviewing the compliance requirements (for example: certified training in skills) and
  - 3** identifying staff who meet the identified specification of skills for the services.
- 6.3.3.3** Ensuring that staff deployed are competent involves:
  - 1** ensuring staff specifications for each role are appropriate for the task.
  - 2** ensuring staff match the required standards and undertake relevant continuing professional development.

- 3 validating the education, training, and/or experience of staff annually
- 4 reviewing the identified task competences from time to time
- 5 reviewing training and education requirements at planned intervals or when compliance requires it.
- 6 maintaining education and training data records for staff, and clear expiration dates for skills (if any)
- 7 conducting an annual 'Training Needs Analysis', through which an 'annual training plan' is to be developed and submitted for review by Contracting Authority
- 8 maintaining means to notify staff of expiring certifications and licences to practice and
- 9 creating and implementing individual competence development plans for all staff in line with the 'Training Needs Analysis'

#### **6.4 Roles and Responsibilities - Key Roles**

**6.4.1** All Key Staff are required to have a good command of English and ideally, knowledge of Arabic, and are required to have a minimum of 10 to 15 years relevant experience in the roles that they are undertaking.

**6.4.2** The Service Provider shall provide Key Staff, as a minimum for the following roles:

6.4.2.1 FM Services Project Director

6.4.2.2 Airport FM Duty Managers

**6.4.3** General Requirements for Key Staff

6.4.3.1 The general requirements for key roles are

6.4.3.2 5 years in a similar position and level of authority.

6.4.3.3 Shall have 10 years' experience in the proposed field of expertise.

**6.4.4** Specific Requirements to the key roles

6.4.4.1 FM Services Project Director

The Service Provider shall appoint an overall FM Services Project Director, the FM Services Project Director shall: -

- 1 Manage the Service Provider's activities in JAZAN Airport on a full-time basis and shall have overall responsibility for delivery of the required Services to the specified standards.
- 2 The individual shall be available during agreed business hours and shall be contactable by mobile telephone in the event of an emergency.
- 3 Have experience in managing similar Services and operations under an assignment similar in size and scope to the Services. The individual shall have extensive knowledge and experience in areas related to the Services and a proven track record of coordinating multiple services.
- 4 Be knowledgeable in airport terminal procedures and practices.
- 5 Be responsible and accountable for the day-to-day performance of the Services.
- 6 Act as a Single Point of Contact with the Contracting Authority on all contractual matters.
- 7 Be authorized by the Service Provider to represent and act on behalf of the Service Provider in matters pertaining to the Services and otherwise carry out the provisions of the Contract. All instructions and notices given to such individual shall be as binding and effective as if given to the Service Provider, and all statements made by such individual shall be as binding and effective as if made by the Service Provider; and



- 8 Routinely, and when reasonable requested by the Contracting Authority, inspect the areas covered within the scope of Services to ensure that the Service Provider's overall performance meets the specified standards, the FMSDP and the Service Providers Quality Assurance Plan
- 9 The Service Provider shall designate a substitute, who when the FM Project Director is absent or off-site, shall be always available to the Contracting Authority on Site to assume the FM Project Director responsibilities. The Service Provider shall submit to the Contracting Authority for approval in advance the list of acceptable substitutes.

#### **6.4.4.2 Airport FM Duty Managers**

The service provider shall appoint Airport Duty Managers to the airport to provide in situ 24/365(6) coverage. The Airport FM Duty Managers shall, but not limited to:

- 1 Be knowledgeable in airport terminal/aerodrome procedures and practices.
- 2 Be responsible and accountable for the day-to-day execution of the Services at the designated airport.
- 3 Coordinate and oversee critical works.
- 4 Ensure works are coordinated with key stake holders
- 5 Ensure the impact of works on operations is minimized.
- 6 Engage in the day-to-day interactions with stakeholders and Contracting Authority's Airport Representative.
- 7 Represent the Service Provider at daily, weekly, and monthly operations meetings at the designated airport.
- 8 Provide reports and information as requested.

#### **6.4.5 Mandatory Site Roles**

##### **6.4.5.1 Airport Maintenance Duty Managers (see Section 6.4.4.2)**

##### **6.4.5.2 Work Control Operators**

Work Control Operators are responsible for scheduling and allocating works allowing for accessibility, availability, and operational constraints.

##### **6.4.5.3 Safety Officer**

Airport site shall have a Safety Officer who is responsible for overseeing and leading safety on site as outlined in the contract.

### **6.5 Resource Capacity Planning**

- 6.5.1** Once the required skills have been assessed, the Service Provider should decide the appropriate levels of staffing capacity to be provided.
- 6.5.2** The Service Provider shall assess and document the requirements for physical workplace, services and technologies needed to achieve the Service requirements in the most economical manner to:
  - 6.5.2.1** maintain a precise understanding of the true capacity of the workplace, services, and technologies to support the Service requirements along with the constraints and factors that influence that capacity.
  - 6.5.2.2** continually measure the level of consumption, to be able to compare planned capacity with actual usage.
  - 6.5.2.3** use knowledge of consumption of capacity to improve the effectiveness and resilience of Services and the workplace.

- 6.5.2.4 maintain an appropriate balance of the workplace 'supply' in relation to short and long terms business needs and the levels of variability of the business needs.
- 6.5.2.5 enable effective decisions about commitments to future workplace capacity to be informed by an understanding of existing potential capacity accounting for innovation in ways of working and space use.

## **6.6 Resource Management**

- 6.6.1** The Service Provider shall be responsible for the all matters and activities relating to Resource Management and effective application of the resources which they shall assemble to meet the Service requirements.
- 6.6.2** Resources include, but are not limited to:
  - people
  - Subcontractors and spare parts (the supply chain)
  - Spare parts and consumables
  - Tools, Equipment and Vehicles
- 6.6.3** The Service Provider shall implement effective resource management with a view to:
  - 6.6.3.1 ensure that the organization responsible for managing the workplace has the right number of suitably trained and motivated people to deliver the workplace and services.
  - 6.6.3.2 ensure that the most effective management techniques are deployed so that the facilities service provision team responsible for the workplace are inspired to deliver excellence in customer service.
  - 6.6.3.3 make resource allocation decisions based on evidence of actual consumption of goods, services, space, systems, and other products.
  - 6.6.3.4 enable short and medium-term changes in demand to be balanced against available capacity in the most cost effective and productive manner.
  - 6.6.3.5 enable the effective and sustainable use of the facilities.
- 6.6.4** To manage such resources the Service Provider should:
  - 6.6.4.1 ensure the right number of suitably trained and motivated people are available at the right time and in the right place to deliver the Services.
  - 6.6.4.2 assess demand levels in terms of quantity and quality.
  - 6.6.4.3 understand the logistics of moving staff and materials to the point of delivery.
- 6.6.5** The Service Provider shall continuously assess.
  - 6.6.5.1 the number of people required to provide the Services based on the maximum potential volume contribution of each member of staff.
  - 6.6.5.2 the distribution of the staff around the Sites
  - 6.6.5.3 the special skills and competences required.
  - 6.6.5.4 selection, management, and training of the competent and qualified staff
  - 6.6.5.5 what certifications and operating licenses are required
  - 6.6.5.6 how staff will be supervised what equipment will be required to deliver the Services
  - 6.6.5.7 the sourcing of special equipment that is not normally on hand.
  - 6.6.5.8 any special training and/or safety precautions required for use of equipment, tools, materials, products, or consumables.

- 6.6.6** The Service Provider shall provide qualified, and competent staff supervision of all resources and services to ensure that the Services delivered comply in terms of timing, cost, and quality with the intended results.
- 6.6.7** An effective supervisory regime requires that the Service Provider shall:
- 6.6.7.1** understand the effective span of control of supervisory staff, considering:
    - 1 location of the activities.
    - 2 timing of delivery.
    - 3 nature of the work.
    - 4 nature of the end users.
    - 5 the skills and experience required to provide meaningful control over skilled delivery staff.
  - 6.6.7.2** establish clear reporting lines.
  - 6.6.7.3** communicate expectations of service quality and timing clearly to all involved.
  - 6.6.7.4** delegate authority for control and data reporting to supervisors.
  - 6.6.7.5** delegate as much problem-solving authority as is practical (given their training and personal skills) to the staff delivering the Services, in order to speed the resolution of any service issues.

## **6.7 Service Resilience**

- 6.7.1** All services are prone to fluctuations in demand levels, in addition to the risk of emergency events of various types. The general rule for resourcing is to provide a core capacity sufficient to meet routine predicted demand and to call in additional resources at short notice if demand rises. However, such an approach fails to take account of customer requirements and ignores the need to assess risk scenarios which might affect a specific situation. The Service Provider therefore needs to involve and apply a more structured approach to routine capacity planning and to emergency response.
- 6.7.2** The Service Provider is required to:
- 6.7.2.1** undertake a rigorous risk analysis for each service.
  - 6.7.2.2** ensure that the mobilization times for the provision of additional resources and the means of procuring such resources are understood and
  - 6.7.2.3** ensure that the Contracting Authority and any other relevant stakeholders understand and approve the mobilization times and methods to react to demand fluctuations.

## **6.8 Services Manpower Plan**

- 6.8.1** The Service Provider has a responsibility to ensure that a sufficient number of staff with the relevant skill, experience and qualifications required are available to ensure effective and efficient FM Service delivery to the required service levels, standards and level of compliance outlined in this document.
- 6.8.2** If the Services are performed in an unsatisfactory manner due to insufficient workforce, skill, experience, or qualification, the Contracting Authority has the right to direct the Service Provider to mobilize additional or alternative labor in accordance with the case, without incurring any additional costs to the Contracting Authority.
- 6.8.3** The Service Provider needs to submit a manpower plan to deliver the requested Services both in number and skill levels ranging from management supervisory, engineers, trades, and operatives. The Service Provider must also demonstrate appropriate shift cover.
- 6.8.4** The Service Provider shall define and submit a detailed manpower plan for review and approval by the Contracting Authority within 10 days from the start of the Mobilization Period.

**6.8.5 Service Provider Staff**

- 6.8.5.1 This is a service rendering Contract, which includes a mandatory requirement that the Service Provider commit to provide FM with high-level standards and requirements on an ongoing basis, These Services are provided with a number of resources and staff to be forecasted by the Service Provider. This forecast is required to guarantee the full performance of the Services to the required standards and levels of compliance.
- 6.8.5.2 The Service Provider must ensure that enough qualified staff fulfil the requirements of the shift, scheduled rest times, sick leave, annual leave, official holidays, weekends, and absences to ensure Services rendering 24/365(6) days a year.
- 6.8.5.3 The Service Provider shall schedule the appointments of his staff so that they are divided into three shifts, provided that the number of working hours for any staff member does not exceed twelve (12) consecutive hours in one shift. The normal working week shall be eight (8) hours per day and forty-eight (48) hours per week according to the labor and workers system in the Kingdom of Saudi Arabia (Royal Decree No. M / 21 dated 06/09/1899 AH, 11/15/1969 AD, any subsequent amendments such as Royal Decree No. M/46 of 05/05/1436H which came into force on 18 October 2015) and shall apply to all recruitment and employment.
- 6.8.5.4 The Service Provider is responsible for choosing the additional manpower necessary to implement its' contractual obligations. The Contracting Authority will not make any compensation separate from these requirements as the costs of this function should be included and distributed in the appropriate terms. Specifically, the Service Provider must list all the administrative and secretarial positions necessary for the conduct of the Contract. These jobs include, indicative, not exhaustive, procurement, supply, financial, administrative affairs, personnel affairs, safety, cleaning, and security.
- 6.8.5.5 The Service Provider shall take into consideration the performance characteristics, levels of capabilities and skills of the workforce to be used in addition to the multiple incentives and other factors that determine the overall performance and any additional workforce provided for the performance of the Services in accordance with the standards and performance requirements stipulated in this document and the Contract.
- 6.8.5.6 The Service Provider shall organize and arrange the start and end dates for shifts in all work areas to reduce disruption of Services.
- 6.8.5.7 The Service Provider shall provide a 24/7, 365 cover in the Operations Maintenance Centre to manage the workflow of all calls to the call center and coordinate activities with other contracting groups. The Service Provider will provide sufficient staff on a 24-hour daily basis to meet the requirements of the call center workflow operation to ensure no dropped calls, all calls are answered in a timely manner, and efficient handling of subsequent workorders and communication.
- 6.8.5.8 The Service Provider shall strictly adhere to bringing staff with sufficient experience in the same field for a period of no less than eight years for the positions of supervisors or more, and for a period of no less than ten to fifteen years for Key Staff.
- 6.8.5.9 The approval of the Contracting Authority must be obtained for the categories of employment (A), (B), (C), and the opinion of the Contracting Authority is final. The Contracting Authority will assess the candidates by resume, interview and skills tests at its discretion.

## **7 Human Resources**

### **7.1 Staffing Requirements**

- 7.1.1** The Service Provider shall comply with the Saudi Arabia Labor and Workmen Law Royal Decree M/46 dated 05/06/1436H together with all amendments thereto, in addition to Royal Circular # 4/430 dated 12/11/1434H and modifications or re-enactments or any latest revisions and versions thereof, that are in force, and together with all laws, regulations, as officially implemented, amended and / or supplemented along with the traditions and customs of the Kingdom of Saudi Arabia, that are applicable or may be applied in future to the Employment of the personnel engaged in the performance of the work.
- 7.1.2** The Service Provider shall ensure all staff comply with all applicable:
- 7.1.2.1** Public, general, or local law.
  - 7.1.2.2** Regulations (especially those pertaining to safety, health, environment, and security);
  - 7.1.2.3** Requirements of any competent regulatory authority.
  - 7.1.2.4** Aerodrome Manual including relevant Airport Directives; and
  - 7.1.2.5** the Contracting Authority policies, procedures, plans, strategies, and standards.
- 7.1.3** Where the Service Provider subcontracts any element of the Services, the Service Provider is responsible for the Subcontractor meeting all the requirements of the Services and Contract.
- 7.1.4** All Subcontractors and their staff must be managed, supervised, and carry out work in compliance with all the provisions of this Facilities Management Requirements document.
- 7.1.5** The Service Provider shall ensure that temporary work agencies and temporary work agents meet all the requirements of the Services they provide.
- 7.1.6** The Service Provider shall comply, and all staff shall comply with any safety, compliance or security related procedures or processes and with the existing airport.
- 7.1.7** The Service Provider's staff shall comply with all security and access requirements from the Contracting Authority and the relevant airport, including the issue and management of Access Permits and vehicle permits.
- 7.1.8** Access Permits shall be always worn in a visible manner above the waist by staff while at work.
- 7.1.9** All staff shall report any malfunctions, maintenance issues, irregular occurrences and cleaning issues detected during the performance of their regular tasks to the Contracting Authority.
- 7.1.10** The Service Provider shall ensure that none of the staff smoke outside designated smoking areas.
- 7.1.11** The Service Provider shall act in performing the work as an independent Contractor and not as an agent of Cluster 2 Airports Company, and shall accordingly maintain complete control over, and be solely responsible for the conduct of all of his personnel engaged in the performance of the services.
- 7.1.12** The Service Provider shall be solely responsible for all personnel salaries, wages, overtime and other remuneration, benefits and allowances of every kind including without limitation medical insurances, social insurance payments, complete and total medical treatment, etc. together with all housing, messing, transportation, work visas, renewal of iqama including dependents, transfer of sponsorship, uniforms and special clothing, and other personnel support services of every kind as per regulation of Labor Ministry and not to involve Cluster 2 Airports Company in any labor dispute or problem resulting from violation of above cited requirements and the Service Provider has to exert more efforts to resolve any disputes so that the works and services at the airport will not be effected.

- 7.1.13** It is the responsibility of Service Provider to schedule the vacation of their personnel such that the work does not suffer. Cluster 2 Airports Company will hold the Contractor responsible if the vacation are granted such that, not enough qualified technical personnel are available to perform the work.
- 7.1.14** The Service Provider shall maintain adequate level of manning during all the public holidays and ensure that all the required services, materials and maintenance scope of work responsibilities are provided, so that the airport's operations are not affected.
- 7.1.15** The Service Provider shall not replace, temporarily or permanently, the designated Project Manager and other key personnel until a written approval has been received from Cluster 2 Airports Company.
- 7.1.16** The Service Provider shall comply with the executive regulation of Council of Cooperative Health Insurance # 93 dated 11/03/1435H relating to comprehensive Medical Insurance Coverage approved by the Ministerial Council Resolution # 9/35/1 dated 13/04/1435H and all current and future amendments/changes/additions to this regulation.
- 7.1.17** The Service Provider shall provide a comprehensive Medical Insurance Coverage Policy without any deductibles whatsoever, for complete Medical and Health Care excluding cosmetics to all the employees and their, dependent family members wife and all children and other dependents on the Iqama (Resident Permit) when residing in the Kingdom, for complete Medical treatment as per Saudi Labour Law.
- 7.1.18** The Contracting Authority may also instruct the Service Provider to work overtime hours when it is considered essential, in the opinion of the Contracting Authority. All the additional costs of overtime, and consequential costs will be borne by the Service Provider and should be covered in the unit rates, as there will be no separate remuneration from Cluster 2 Airports Company.
- 7.1.19 NATIONAL PLAN OBJECTIVE-VISION 2030**
- 7.1.19.1** The Service Provider is obligated, responsible and is mandatorily required to comply and implement the Vision 2030 National Plan for Saudization in accordance with the Ministerial Council Resolution number 242 dated 29/03/1441H as officially implemented, amended and/or Supplemented and as per the President of Royal Court approval # 21567 dated 01/04/1441H, and Royal Court Decree # 2150 dated 11/01/1440H as referenced in Cluster 2 Airports Company Notification # 32/23/1371/1441 dated 8/2/1441H.
- 7.1.19.2** One of the Vision 2030 programme is to promote the employment of national locals, enhance job creation and contribute towards the enhancement of localization and Saudization.
- 7.1.19.3** The salaries and other benefits offered to the Saudi Nationals should be equal to and at least match with the salary scale listed and indicated in the Ministerial Council Resolution # 242, and Saudization for O.M contracts guide attached to the Ministerial Resolution # 83956 dated 27/04/1441H as officially implemented, amended and/or supplemented.
- 7.1.19.4** The Service Provider when employing Saudi Nationals as staff to perform the services shall abide by the requirements as stated in the executive labour law and the Council of Ministers Resolution # 122 dated 18/4/1422 H pertaining to recruitment and skills improvements of qualified Saudi citizens.
- 7.1.19.5** The Service Provider is mandatorily required to comply with the Ministry of Labor and Social Development requirements regarding Saudization and to offer employment to all the Saudi nationals without exception in accordance with Royal Circular # 7479 dated 11/2/1438H and the Council of Ministers Resolution # 17777/B dated 29/4/1430H, and all latest revisions and versions thereof, working with the current Cluster 2 Airports Company O&M Contractors, and these offers shall be equal to their present salaries and other benefits as a minimum.



## **7.2 Administrative Staff**

- 7.2.1** The Service Provider is obliged to define and provide the adequate number of qualified administrative staff and those with experience to perform services satisfactorily.
- 7.2.2** The Service Provider has a responsibility to ensure that a sufficient amount of manpower with the skill, experience and qualification required are available to ensure effective and efficient business completion of the Services to the service levels required by the Contracting Authority.
- 7.2.3** If the Services are performed in an unsatisfactory manner due to insufficient workforce, skill, experience, or qualification, the Contracting Authority has the right to direct the Service Provider to mobilize additional or alternative labour in accordance with the circumstances, without incurring any additional costs to the Contracting Authority.

## **7.3 Recruitment and Retention**

- 7.3.1** The Service Provider shall ensure that staff have the required skills, training, and experience to perform their duties in a safe and effective manner. Proficiency in written and spoken English and Arabic (where appropriate) is required for Service Provider management and supervisory staff to understand instructions and communicate effectively, especially during emergency situations.
- 7.3.2** The Service Provider shall ensure that employment conditions shall comply in all respects with Kingdom of Saudi Arabia (KSA) Safety, Health, and Welfare at Work legislation.
- 7.3.3** Staff shall have legal authorization to work in Saudi Arabia and hold any relevant employment authorization documentation.
- 7.3.4** The Service Provider shall promptly transfer from the contract's airport any individual deemed unacceptable by the Contracting Authority; for reasons of Health and Safety risk, security risk, threat to the Contracting Authority reputation or inappropriate behavior, where the Contracting Authority advises this in writing.
- 7.3.5** The Contractor will be fully responsible to transfer the sponsorship of the employees from the Cluster 2 Airports Company previous or current Contractors or others, whatever the number of transfer of sponsorship are in accordance with Council of Ministers Resolution # 17777/B dated 29/4/1430H. The Contractor is fully and mandatorily responsible for the payment of the sponsorship transfer costs / fees of the employees and the amount will not be deducted from the employee salary.

## **7.4 Service Provider Staff Welfare**

The Contracting Authority aims to maintain the highest ethical standards and ensure that those who work for the Contracting Authority, whether staff or Service Providers, are treated well and operate in a safe environment where their health, welfare and dignity are properly protected. The Service Provider and its extended supply chain shall comply with the Contracting Authority Service Provider Welfare Minimum Requirements, as set forth herein.

- 7.4.1** Standard work contract and recruitment:
  - 1. Service Provider staff recruited must have the skills and qualifications required to complete their role and duties.
  - 2. Service Provider staff recruited through employment agencies must not be required to pay fees for their recruitment. The Contracting Authority reserves the right to request and assess all recruitment agencies' third party contracts with the Service Provider. The Service Provider is responsible for all employment agencies' fees related to this contract.



3. The staff must be provided a copy of their contract ("Labor Contract") in their own language and sign prior to departure from their home country if recruited outside of the KSA.
4. The staff must be made aware of the accommodation standards, working hours, shifts, time off and any other appropriate working conditions before arrival in the KSA.
5. Staff must be presented with an employment offer that conforms with the unified KSA Labor Law contract and this must be signed by the individual staff.
6. No clauses can be added to any Labor Contract unless compliant with and approved by the labor Ministry and the Contracting Authority
7. The Contracting Authority reserves the right to inspect all Labor Contracts for Service Provider staff.
8. Service Provider staff must be allowed to keep their own passports.
9. Service Provider staff must be given time off and employment working hours must meet KSA Labor Law requirements.
10. All requirements of KSA Labor Law must be applied and any known breaches must be reported to the Contracting Authority within 24 hours.
11. Where applicable, staff must have a valid Ajeer certificate as well as Iqama.
12. All disciplinary actions against the Service Provider staff and terminations should comply with KSA Labor Law.
13. All Service Provider staff must be provided with valid KSA medical insurance.
14. The Contracting Authority reserves the right to assess the insurance coverage provided to the Service Provider staff.
15. Annual leave must be provided to each Service Provider staff to meet the KSA Labor Law requirements.
16. Public holidays worked should be compensated to meet the KSA Labor Law requirements.
17. Service Provider staff who have completed one or more years of continuous service should be entitled to severance pay at the end of his/her employment. This payment must be calculated in accordance with the KSA Labor Law.

**7.4.2** Staff rights to provide feedback without fear of intimidation:

1. Service Provider staff must have the ability to provide confidential feedback on staff welfare issues including but not limited to, living conditions, working practices, non-payment of salary without fear of repercussions.
2. The Service Provider must provide a confidential communication channel for staff feedback.
3. Any labor disputes between the Service Provider and Service Provider staff must be reported to the Contracting Authority within 24hrs and the Contracting Authority reserves the right to interview the Service Provider staff to ascertain the root cause for any dispute.

**7.4.3** Immigration and Security Requirements:

1. All KSA Immigration Laws must always be complied with.
2. Any breaches must be reported to the agreed contact person at the Contracting Authority within 24 hours.

**7.4.4** Service Provider Accommodation:

1. The Contractor shall comply with Ministry of Labour Resolution No. 399/1 Safar 01, 1428H concerning the camps conditions and specifications during the period of this Contract. The accommodation shall meet the hygiene standards of the Ministry of Health and Labour offices.

2. The facilities provided should reflect the Contracting Authorities vision and values, be designed to limit the hazards present, and be appropriate for the numbers of users and their different needs.
3. All provisions for staff housing and accommodation shall be at the sole cost of the Service Providers
4. Facilities should meet or exceed local laws or other stated requirements.
5. Facilities should be safe, hygienically clean, tidy, private, secure, comfortable and in good working order.
6. Locations must be within a reasonable distance from the related Work Site/airport.
7. All Service Provider staff must have a safety briefing and induction on arrival at their accommodation for the first time.
8. Accommodation provisions must meet KSA and Municipality Laws and Guidelines
9. Any food provided to the Service Provider staff must be prepared and served meeting Ministry of Labor guidelines.
10. Menu options should cover all nationalities, vegetarian and any other special dietary requirements noting all food must comply with HACCP requirements (food regulations)
11. Meal timings must give Service Provider staff adequate time to eat before duty.
12. Service Provider must ensure industry standard hygiene requirements and provide Laundry Services for Staff workplace attire.
13. The Contracting Authority will reserve the right to inspect, without notice, any location throughout the life of the Contract.
14. The Contracting Authority will reserve the right to inspect any accommodation provision and approve, prior to Contract award and any accommodation provided cannot be changed during the duration of the contract without the Contracting Authorities approval.
15. The facilities must allow for the appropriate segregation of staff to minimize risk of contagion.

#### **7.4.5 Safety**

1. The Service Provider shall provide appropriate safety measures to protect staff against the hazards of occupational injuries and diseases that may occur during the work and against fire and other hazards that may result from the use of machines and other work tools. The Service Provider should also adopt all other safety measures prescribed by the Ministry of Labor and Social Affairs.
2. As per ISO45001 there must be a safety management system in place.
3. Safety training, supervisors must have OHS training to a suitable level and technical staff must have approved accreditation.
4. Every Service Provider member of staff shall use the protective gear and the clothing supplied to him/her for this purpose and shall comply with all instructions given by the Service Provider to protect him/her against hazards and shall refrain from taking any action that might obstruct the enforcement of such instructions.
5. In case a Service Provider member of staff sustains any of the work-related injuries and occupational diseases the Service Provider or his representative shall report the matter immediately to the police, the labor department or its local office and the Contracting Authority immediately.
6. In case a Service Provider member of staff dies as a result of a work-related injury or an occupational disease, the members of his family shall be compensated as per KSA Labor Law requirements.
7. The Contracting Authority reserves the right to see copies of compensation paid to injured, deceased or sick staff and also inspect all safety records as required.
8. The Contracting Authority reserves the right to investigate all injuries, near misses and cases of ill health.

9. Transport to and from the work Site must meet KSA Legal requirements and drivers must be licensed to operate the appropriate vehicle.
10. The Contracting Authority reserves the right to inspect vehicles used to transport Service Provider staff and the licenses and employment contracts of the drivers of such vehicles.

At all times the Service Provider must comply with all local Laws and Authority requirements.

## **7.5 Training**

The Service Provider shall be responsible for the appropriate training of all Staff and their extended supply chain in all aspects of the provision of the Services and use of equipment in line with legislation, industry standards, national and international regulations and where applicable in the Contracting Authority documentation for the Contract Term.

**7.5.1** The following training is mandatory for all staff working for, or on behalf of the Service Provider. All costs will be borne by the Service Provider.

1. Fire Safety Awareness and Fire Marshalling.
2. Fire Regulations - Procedures
3. Evacuation and Fire Drills
4. Health and Safety at Work
5. Use of Dangerous Machinery/Chemicals (COSHH)
6. Dealing with the public and dealing with the public in Health and Safety situation or evacuation
7. Site familiarization (including Emergency Response)

**7.5.2** The following training is the minimum requirement for all staff working for, or on behalf of, the Service Provider. Staff costs will be borne by the Service Provider.

1. Hygiene - Personal
2. Basic First Aid
3. Company policy and procedures
4. Manual handling and lifting procedures.
5. Safe working procedures, such as use of Platforms/ladders, etc.
6. Special environmental and sustainability issues
7. Permit to Work procedures.
8. Airport security awareness
9. Code of workplace conduct.

**7.5.3** The Service Provider shall:

- 7.5.3.1** Assume responsibility for familiarization training and technical training and/or user training of the Staff, including Fire Safety Awareness and Fire Marshalling training which will be provided on a continual basis.
- 7.5.3.2** Provide an annual training plan, which details all planned training, and meets the agreed minimum mandatory training requirements, for approval by the Contracting Authority at least one month in advance of the annual review meeting. The Service Provider shall ensure that Staff are trained in accordance with the annual training plan. Furthermore, the Service Provider shall track compliance with the annual training plan throughout the year.
- 7.5.3.3** Maintain comprehensive and up to date training and performance records for each member of staff which shall be subject to the Contracting Authority's inspection upon request. The Contracting Authority reserves the right to audit training delivery and general training records.

- 7.5.4** The Contracting Authority reserves the right to refuse to accept any Service Provider member of staff who is not trained, qualified, or experienced to perform their duties in a safe, competent, and efficient manner.

## **7.6 Staff Relations**

The Service Provider is obliged to anticipate and inform the Contracting Authority of any risk of industrial unrest or action by staff and shall use best endeavors to fulfil the Services in the event of industrial unrest or action by their staff. The Service Provider shall update the Contracting Authority daily during any period of unrest/action.

## **7.7 Uniforms, Appearance and PPE (Personal Protection Equipment)**

- 7.7.1** The Service Provider shall develop a Uniform Proposal for approval of the Contracting Authority during the Mobilization Period for both the Summer and Winter Season. The Contracting Authority will authorize designs and colors with different disciplines dressing in different colors and designated to specific work functions/activities.
- 7.7.2** The Service Provider shall ensure that staff wear distinct uniforms and use PPE which are fit-for-purpose to deliver the Services and comply with all Health and Safety legislation and regulations.
- 7.7.3** The Service Provider shall ensure that:
- 7.7.3.1** All safety shoes are non-metallic.
  - 7.7.3.2** ID-display lanyards are company issue and branded; and
  - 7.7.3.3** All outer-wear (including hi-visibility clothing) displays corporate name and logo.
  - 7.7.3.4** Other additional clothing is not allowed unless approved (e.g., No jewellery, no visible tattoos, no phones)
- 7.7.4** The Service Provider shall ensure that all staff comply with the Contracting Authority's Exit Policy, particularly regarding return of the Contracting Authority's Access Permits.
- 7.7.5** The Service Provider shall provide staff with Work Clothes as per Table 1 below as a minimum.

| Role                                                         | Loose sweater | Jacket | Necktie | Trouser | Shirt (Long-sleeved) | Shirt | Black shoes | Safety shoes | Socks | Badges | Pants robe |
|--------------------------------------------------------------|---------------|--------|---------|---------|----------------------|-------|-------------|--------------|-------|--------|------------|
| Management staff                                             | x             |        | x       | x       | x                    | x     | x           |              | x     | x      |            |
| Supervision staff                                            |               | x      | x       | x       | x                    | x     | x           |              | x     | x      |            |
| Administrative staff                                         |               |        | x       | x       | x                    |       |             |              | x     | x      |            |
| Craftsmen / workshop staff / technicians / labors / cleaners | x             | x      |         | x       | x                    |       |             | x            |       |        | x          |

**Table 1: Distribution of Work Clothes**

- 7.7.6** The Service Provider shall provide at least three (3) sets of uniform at the start of engagement in the contract, and two (2) additional sets on the anniversary of the engagement to each member of staff.
- 7.7.7** The Service Provider shall provide warm clothes, approved by the Contracting Authority, during the winter season.
- 7.7.8** The Service Provider shall ensure the staff uniforms are in good condition; clean, not faded and not worn.

## **7.8 Appearance**

- 7.8.1** The first impression given by staff will help shape the opinion of a passenger/airport user. A dignified appearance is part of the quality product offered by the Contracting Authority. The appearance of staff goes a long way in instilling a passenger/airport user's confidence in the Contracting Authority and yourselves as the Service Provider. The Contracting Authority requires the Service Provider (including its staff) to be naturally warm and portray a caring attitude with a genuine willingness to help others.
- 7.8.2** The Service Provider is required to prepare a Grooming Policy during the mobilization period that is required to be approved by the Contracting Authority.

## **7.9 Customer Care and Interaction with Third Parties**

- 7.9.1** The Service Provider shall be responsible for building and maintaining a positive working relationship with all airport Users and for ensuring their staff are suitable trained to engage with the Airport Stakeholders.
- 7.9.1.1** The staff shall interact appropriately and effectively with Airport Users regarding the provision of the Services. Agreed protocols shall be in place regarding escalation of issues to the Contracting Authority.
- 7.9.1.2** The Service Provider shall ensure that service levels in relation to this document and the Contract are not affected because of any separate contractual arrangements with third parties at Cluster2 airports and the Contracting Authority retain the right of approval over such 3rd Party arrangements if it will interact with this Work Package.
- 7.9.1.3** The Service Provider shall record and report to the Contracting Authority any Cluster2 airports User comments, complaints, or suggestions.
- 7.9.1.4** The Service Provider shall be responsible for responding to Airport User feedback relating to the Services. The Service Provider shall adhere to the Contracting Authority complaint response procedures which will be provided by the Contracting Authority following award. Monthly user feedback and complaints shall be jointly reviewed by both parties, management action plans shall be prepared by the Service provider and agreed with the Contracting Authority. The Contracting Authority reserves the right to oversee the management of these complaints, queries, and requests by the Service Provider.

## **7.10 Coordination Requirements**

- 7.10.1** The coordination of activities between the Contracting Authority and the Service Provider is critical in order to ensure a safe and efficient operation, deliver an appropriate level of service to Airport Users, and ensure continuity of operations through a timely response to Extraordinary Events.
- 7.10.2** The Service Provider shall attend, upon request, any meeting regarding coordination matters or activities, with reasonable notice provided by the Contracting Authority for ad-hoc meetings. The Service Provider shall participate in any coordination test, trial, or training session upon the reasonable request of the Contracting Authority.

## **8 Asset Management**

### **8.1 Asset Management Lead**

The Service Provider shall appoint an Asset Management Lead, the Asset Management Lead shall be responsible for the delivery of all Asset Management related matters and activities.

### **8.2 Asset Management System**

The asset management system, conforming to ISO 55001, shall align with the objective to providing a Facilities Management Service Provision aligned to ISO 41001, will be primarily concerned with the management of built assets to achieve the Contracting Authorities key business objectives. The following documents shall be submitted to the Contracting Authority for their approval within 12 months from the start of Commencement of Services and shall address, as a minimum, but not limited to, the following key documents:

- 8.2.1** Strategic Asset Management Plan
- 8.2.2** Asset Management Policy
- 8.2.3** Asset Management Maturity Assessment (gap analysis to achieve ISO55001 certification)
- 8.2.4** Asset Life Cycle Delivery Plan (including acquire, operate, maintain and asset disposal)
- 8.2.5** Asset Information Management System

### **8.3 Asset Condition Assessments**

- 8.3.1** The Service Provider shall provide a mechanism by which the longer term aims of the Contracting Authorities facilities, assets and life-cycle plans are delivered for built assets. Such plans will have timeframes that extend beyond the term of the Contract.
- 8.3.2** The Service Provider shall have in place systems to maintain the accurate and up to date facility data and life cycle costings which are required to support business case development, investment and divestment decision-making, funding agreements, strategy development and corporate resource planning.
  - 8.3.2.1** To inform this process, asset condition and health assessments shall be completed on all in scope facilities and assets to assess their operational condition and viability to deliver value to the organisation.
  - 8.3.2.2** An initial asset condition and health assessment shall be carried out during the Mobilisation Phase with the outputs presented to the Contracting Authority in advance of the full Contract Commencement with clear recommendations for investment prioritisation, including indicative costs. The assessments shall be updated on a regular basis but must be validated every 12 months to align with business investment Planning requirements. The output of the asset condition and health assessment process is to provide a forecast of asset needs for Operating Expenditure and Capital Expenditure spend over the coming period(s).
  - 8.3.2.3** If the outcome of the initial condition assessment renders the facility, system or asset, unmaintainable the estimated deferred costs shall be credited to the Contracting Authority until such a time as the asset is replaced or reinstated.

### **8.4 Assessments Balanced Scorecard Approach**

Assessments shall take a balanced scorecard approach in compiling asset performance data and criteria capturing customer, people, process, and financial data onto a single template to derive a health and

condition Index Number ranging from 1-5, with 1 representing excellent health and 5 representing very poor health, with the final process to be defined by the Contracting Authority.

- 8.4.1** Customer - Evaluating the impact on the customer.
  - 8.4.1.1 Criticality – reviewing probability of failure, time to resolution and severity of failure.
  - 8.4.1.2 Service Delivery – availability, reliability, maintainability, downtime.
- 8.4.2** People - Consider safety and staff-related issues.
  - 8.4.2.1 Safety (operation, design, general H&S compliance record)
  - 8.4.2.2 Staff and Contractor (competence, performance, resources managing the asset)
- 8.4.3** Process – Considers business risk and process change.
  - 8.4.3.1 Risks as entered into the risk log, impact v probability (5x5 matrix)
  - 8.4.3.2 Change (change of use, design, legislation, environmental, customer)
- 8.4.4** Financial – Capitalised costs aligned to total operational costs for the period.
  - 8.4.4.1 Replacement value, net book value, end of life, depreciation,
  - 8.4.4.2 Value indicators, condition, serviceability, condition index



## **9 Mobilization**

### **9.1 Mobilization Lead**

The Service Provider shall appoint a Mobilization Lead, the Mobilization Lead will be responsible for all mobilization matters and activities during the Mobilization Period.

### **9.2 Mobilization, Induction, and Transition Period before Services Commencement**

- 9.2.1** The Service Provider shall draw up a plan to implement all activities for the transition period before commencing work, so that it shall be present at the airport and ready to start Services on the date specified in the Notice of Commencement of Services. **Appendix I Sample Mobilization Plan Template** gives a mobilization plan template as a basis for their submission. This sample plan is not exhaustive and should only be used as a guide. The plan should include milestones, meetings, and reporting requirements.
- 9.2.2** A targeted three-month existing contract demobilization and mobilization of the new Service Provider is anticipated.
- 9.2.3** If a shorter mobilization period is required or requested, the Service Provider is to provide a request for relaxation on the delivery of service items and performance requirements which must be agreed to by the Contracting Authority.
- 9.2.4** The Service Provider shall commence mobilization for delivery of the Services immediately after Letter of Award to deliver the following, including, but not limited to:
- 9.2.4.1** Develop, agree, and implement a Mobilization Plan (including phasing)
  - 9.2.4.2** Recruit and train staff.
  - 9.2.4.3** Become familiar with the building, equipment, assets, and operations.
  - 9.2.4.4** Develop SDP.
  - 9.2.4.5** Develop Standard Operating Procedures (SOPs).
  - 9.2.4.6** Work with the Contracting Authority to develop and agree Policies, Procedures, SOPs, and Protocols.
  - 9.2.4.7** Establish and develop equipment, materials, spare parts, tools and consumables listings and inventory requirements and procure.
  - 9.2.4.8** Commence mobilization and start up process, including but not limited to, delivery of spares, consumables, materials, IT equipment, equipment, tools, vehicle delivery plans, appropriate insurances, and associated access passes.
  - 9.2.4.9** Engaging in appropriate project handover procedures with existing Service Providers in line with the requirements of this document.
  - 9.2.4.10** Develop a mobilization risk register to be used during weekly reviews of the mobilization.
  - 9.2.4.11** Conduct Asset Condition Assessment during the mobilization period and yearly thereafter
  - 9.2.4.12** Conduct Asset Collection and confirmation activities during the mobilization
  - 9.2.4.13** Participate in the handing over of facilities, systems, and assets in preparation of providing service activities on Contract Commencement.
  - 9.2.4.14** will work with the Contracting Authority to assess, document and sign-off installed plant and equipment in terms of quantities, locations, operational readiness and its suitability for maintenance activities. Equipment not meeting these criteria will be identified and listed as part of a defect management schedule.

- 9.2.5** The Service Provider must complete the mobilization as stated in the Contract not later than the date mentioned in the notice of commencement of work to implement the Services and be operationally ready to provide the Services in accordance with the Contract on the date mentioned. According to the expected date of Commencement of Services mentioned in the special conditions, the targeted mobilization period will be ninety (90) days (Mobilization Period). This Mobilization Period includes the need for a period of definition of Services as set out below.
- 9.2.6** During mobilization period, the Service Provider shall, but not be limited to:
- 9.2.6.1 commence as soon as is practical after the Letter of Award and shall be complete upon Commencement of the Services.
  - 9.2.6.2 recruit staff to allow sufficient time to obtain the necessary security clearance and training to deliver the Services at the required time.
  - 9.2.6.3 ensure that all staff are issued with the required Airport access permits and issue the required license for operation of any light or heavy fleet at the Site.
  - 9.2.6.4 use the Mobilization Period to plan and fit out its offices and other accommodation (Offices, Warehouses, Stores and Workshop access) in Cluster2 airports.
  - 9.2.6.5 adhere to permitted staff flows and access routes as instructed by the Contracting Authority.
  - 9.2.6.6 develop a plan for technical staff training and general onsite familiarization.
  - 9.2.6.7 conduct an Asset Condition Assessment (ACA) and provide an asset register that ensures all assets have been accounted for.
  - 9.2.6.8 develop a Business Continuity Plan for the Services, liaising with the Contracting Authority to understand the Contracting Authority requirements.
  - 9.2.6.9 plan and implement any required IT systems and any required interfaces to the Contracting Authority systems.
  - 9.2.6.10 carry out tests to ensure the achievement of the specified standards for each of the Services both via self-auditing and via Joint Audits with the Contracting Authority and other Agents specified by the Contracting Authority.
  - 9.2.6.11 become familiar with co-ordination procedures with the Contracting Authority, airport Users and relevant airport 3rd party suppliers.
  - 9.2.6.12 ramp up the provision of the Services on a phased basis as per their approved Mobilization Plan.
  - 9.2.6.13 have individuals covering the following roles available on-site during operating hours:
    - 1 Lead, two months prior to Service commencement
    - 2 Shift Leads, two months prior to Service commencement.
    - 3 Technicians, one month prior to Service commencement
    - 4 Operatives, one month prior to Service commencement
  - 9.2.6.14 Implement a performance management process on a phased basis. Non-compliances may be applied during this period.
  - 9.2.6.15 provide the Services from the commencement of the Contract Term. The Service Provider shall take into consideration that some areas of the facilities will have restricted access. All areas of the Sites, including those with restricted access, are required to be managed and maintained to the standards specified in this document.

### **9.3 Mobilization Team**

#### **9.3.1 The Mobilization Staff**

The Service Provider must, 90 days prior to Commencement of Services, form its own cross functional experienced work team to make and execute a defined Mobilization Plan for all mobilizing work under the Contract necessary to start and then manage the Services.

Weekly update meetings will be held with the Contracting Authority. The work team shall always meet weekly with the Contracting Authority and inform them of the progress of the Mobilization Plan. The work team may close after completing the Mobilization Period and commencement of Services, and the Contract team may continue the process of administration, administrative affairs, and supervision.

#### **9.3.2 Mobilization Work Team**

The Mobilization Work team consists of the Service Provider's partner members and its organizational structures in its head office. Each member should specialize in an aspect of FM and starting the main business of the FM Services.

### **9.4 Mobilization Schedule**

**9.4.1** The Service Provider must submit no later than ten (10) days from the Letter of Award notification, its Mobilization Plan Schedule to the Contracting Authority for review and approval. The schedule shall be in the form of a graph/Gant chart showing all activities according to their correct arrangement, which the Service Provider will perform the work according to or work to accomplish inside and outside the Kingdom to fully mobilize the Services.

**9.4.2** The schedule should also indicate the date of commencement and completion of delivery of each item that it must provide as specified in the Services. The graph should identify important milestones in which significant accomplishments have been achieved and clearly identify relevant barriers. The table should include sufficient details and include adequate information that does not require further explanation.

**9.4.3** The Service Provider shall carry out its mobilization activities according to the approved mobilization Plan and Schedule. The Service Provider shall, every seven (7) days, after the approval of the Schedule, mark the Schedule to indicate the actual progress in the workflow against what is specified in the Schedule. A copy of the Schedule marked upon shall be submitted to the Contracting Authority within five (5) days from the end of the seven (7) days specified for the report, accompanied by a narration specifying the problems and corrective actions taken by the Service Provider to overcome them. If the notified Schedule shows that there are late or not completed works on the date specified in the Schedule, the Service Provider must take immediate action to return the workflow to comply with what is in the approved Schedule.

**9.4.4** In the event that the level of failure becomes what the Service Provider is unable to fulfil or if the Contracting Authority decides that it will not be able to carry out the mobilization according to the approved mobilization Schedule, the Service Provider must take the necessary action to return the workflow to what is specified in the Schedule.

**9.4.5** The Mobilization Plan must contain all requirements as per the RFP, adhering to the timeframe requirements.

**9.4.6** The mobilization plan shall include all transition activities and delivery of site documents, including but not limited to SOPs, QMS, and SDPs. Milestones shall be included to assess the progress of the mobilization.

## **9.5 Documents and Record Keeping**

- 9.5.1** The Service Provider is required to submit documents for approval, including but not limited to:
  - 9.5.1.1** HR Approvals
  - 9.5.1.2** Sub-contractor Approvals
  - 9.5.1.3** Inventory Approvals
  - 9.5.1.4** Equipment Approvals
  - 9.5.1.5** Vehicle Approvals
  - 9.5.1.6** Document Approvals
- 9.5.2** Documents shall be submitted to the Contracting Authority and registered in a document control system.
- 9.5.3** The Service Provider shall provide these submissions in a timely manner in accordance with the requirements of this document.
- 9.5.4** The Contracting Authority shall review and respond to the submissions within 7 days.
- 9.5.5** All submissions must be approved Contracting Authority.
- 9.5.6** Delays in review by the Contracting Authority affecting KPIs and SLAs can provide relief on KPIs and penalties.
- 9.5.7** Rejection of submissions cannot be used to provide relief on KPIs or SLAs.
- 9.5.8** The Service Provider will maintain trackers for the major elements of the Mobilization, for example manpower, and develop dashboards to report on these trackers.
- 9.5.9** The Service Provider must provide handover completion documents for all facilities prior to contract commencement.

## **9.6 Interface with the Existing Service Provider**

The Service Provider's staff must interface with the staff of existing Service Providers and at the same time prepare to take over responsibilities for the jobs that are assigned. This readiness includes setting procedures and drawings, reviewing operation and maintenance manuals, spare parts inventory and all work that needs to be done for the Service Provider to be fully prepared to start Services on the date specified in the notice of Commencement of Services and as agreed with Cluster2 Airport Operations. This interfacing shall be completed in accordance with the Interface Management Section of this document.

## **9.7 The Transition Program Induction**

- 9.7.1** Some Service Provider staff will be mobilized at different times before the date of Commencement of Services to complete the overlap process and for staff to receive a definition of work by the Service Provider. This overlap and definition of work ensures Service Provider, and their supply chain are familiar with the airport, through Site familiarization and Site Inductions, and the buildings and facilities, and they are equipped and ready to start operating in the implementation of management services and maintenance work on the date specified and the provision of Services under the Contract in a manner acceptable to the Contracting Authority. Shadowing of existing Service Provider staff and contractors should occur at all levels and the Service Provider must engage extensively with the existing Service Provider staff and contractors on Site to ensure all industry standard handover processes and procedures are conducted appropriately.
- 9.7.2** Failure to mobilize staff, according to the mobilization plan, will lead to the application of penalties.

**9.7.3** The Contracting Authority will assist in providing the job introduction process for all Service Provider staff at classification levels (B) and classification (C). The definition includes visits to buildings, facilities, and benefits, clarifying them in detail, and interfacing with and between the operation and maintenance personnel. After being familiarized with the work, the Service Provider staff must, in turn, teach the rest of the other Service Provider staff at the lowest levels of classification (D), which includes the definition of work without limiting the allocation of work areas and details of work instructions, explaining how to perform it, and understanding labor standards and staff behavior.

**9.7.4** The assistance provided by the Contracting Authority to publicize the work does not absolve the Service Provider of its responsibilities towards the Services and its complete readiness to implement them.

#### **9.7.5 Durations of Shadowing**

**9.7.5.1** The Mobilization Plan must define job titles for staff who will partake in the handover, outlining the number of working days in the period that the Service Provider staff must conduct in tandem with the current Service Provider and the new Service Provider staff and others as determined by the Contracting Authority, according to the schedule of the Mobilization Plan.

**9.7.5.2** In all cases, the last day of jointly conducted work should be the day before the Commencement of the Services.

**9.7.5.3** Where the Service Provider estimates that there has been an increase of the minimum number of manpower to comply with the requirements for service delivery, the Service Provider must provide the staff who make up this increase to introduce the work according to the periods shown in the table outlined in the section below, 'Schedule of the Work Definition Period'.

#### **9.7.6 Schedule of the Work Definition Period**

The schedule for the definition of work shall be in accordance with the requirements mentioned in the following table.

#### **Requirements for the Work Induction**

| Position                                                                   | Classification Level | Mobilization* |
|----------------------------------------------------------------------------|----------------------|---------------|
| <b>FM Services Project Director</b>                                        | A                    | 90            |
| <b>Key Staff</b>                                                           | B                    | 60            |
| <b>All supervisors</b>                                                     | C                    | 45            |
| <b>Shift Leads / Inspectors</b>                                            | C                    | 45            |
| <b>All mechanics, technicians, craftsmen, and pest control personnel</b>   | D, E                 | 30            |
| <b>Clerks, data format device operatives, and administrative functions</b> | D, E                 | 30            |
| <b>Additional Staff</b>                                                    | F                    | 15            |

\*(Number of days before Services started)

#### **9.8 Demobilization**

**9.8.1** The Service Provider shall carry out, at the cessation of its contract, its demobilization activities according to the approved Demobilization Plan and Schedule which must be in place no later than 90 days before cessation of Services.

**9.8.2** The Service Provider shall, every seven (7) days, after the approval of the Schedule, mark the Schedule to indicate the actual progress in the workflow against what is specified in the Schedule. A copy of the Schedule marked upon shall be submitted to the Contracting Authority within five (5) days

from the end of the seven (7) days specified for the report, accompanied by a narration specifying the problems and corrective actions taken by the Service Provider to overcome them. If the notified Schedule shows that there are late or not completed works on the date specified in the Schedule, the Service Provider must take immediate action to return the workflow to comply with what is in the approved Schedule.

- 9.8.3** The Demobilization Plan must be submitted to and approved by the Contract Authority.
- 9.8.4** The Service Provider is not to remove or change staff from the Contract in the last 120 days of the Contract without approval of the Contract Authority.
- 9.8.5** The Service Provider shall make available its staff during demobilization for interviewing with the incoming contractor.

## **10 Workflow Management**

### **10.1 Services Planning and Operations Lead**

The Service Provider shall be responsible for all workflow management and all FM Services Planning and Operations Management matters and activities.

### **10.2 FM Services Planning and Operations Management**

- 10.2.1** The Service Provider shall deliver FM Services for the Contracting Authority by utilizing the staff, subcontractors, and supply chain, and provide complete on-site management for all direct and in-direct suppliers and their staff.
- 10.2.2** The Service Provider is required to carry out the following actions, including, but not limited to:
- 10.2.2.1** Submitting an organizational structure detailing an adequate resource plan to deliver the FM Services to the Contracting Authority for their review and approval,
  - 10.2.2.2** Training and developing staff to effectively deliver the Services requested under the Contract,
  - 10.2.2.3** Developing, implementing, reviewing, and updating the required policies and procedures to cover all the FMS,
  - 10.2.2.4** Attending management meetings and providing all facility management information as directed in the Contract,
  - 10.2.2.5** Providing formal performance reports to the Contracting Authorities representative monthly via written management reports and regular meetings,
  - 10.2.2.6** Managing all Services within the agreed budget, identifying any variations to budget and highlighting these to the Contracting Authority,
  - 10.2.2.7** Developing and implementing an Occupational Health and Safety (OH&S) programme and Safety Management System (SMS) covering all staff and Sub-Contractors as per the requirements of all relevant authorities and the Contracting Authority,
  - 10.2.2.8** Implementing and managing a Quality Management System (QMS), in line with ISO9001 and in agreement with the Contracting Authorities policies, procedures and objectives,
  - 10.2.2.9** Complying strictly with the designated Service Level Agreements (SLA's) and Key Performance Indicators (KPI's),
  - 10.2.2.10** Comply with the Contracting Authority's waste management strategy for the Site in accordance with the Contracting Authority requirements,
  - 10.2.2.11** Providing an agreed list of sub-Contractors and specialist Service Providers that will be performing the Services,
  - 10.2.2.12** Maintaining an effective FM management strategy, which is aligned with the Contracting Authority's strategy, which is consistent with the developed Asset Register and the Services,
  - 10.2.2.13** Identifying any variations to the approved Services,
  - 10.2.2.14** Cooperating and coordinating with the Contracting Authority in implementing improvement initiatives for the premises and adopting a continuous improvement program,
  - 10.2.2.15** Verifying and updating the Technical Library (Asset Register, 'Operation and Maintenance' Manuals, data sheets, material, the schematics, and any other associated documentation provided at the time of handover and/or by the Contracting Authority) from time to time.
  - 10.2.2.16** The Service Provider is responsible and shall have full liability for the security of all equipment, tools and materials etc. used by its staff in connection with the provision of the services with no liability to



the Contracting Authority. Service Provider is to provide such security 24/365(6) (including all holidays).

10.2.2.17 The Service Provider management and supervisory staff are expected to speak English and Arabic on the job, when communicating with customers and Cluster2.

**10.2.3** The Service Provider shall provide Airport Maintenance Duty Managers (MDM) 24/365(6). The role of the MDM shall include but not be limited to:

10.2.3.1 General daily routine inspections and record inspections appropriately

10.2.3.2 Ensuring all aspects of their operations are running smoothly,

10.2.3.3 Have the authority to implement works

10.2.3.4 Daily coordination with the Contracting Authority, all stakeholders, other contractors and other 3rd Parties regarding works, issues, emergencies, and related activities,

10.2.3.5 Oversight of all works within his designated facility, including Projects and other contractors

10.2.3.6 Management of Work Permits and Permit to Works for the Service Provider and other contractors within his designated facility,

10.2.3.7 Oversight of work safety within his designated facility.

10.2.3.8 Attend meetings for general operations as per the requirements of the Contracting Authority,

10.2.3.9 Report daily or as required to Contracting Authority's Maintenance Management,

10.2.3.10 Ensure correct handover by shift staff, enabling continuity of works,

10.2.3.11 MDM shifts to be offset by a minimum of 60 minutes from technicians' shifts so as to finish afterwards to ensure correct handover.

10.2.3.12 Inspect and audit technical works,

10.2.3.13 Carry out safety and facility inspections and audits

10.2.3.14 Attend and oversee planned and unplanned outages,

**10.2.4** The Service Provider shall ensure they are fully familiar with each of the service specification requirements as detailed in all sections of the Scope of Works. No claims for any misunderstanding of knowledge will be considered.

**10.2.5** The Contracting Authority may provide a copy of an existing Asset Register/Inventory/Plant & Equipment/Layout drawings as guidance for pricing however in no way does the Contracting Authority warrant its completeness or accuracy.

**10.2.6** Service Provider to submit and maintain all required permits as per the Contracting Authority's requirements and procedures.

**10.2.7** The Service Provider is fully responsible for the safe disposal of all waste generated as part of the delivery of their services.

### **10.3 Computer Aided Facilities Management (CAFM) System**

The Contracting Authority shall be deploying a CAFM/CMMS System during the term of the contract. The service provider shall provide an interim system until this is deployed. Contracting Authority shall act with the full authority over the CMMS/CAFM specifications, workflow processes, change control, continuous improvement, security, access, licensing, business rules, data quality, insights, and output reporting.

**10.3.1** The Service Provider shall provide all hardware, software, and licenses necessary for the use of the CMMS/CAFM.

**10.3.2** The CMMS/CAFM system, acts as the system of record for all facility management activities across the airport Site. The primary objectives of the CMMS/CAFM system are to:

- 10.3.2.1 Support a 24/365(6) call center function to receive, record, prioritize and assign incidents, complaints, service and work requests and other communications across the Site
- 10.3.2.2 Provide a centralized work prioritization system, setting out clearly defined descriptions, response, and resolutions times (see work prioritization and SLA chart)
- 10.3.2.3 Act as a system of record for all the airport's current and future portfolio of facilities, locations, and assets.
- 10.3.2.4 Provide a centrally managed view of the Contracting Authorities facility management activities and act as a single source of truth.
- 10.3.2.5 Provide a common work management platform where data is captured consistently across all work packages
- 10.3.2.6 Provide appropriate controls to ensure data meets the right quality levels to support centralized decision making.
- 10.3.2.7 Monitor service delivery, performance, and responsiveness in accordance with SLA's and KPI's
- 10.3.2.8 Provide a centralized reporting function
- 10.3.2.9 Enable Mobile working – Real time work management, document access and data capture.
- 10.3.2.10 Support improved facility life cycle management.
- 10.3.2.11 Support Asset Management requirements.
- 10.3.2.12 Monitor the Contracting Authority Maintenance interdepartmental SLAs.
- 10.3.2.13 Provide a platform for current and future airport wide integrations.
- 10.3.2.14 Provide enhanced Health and Safety to procedures linked to the Work Permit System.
- 10.3.2.15 Support facility management costs, performance, and risks.

**10.3.3** Work Prioritization and SLAs are outlined in the "Regional Requirements Document. These will be implemented within the CMMS/CAFM System.

**10.3.4 CMMS/CAFM Usage**

The Service Provider shall record and report all Facility Management Activities relating, but not limited to, the following:

- 1 Work Management, recording and reporting.
- 2 Work planning and scheduling.
- 3 Predictive, preventive, routine, corrective, and reactive works
- 4 Spare part and consumables details, assignment and utilization.
- 5 Inventory Management
- 6 Asset parameter data used for predictive maintenance, performance assessment, and condition assessment.
- 7 Resource management linked to technical and key roles and responsibilities.
- 8 Asset health and condition assessments
- 9 Procurement and contracts management
- 10 Fleet and Transportation Maintenance.
- 11 Utilities Maintenance
- 12 Utility consumption and metering data.
- 13 Events and Escalations

- 14 Health, Safety, and Environment
- 15 Work permitting and permit to work.
- 16 SLAs and KPIs
- 17 Equipment and tools certifications
- 18 Critical Systems availability

**10.3.5** All data on the CMMS/CAFM System is the property of the Contracting Authority and shall not be copied or exported without the approval of the Contracting Authority

**10.3.6** The Service Provider shall provide all data from the CAFM System on request by the Contracting Authority

**10.3.7** The Service Provider shall be responsible for related costs for CAFM System throughout the term of the contract. This will include any user licensing required for its staff to access and utilise the system.

**10.3.8** The Service Provider shall comply with all reasonable requests from the Contracting Authority's team with respect to following due process and procedures, and assist the system continuous improvement, efficiency, and digitalization.

**10.3.9** The Service Provider is required to adhere to the workflow processes and supporting business rules approved by the Contracting Authority and deployed within the CMMS/CAFM System including location and asset hierarchy, naming conventions, work prioritization, work activity types, work status codes, asset criticality, classifications, failure codes, PPM tasks and frequencies, routes, and meters. The Service Provider is required to ensure that, as a minimum, but not limited to:

- 1 All operational checks, quality control inspection, audits, planned and reactive tasks are managed, executed, recorded, and monitored through the CAFM system.
- 2 They comply fully with the standardized work prioritization system defined and meet the respective work response and resolution times.
- 3 All service requests and work order activities include the completion of the requisite CMMS/CAFM fields including, but not limited to, tasks description, duration, discipline, parts, consumables, and specialist services.
- 4 They deliver accurate data entry, recording all work-related activities including reactive, remedial, planned preventive and corrective work. Work not recorded on the CMMS/CAFM shall be regarded as not completed.
- 5 All work undertaken by their supply chain to ensure a complete record of all work activities are captured succinctly, timely and are compliant with the business rules.
- 6 All work orders, service requests and follow up activities are inputted to the CMMS/CAFM by the end of the proceeding shift, with all relevant data fields completed, clearly defining, actions taken, start time end time, duration and any required follow up required and status.
- 7 They maintain within the CMMS/CAFM system accurate and up to date records of all staff and Subcontractors and specialist vendors working on airport facilities and their associated assets, including discipline, skills, duration, and resource specific schedule of rates.
- 8 New facilities, assets and equipment is comprehensively identified and recorded in the CMMS/CAFM system and adequately identified in the field with asset tags to the approved standard, quality, and format of the Contracting Authority
- 9 All FM work history is captured in the CMMS/CAFM system.
- 10 Review the PPM regime to ensure every maintainable asset and facility has adequate CAFM embedded PPMs, inspections and or health reviews.

- 11 They deploy mobile devices/PDA's documenting and recording work activities and inspections to support 'real time' information management and reporting. The Service Provider shall supply any Personnel Devices for staff under their direction.
  - 12 All end users of the CMMS/CAFM are competent, fully trained and licenced to work on the CMMS/CAFM System. All related costs shall be met by the Service Provider.
- 10.3.10** The Service Provider's use of the CMMS/CAFM System must comply with Cluster2 ICT equipment, data and application security and usage policies.
- 10.3.11** The Service Provider shall provide reports directly from the CMMS/CAFM System and available to the Contract Authority
- 10.3.12** The Service Provider shall assist in the development of dashboards from the CMMS/CAFM with the approval of the Contracting Authority to indicate real-time feedback of ongoing works.

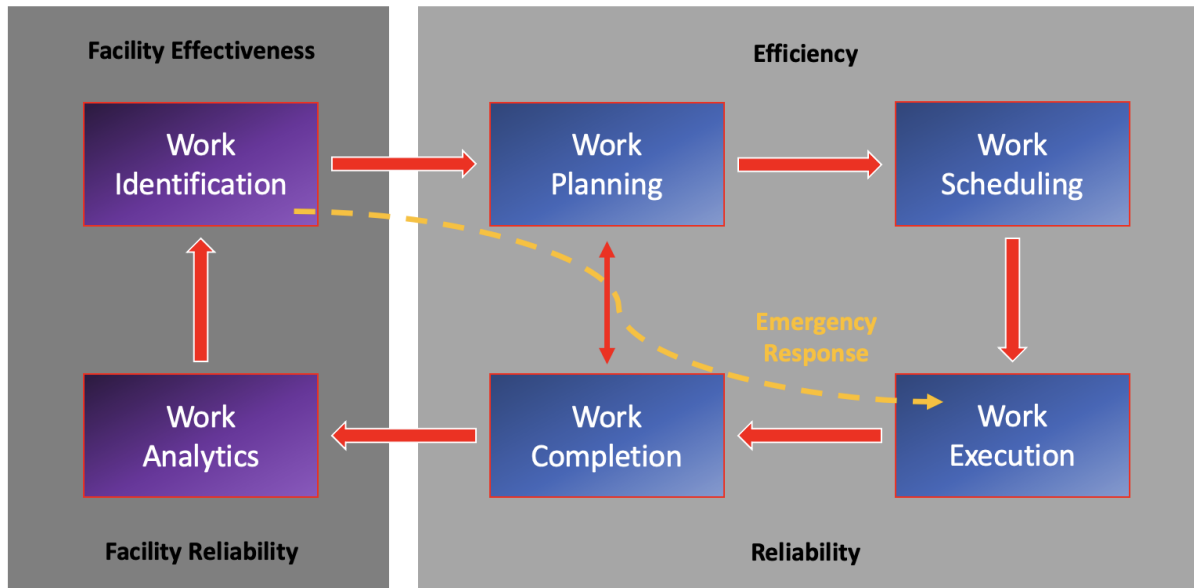
#### **10.4 Helpdesk/Call Centre**

- 10.4.1** The Service Provider shall provide a Helpdesk function for its scope of work at the airport.
- 10.4.2** The Service Provider shall provide competent staff with appropriate skills, knowledge, and experience to work within the Helpdesk 24/365(6). This dedicated role will be responsible for liaising, coordinating, prioritizing, authorizing, and communicating the details of all information and work requests relating to their FM facilities efficiently and effectively to their respective workflow planning and front-line teams for prioritised and timely response.
- 10.4.3** All staff shall be proficient English and Arabic speakers. All staff operating in the Helpdesk must be familiar with working in a complex multidiscipline environment with critical infrastructure and understand workflow management processes.
- 10.4.4** It shall be the responsibility of the Service Provider to ensure timely two-way communications, as per Cluster2 communication procedure and protocol, with the relevant airport stakeholders including, but not limited to, Operations, Security, ICT, ATC, TOC, ACC, and AOC.
- 10.4.5** The Service Provider staff shall ensure the Helpdesk operates within the performance parameters with respect to response and resolution times defined within this specification and the performance measures for the FM Services Provision.

#### **10.5 Workflow Management System**

- 10.5.1** The Service Provider shall adopt efficient workflow management methodologies, documented, approved, routinely audited, and continuously developed to reflect changing organizational priorities and demands. The Service Provider workflow process must be aligned with, and embedded into, the CMMS/CAFM System. The facilities workflow management process shall incorporate work effectiveness, and efficiency loops and adhere to a six-step model as outlined below. Representing a proven process for maximizing work effectiveness and efficiencies, while increasing reliability through a process of systematically targeting repeat offending assets and implementing continuous improvement initiatives.

- 10.5.2** The Service Provider shall have a dedicated Work Control team to plan and schedule all work, and coordinate with the Contracting Authority's operation teams.



**Figure 1 Six step workflow process.**

### **10.5.3 Work Identification**

Work identification is a process where work activities are identified, authorized, and prioritized.

#### **10.5.3.1 Reactive/Remedial Work**

The Service Provider's reliability team will actively seek to reduce the proportion of resource time allocated to reactive work in preference for planned work through prioritization. Reactive/Remedial work is less efficient than planned work, given that it interrupts existing work activities, involves investigation, making safe, information, parts, materials, tools, and special equipment before completing the task.

#### **10.5.3.2 Planned/Preventative Work**

System generated planned maintenance work types include, but are not limited to:

- 1 Operational checks
- 2 Routine Inspections/audits
- 3 Route Walks
- 4 Intrusive Inspection
- 5 Statutory/Regulatory
- 6 Runtime based.
- 7 Condition based
- 8 Rework/Disposal
- 9 Planned Maintenance, time and condition based
- 10 Scheduled Services

#### **10.5.3.3 Corrective work**

Corrective Work type includes, but are not limited to:

- 1 Work arising from an inspection/audit or PPM (Planned Preventative Maintenance) follow up work
- 2 Small project work
- 3 Continuous improvement initiatives

#### **10.5.4 Work Planning**

The Service Provider shall provide a work planning function to maximize work productivity and improve work quality by removing work constraints and inefficiencies prior to execution and following Cluster2 requirements and procedures. The work planners shall ensure tasks are documented, assigned parts, consumables, special tools, and ensure the correct information, work permits, safety procedures, access and resource requirements are available to support efficient work completion. Each work order is reviewed with reference to O&M Manuals and As Built Drawings to ensure the work is correctly described, is valid for the facility and the access can be achieved within the specified time.

#### **10.5.5 Work Scheduling**

- 10.5.5.1 The Service Provider shall provide work Scheduling function as per Cluster2 requirements and procedures to maximize work productivity by eliminating lost time between jobs, a process in which all required resources are coordinated for execution at specified times.
- 10.5.5.2 The Service Provider is obliged to prepare and submit work schedules for each work discipline daily, weekly, monthly, and yearly. This work schedule shall be issued to the Contracting Authority for their review and approval in advance of commencing the works and it must follow Cluster2 procedure and requirements.
- 10.5.5.3 The Service Provider shall consider business impact (locations) in developing the work schedule, minimizing the impact on operations.

#### **10.5.6 Work Execution**

- 10.5.6.1 A process whereby the Service Provider shall allocate suitably qualified teams to complete the scheduled and reactive work activities as per Cluster2 procedure and requirements. Tracking the progress of work execution, all work to be recorded with details of the completed work. Where work is completed according to the planned sequence, where deviation from the plan occurs, document variations in work classification, time, materials, details in the CAFM System.
- 10.5.6.2 All unplanned and reactive works assigned by the Helpdesk must be documented by the Service Provider including work done, parts, tools capturing fault codes, cause code and action codes. First time reactive works should be recorded as a job plan for future reference. Document and record the full lifecycle of work performed, including the identification and linkage to follow up work.
- 10.5.6.3 The Service Provider's Helpdesk shall monitor and record attendance of subcontractors and details of work and attendance noted in the CAFM System.

#### **10.5.7 Work Completion**

- 10.5.7.1 The Service Provider shall provide a suitably competent team for the completion of the works in accordance with specifications, quality, required standards and in compliance with health and safety legislation, manuals, manufacture recommendation and best practices following Cluster2 requirements and procedures. The Service Provider team shall conduct post work functional tests, verify facilities, assets or systems are ready for reinstatement, work areas are clean, lock out devices removed, ensure safety guards and interlocks are functional and communicate reinstatement status back to the relevant stakeholders. On completion the Service Provider team shall return specialist tools and equipment, close permit, complete logbook entry, and get approval from Cluster2.
- 10.5.7.2 When work is completed, the Service Provider's work group team will record work details, time start and finish, asset downtime, tools, spares, resources, and the hours involved, asset condition and work are recorded in the CAFM system and submitted to Cluster2 for approval.
- 10.5.7.3 The Service Provider shall provide a suitably qualified team of inspectors to audit and validate the completion of the works, check work for completeness, assessing if it meets the required standards and that the work order detail has been completed correctly.



#### **10.5.8 Work Data and Analysis**

- 10.5.8.1 The Service Provider shall establish a reporting and analysis function. This function shall act as the central point for gathering data, information, and insights to enable the effective engagement of all parties (the Contracting Authority, suppliers, staff, occupants, and key stakeholders) in innovating to achieve desired outcomes. This includes the communication of performance measures and their results, which will be used as tool to align the FM Organization with its key objectives and priorities.
- 10.5.8.2 The Service Provider shall evaluate the workflow process and identify shortfalls in work completion, equipment performance, tools, operations, plan and schedule details, competencies, skills, communications across the Work Management processes. The Service Provider in conjunction with the OMC shall trend equipment reliability and failures, determining root cause analysis, and how to avoid reoccurrences, informing continuous improvement, investment prioritization and replacement strategies.
- 10.5.8.3 Analysis of facility work performance is undertaken by the Service Provider's reliability team including managers, supervisors, planners, engineers to validate adherence to Operational KPI, SLA and Continuous Improvement objectives.
- 10.5.8.4 The Service Provider shall conduct daily analysis of the FM work activities via 'dashboard' information to capturing insights from both operational Information and to provide short-term controls to the Service Provider's team to enable prioritization of urgent shift work.
- 10.5.8.5 The Service Providers analysis shall provide information to identify 'bad actor' assets, to optimize facility planning and to support Service Level Agreement (SLA) management across the Service Provider's supply chain.
- 10.5.8.6 Analysis shall in addition provide information for continuous improvement, planning, operating procedures, training, communications, spares provisioning, asset designs, equipment specifications, contractual arrangements and organizational structures that can be improved.

#### **10.6 Work Inspections**

- 10.6.1 The Service Provider shall provide the necessary resources to undertake routine examinations and inspections of the operations, facility, infrastructure, work activities and services necessary to achieve their responsibilities with respect to the Services including compliance, standards and SLAs/KPIs and as per Cluster2 requirement.
- 10.6.2 The inspections shall ensure the adherence to standards, policies and procedures determined by the Service Provider in accordance with the terms and provisions stipulated in the Contract.
- 10.6.3 The Service Provider shall identify and record defects, deficiencies, improvement opportunities arising from these inspections and the remediation actions required on the Contracting Authority's CMMS/CAFM System for timely resolution in line with the defined priorities, response, and resolution times.
- 10.6.4 The inspections will form part of the Facilities Management audits. The audits will inform adherence or deficiencies to the SLA / KPIs.
- 10.6.5 The Service Provider shall cooperate with the Contracting Authority in the scheduling and coordinating of third-party inspections, surveys or audits including, but not limited, to Government agencies, state bodies, certification bodies and all other agencies that involve matters related to the Services under



the Contract. The Service Provider shall capture and record all findings, observations, and action all remedial works within the scope of the Service Provider, resulting from such inspections.

**10.6.6** The Service Provider's Inspectors shall:

- 10.6.6.1 identify all the relevant requirements for a system based on the compliance, standards, and best practices.
- 10.6.6.2 identify all requirements ensuring works are aligned to management/operational objectives including SLA's and KPI's
- 10.6.6.3 ensure all inspections are conducted in accordance with Service Providers requirements and due process
- 10.6.6.4 create the relevant forms, reports, and check lists for inspections.
- 10.6.6.5 prepare inspection reports that are accurate, clear, and concise that reflect the observations and findings of the facilities inspected.
- 10.6.6.6 review inspection reports risk assessments and safe work procedures to verify their accuracy.
- 10.6.6.7 have good data/document management skills,
- 10.6.6.8 be familiar with the Service Provider's ISO standards and associated document management process.
- 10.6.6.9 be trained on the Contracting Authorities Permit to Work system and the Service Provider's work permit.
- 10.6.6.10 evaluate technical job plans, requests, scope of work and supporting technical detail.
- 10.6.6.11 recognize hazards, potential or otherwise in particular risk to life safety, operational continuity and take the necessary actions to mitigate and report on same.
- 10.6.6.12 be familiar with all the relevant PPE and Safety and Warning Signage
- 10.6.6.13 be familiar with emergency procedures.
- 10.6.6.14 identify, record and report on incomplete, poor quality or non-compliant work activities.
- 10.6.6.15 identify and report on non-conformance and non-compliance observation.
- 10.6.6.16 take a lateral view of any situation and to be able to assess the wider impact of any noncompliance.

**10.7 Documentation and Records Management**

- 10.7.1 The Service Provider shall be responsible for the preparation and provision of the required records and documents (Hard & Soft copies) relating to the operation of their respective facilities. These shall include, but not be limited to, statutory and regulatory documents, compliance certifications, operating licenses, financial and contractual records, safety records, employment records, training records, facility drawings, operating procedures and manuals, safety files, inspection programs, logbooks, records of inventory and consumables, schedule of, assets, plant, tools, equipment, vendors, specialist Service Providers and subcontractors' agreements.
- 10.7.2 To achieve this the Service Provider shall set up and manage a technical library to, as a minimum, but not limited to, deliver the following: -
  - 10.7.2.1 maintain a schedule of documentation requirements specific to each individual FM Service area within the FM Services
  - 10.7.2.2 maintain a record of where all such documentation is kept, and how often it should be reviewed or renewed.
  - 10.7.2.3 create a system to ensure that records are stored, up-to-date and accessible to the required stakeholders and the Contracting Authority

- 10.7.2.4 manage the system to ensure compliance with the relevant requirements.
- 10.7.2.5 maintain all technical records for the life span of the equipment or system and make sure that records are handed over to the Contracting Authority on Contract termination.
- 10.7.2.6 is accessible on demand and that the library is catalogued (both electronically and in hardcopy where necessary) to ensure efficient retrieval of required material.
- 10.7.3** The Service Provider shall take full responsibility for the updating of building records following any works under their control. The Service Provider will be responsible for updating any changes to the master drawings. This must be done on a current version of AutoCAD and with the full engagement of Cluster2 Engineering department.

## **10.8 Asset Register**

- 10.8.1** The Service Provider shall review facility drawings and physically survey the facilities within their scope to collect, build and verify an asset register including tagging as per Cluster2 template and requirements within the first 6 months from the mobilization commencement date to ensure all assets have been registered and tagged.
- 10.8.2** The Service Provider shall provide an Asset Register report to the Contracting Authority. The final version of the Asset Register shall be approved by the Contracting Authority.
- 10.8.3** A condition and health assessment shall be completed for all in scope assets, systems, and facilities, clearly identifying operational and maintainable condition. Those not in an operational and maintainable condition shall be notified to the Contracting Authority with supporting information set out in the facility and asset health and condition report.
- 10.8.4** The Service Provider shall ensure that all asset functional locations and physical assets are labelled with asset unique identifier tags to a specification approved by the Contracting Authority.
- 10.8.5** The "Asset Register" means the asset register approved by the Contracting Authority which shall be the sole and definitive reference in the event of any dispute. The Asset Register therein shall always remain the property of the Contracting Authority.
- 10.8.6** The Service Provider shall review and update the Asset Register on a regular basis, at a minimum quarterly, to include but, not limited to the following situations:
  - 10.8.6.1 New facilities, assets, systems are handed over and or put into operation.
  - 10.8.6.2 Existing facilities, assets, systems are changed, moved, or modified.
  - 10.8.6.3 Facilities, assets, systems are removed from service.
- 10.8.7** All updates to the Asset Register shall be notified to the Contracting Authority for their approval and integrating into the CMMS/CAFM.
- 10.8.8** The Asset Register shall contain hierarchal information regarding systems, assets, and components.
- 10.8.9** The Asset Register shall contain a full record of the equipment and systems to a detailed level, including but not limited, to:
  - 1 Asset Tag
  - 2 Unique identifier
  - 3 Location
  - 4 Make & Model
  - 5 Asset criticality
  - 6 Serial number (and version number if applicable)
  - 7 Manufacturers details, including contact details

- 8 Suppliers & agents details including contact details
- 9 Warranty details and summary conditions of warranty
- 10 Maintenance frequency & task details
- 11 Calibration requirements
- 12 Statutory & regulatory requirements
- 13 Attributes
- 14 Hierarchal information,
- 15 Relevant Safety Information
- 16 Related stock, spares & materials
- 17 Ratings, power requirements, settings, and utility service details.

## **10.9 Equipment, Materials, Tools, and Consumables**

- 10.9.1** The Service Provider shall include and provide for all necessary equipment, materials, tools, and consumables required to carry out the Services, this shall include, but not be limited to; spare parts, consumables, chemicals, materials, installation kits, machines, vehicles, software, computer accessories, equipment and any other incidentals required to deliver the Services to the required/expected and specified standards.
- 10.9.2** The Service Provider is required to provide details of recommended equipment, materials, tools, spare parts, and consumables to deliver the Services.
- 10.9.3** The Service Provider will be responsible for ensuring the equipment, materials, tools, spare parts, and consumables are used and stored safely and correctly and in line with any manufacturer recommendations.
- 10.9.4** The Service Provider is to ensure that the appropriate equipment, materials, tools, spare parts, and consumables are readily available at the various Site locations to minimize any potential disruption to the Contracting Authority and Airport operations.
- 10.9.5** All tools used on the airfield must be permanently labelled. Tool tracking must be implemented for ALL airside activities.
- 10.9.6** The Service Provider's failure to provide adequate equipment, materials, tools, spare parts, and consumables causing an adverse effect / disruption to the Contracting Authority will be regarded as a serious breach of contract and will be dealt with in accordance with the Contract.
- 10.9.7** Calibration of tools and equipment
- The FM Service Provider shall maintain and calibrate all equipment, devices and testing instruments, the specialized tools, detection, and diagnostic devices whether fixed or mobile. Calibration must be completed in accordance with the criteria set by the Saudi Standards, Metrology and Quality organization and other specialized international bodies. Calibration certificates must be provided to the Contracting Authority or their representatives. Calibration for each instrument should be completed at a minimum annually or as required by the industry standards. Calibration and service records for all equipment shall be maintained by the Service Provider in hard copy and recorded on the Contracting Authorities CAFM system.
- 10.9.8** Responsibility for Additional Equipment
- 10.9.8.1** During the Contract period, the Contracting Authority has the right to add new equipment.
- 10.9.8.2** The Service Provider shall be responsible for the maintenance of the additional equipment, and he shall submit his proposal for how to meet the operation and maintenance of additional equipment detailing fees to the Contracting Authority for review and approval by the Contracting Authority.

- 10.9.8.3 The Service Provider shall perform preventive, corrective, and remedial maintenance of this additional equipment even before the inclusion of Preventive Maintenance plans in the maintenance management system and after the issuance of the maintenance number for that equipment.

#### **10.10 Permit to Work**

- 10.10.1 The Permit to Work process is an essential controls measure provided by the Contracting Authority to protect building occupants and operational facilities, systems and assets from damage resulting from non-routine, work of a high-risk nature and capital project works.
- 10.10.2 The purpose of the Permit to Work system is to generate a transparent and robust approach to health and safety and operational management of all works of a sufficiently high-risk nature, taking place within the Airport facilities.
- 10.10.3 The Service Provider must always display their Permit at the Work site whilst working within the Contract Sites and at their work sites.
- 10.10.4 Permits can be withdrawn for non-compliance or at any time by the following Contracting Authority departments Safety, Security, Maintenance, Engineering, FRS and Commercial.
- 10.10.5 It shall remain the obligation of the Service Provider to comply with all relevant Legislation, Codes of Practice and Guidelines concerning Health & Safety in the workplace and the production of Safety Statements, Method Statements and Risk Assessments relevant to their work site.
- 10.10.6 The Service Provider is responsible for obtaining approval for all types of work permits and inspecting works in their area of control as per Cluster2 requirements and procedure.
- 10.10.7 The Service Provider is to use the Contracting Authority's Permit to Work System.
- 10.10.8 Where a site doesn't have a Contracting Authority's Permit to Work System, the Service Provider shall utilize its own system. The Contracting Authority shall be included in the approval process of the Service Provider's Permit System.
- 10.10.9 Where activities which require permits but do not satisfy the Contracting Authority's Permit to Work System, the Service Provider will utilize its own system. The Contracting Authority shall be included in the approval process of the Service Provider's Permit System.

#### **10.11 Modernization and Alterations**

Modernizations or alterations to equipment may be required to better the performance, safety, cosmetic appearance or to meet any new requirements, local jurisdictional requirements, insurance requirements, or to repair any equipment that may need to be modified or replaced due to flood, fire, any damage done to equipment for any reason, part failure, misuse, or age.

- 10.11.1 The Service Provider shall offer a complete range of repairs and upgrade solutions ranging from any improvement, modification, renovation or additional equipment or features added to or made to existing equipment.
- 10.11.2 The Service Provider shall examine the existing equipment, determine the condition of any retained components; space conditions, power supply, mainline disconnect, and make any surveys necessary to repair and/or upgrade and modernize equipment.
- 10.11.3 Retained components are to be examined, cleaned, and adjusted, as necessary.
- 10.11.4 All removed components shall remain property of Cluster2, until the Contracting Authority notifies the Service Provider, in writing, that they do not wish to retain the items. All equipment not to be retained by Cluster2 or reused by the Service Provider shall be promptly removed.

- 10.11.5** Service Provider shall install barricades before any work starts and removed at completion of project to provide protection of the public or employees.
- 10.11.6** Service Provider shall repair any damage to building surfaces and surrounding areas if damaged during any work at no cost to the Contracting Authority. The Service Provider shall visit the building, examine the existing conditions, power supply, mainline disconnect, and include all work needed to ensure a fully code compliant repair, upgrade, or modernization.

**10.12 Audits by The Contracting Authority**

The Service Provider acknowledges and accepts that the Contracting Authority may conduct audits and inspections at any time and for any reason to verify, the execution and quality of the services works, inventories and report accuracy, and any other operational or managerial items and activities.

## **11 Contract Management**

The Service Provider is to provide contract management, broken down into three core elements:

Strategic Management

Operational Management

Continuous Contract Reporting

### **11.1 Contract Management Lead**

The Service Provider shall be responsible for all Contract Management matters and activities.

### **11.2 Strategic Management**

- 11.2.1** Strategic management relates to the overall, longer-term issues and shall deal with issues related to scope, budget, and service levels.
- 11.2.2** Strategic management shall be the joint responsibility of the Contracting Authority General Manager, Contracting Authority Maintenance representatives, and the Service Provider at the executive level.
- 11.2.3** Management shall take the form of a series of meetings, held annually and quarterly. The Service Provider shall attend all specified meetings and shall provide the reports as detailed in **Section 18** in advance of the meetings. Meetings shall be led by the Contracting Authority Representative.
- 11.2.4** The issues to be dealt with under Strategic management shall include, but are not limited to:
  - Budget planning and review.
  - Strategic planning and review.
  - Service level planning.
  - Future proofing.
  - Scope management.
  - Continuous improvement; and
  - Regulatory compliance and review.

### **11.3 Operational Management**

- 11.3.1** Operational management shall manage performance, ensuring responsibilities and duties of the Service Provider are discharged effectively. Operational management relates to short-term matters and is primarily concerned with ensuring the Services are effectively delivered in coordination with the Contracting Authority Operations.
- 11.3.2** Operational management shall be the joint responsibility of the Contracting Authority and the Service Provider. The process has been designed to ensure that performance results are reported and reviewed in an efficient and timely manner, such that the Service Provider and the Contracting Authority can be assured of the quality and efficacy of service delivery.
- 11.3.3** Management of operations shall take the form of a series of meetings, typically seasonally, monthly, and weekly. The Service Provider shall attend all specified meetings and shall provide the reports as detailed in **Section 18** in advance of the meetings. Meetings shall be led by the Contracting Authority. The Service Provider is responsible for taking minutes of the meeting, with minutes issued no more than 2 business days after the meeting.
- 11.3.4** The issues to be dealt with under Operational management shall include, but are not limited to:
  - Review against the Contract.
  - Budget review.

- Operations planning and review.
- Resource planning.
- Performance review.
- Managing Daily Improvements (MDI).

**11.3.5** The structure of the meeting cycle is set out below:



- 11.3.6** The Weekly Operations Management Meeting shall include but is not limited to Service Provider management and the Contracting Authority. It shall focus on the weekly performance of each Service, and collate key information related to KPIs and measures.
- 11.3.7** The Weekly Management Meeting shall include, but is not limited to, Service Provider management and the Contracting Authority. The Contracting Authority shall highlight to the Service Provider any positives or negatives related to performance.
- 11.3.8** The Monthly Management Meeting shall be conducted with the Service Provider management and the Contracting Authority. Monthly performance against KPIs (Key Performance Indicator) shall be reviewed for the Services, along with any key issues and risks.

#### **11.4 Continuous Contract Reporting**

- 11.4.1** Continuous Contract Reporting standards include, but are not limited to Performance, General, Operational and Financial.
- 11.4.2** In the event of giving terminology such as “as required, according to instructions, according to the necessary limits, on a regular basis” or any other terms that include determining the amount or size of services that the Service Provider must implement, the Service Provider must implement them and abide by their amount and frequency as stipulated explicitly or implicitly in the standards contained in the Kingdom's laws and regulations, in effect in the field of industry, or described in the operating and



maintenance instructions issued by factories, or standards determined by the competent international bodies accredited in the field of work and required expertise.

- 11.4.3** All reports shall be stored by the Service Provider and made available to the Contracting Authority on request. All reports must be issued to the nominated Contracting Authority and registered with date, time and unique identifier.
- 11.4.4** The Contracting Authority may add reporting requirements at their discretion.
- 11.4.5** The Contracting Authority shall retain all rights and ownership of all associated reports generated by the Service Provider.
- 11.4.6** Contract Performance Reporting (KPIs, SLAs)
- 11.4.6.1** The Contracting Authority requires timely, reliable data with which an informed assessment of current and projected performance (Performance Reports) can be made and discussed at Management Meetings.
- 11.4.6.2** A suite of management reports, entitled Performance Reports, shall be submitted by the Service Provider, and used by the Contracting Authority to monitor the delivery of the Services, including compliance with the details in this document, performance against standards, Service Delivery Plans, and any variance issues or trends.
- 11.4.6.3** The Service Provider shall ensure the integrity of the Performance Reports which it generates, including the reliability of data sources and data capture and that the content of all such reports is correct and consistent.
- 11.4.6.4** Performance Reports shall accurately reflect how work is being planned, performed, and measured, and shall be consistent with Service Delivery Plans.
- 11.4.6.5** Variance explanation and analysis reporting will be a key feature of the Performance Reports.
- 11.4.6.6** Performance Reports will be classified Strategic Performance Reports and Operational Performance Reports and will form the basis of the Management Process and Management Meetings required to deliver the Services.
- 11.4.6.7** Strategic Performance Report frequencies will be annually and quarterly.
- 11.4.6.8** Operational Performance Reports frequencies will be seasonally, monthly, weekly, and daily. In addition, non-compliance reporting will be on an "as-required" basis.
- 11.4.6.9** Submission of Strategic Performance Reports will be as per the Contracting Authority requirement.
- 11.4.6.10** Submission of Operational Performance Reports will be as per the Contracting Authority requirement, indicatively:
- 1 Seasonally, all Service Delivery Plans, including the overarching SDP to be submitted not later than 8 weeks prior to start of season, and results and associated reports to be submitted not later than 4 weeks after the end of the season.
  - 2 Monthly; not later than 7th working day following the reporting period.
  - 3 Weekly; not later than 2nd working day following the reporting period.
  - 4 As required; not later than the end of the shift during which the non-compliance occurred.
- 11.4.6.11** The Service Provider shall provide, minimally, the periodic reports described below. Each report will be broken down and detailed to cover each of the services' core components. These shall be based on the Contracting Authority agreed formats, templates, and timelines.
- 11.4.6.12** Except where otherwise stated, in Year 1 of the Performance Reports will show comparison against prior period, and from Year 2 of the Performance Reports will also include comparison against prior year.

#### 11.4.7 General Contract Performance Reporting Requirements

| Type               | Content Includes                                                                                                                                                                                                                                                                            |
|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Annual Performance | Annual financial plan for next period<br>Explanation and analysis of variance against bid<br>Explanation and analysis of variance against prior year<br>Expected outturn for the period<br>Illustrated monthly KPI results against standard for the period<br>Final outturn for the period* |

*^For submission not later than 8 weeks prior to rollover date*

*\*Final outturn for the reporting period to be submitted not later than 8 weeks after Contract rollover date*

|                      |       |                                                                                                                                        |
|----------------------|-------|----------------------------------------------------------------------------------------------------------------------------------------|
| Seasonal Performance | KPI   | Illustrated monthly KPI performance against standard for the period                                                                    |
|                      | FMSDP | Season v FMSDP<br>Season v season prior year<br>Variance explanation and analysis<br>Activity Report summary<br>FMSDP for next period^ |
|                      | Other | Innovations / continuous improvement<br>Training v plan                                                                                |

*Results and associated reports for submission not later than 4 weeks after end of season*

*^SDP for submission not later than 8 weeks prior to start of season*

|                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Quarterly Performance – Overall and By Service | <ul style="list-style-type: none"> <li>• Full financial summary for quarter including comparison against annual financial plan.</li> <li>• Commentary on financial performance</li> <li>• Illustrated monthly KPI results against standard for the period</li> <li>• Consumption of spare parts and committed costs, which shall additionally update the status of the Inventory</li> <li>• the status of the improvements in the service rendered by the Service Provider, either in course or planned, that affect the operation, maintenance, emergency, and O&amp;M service procedures, as well as the remaining documents/data identified in the master lists, registers and inventories kept by the Service Provider to assure the use of updated information and work practices.</li> <li>• Report and Analysis of Failures, specific reports aimed to resolving specific problems related to operation and functioning of the equipment, availability, and performance of the System, etc.</li> <li>• Additional Reports as required and requested, such as insurance reporting</li> </ul> |
|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

*For submission not later than 2 weeks after the end of the reporting period*

| Type                                                                        | Content Includes         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Monthly Performance                                                         | KPI                      | <ul style="list-style-type: none"> <li>Illustrated monthly KPI performance against standard for the period.</li> <li>Penalty summary.</li> <li>Commentary.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                             | SDP & Planned Activities | <ul style="list-style-type: none"> <li>Activity Report for reporting period.</li> <li>Revised Activity Plan (if applicable) for current reporting period.</li> <li>Activity Plan for next reporting period.</li> <li>Actual Staff deployed during reporting period vs SDP.</li> <li>Reporting period v month prior year.</li> <li>Season to date vs SDP.</li> <li>Season to date vs prior year.</li> <li>Variance explanation and analysis.</li> <li>the status of the System, systems, and subsystems, including availability and performance.</li> <li>the workforce available and active subcontractors</li> <li>used spare parts and spare parts availability</li> <li>the purchases underway, for the maintenance of the Inventory of spare parts and consumables and expendables.</li> <li>A summary of that month's activity, highlighting any extraordinary events, and incidents and accidents</li> <li>A summary of performance achieved, including all System Service Availability, Downtime Events, and Critical Subsystems and Equipment Availability statistics</li> </ul> |
|                                                                             | Other                    | Unplanned Activity Reporting <ul style="list-style-type: none"> <li>Extraordinary Events</li> <li>Commentary on the period</li> </ul> Cluster2 airports User Feedback – illustrated and commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| For submission not later than 7 working days following the reporting period |                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Type                                                                               | Content Includes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Weekly Performance                                                                 | <ul style="list-style-type: none"> <li>• Illustrated daily KPI performance against standard.</li> <li>• Average score for the period</li> <li>• Month-to-date KPI results</li> <li>• Illustrated audit report – number and location against standard (where applicable)</li> <li>• Commentary including variance explanation and analysis.</li> <li>• List of penalties for the period</li> <li>• the preventive maintenance work and on the use of human resources.</li> <li>• The operation and serviceability of the Systems</li> <li>• PM Planned Vs. Executed</li> <li>• Incidents reports of the period.</li> <li>• Specialist reports (based on system/services) as per Cluster2 agreed and required.</li> <li>• Reactive Maintenance (Open Vs. Closed)</li> <li>• Self-reported ad hoc work orders Vs Reported by others ad hoc work orders</li> <li>• Testing reports</li> <li>• Schedule for the preventive maintenance works to be carried out in the following week.</li> <li>• all the interruptions to normal service, with an explanation of the duration and causes of said interruptions.</li> </ul> |
| <i>For submission not later than 2 working days following the reporting period</i> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

11.4.7.1 The Contracting Authority reserves the right to inspect the Service Provider's reports and records.

11.4.7.2 The Contracting Authority shall be the owner of all reports and records generated by the Service Provider.

#### **11.4.8 Operational Reports**

##### **11.4.8.1 Service Delivery Plan Reporting**

The Service Provider shall submit a SDP on a seasonal basis including, but not limited to, a high-level activity plan by month to include schedules, the deployment of Staff by category (month and day) and other key resources required such as equipment, spare parts, tools, and consumables to achieve the agreed standards, considering such items as forecasts, passenger flows, operational considerations, and coordination requirements.

##### **11.4.8.2 Planned Activity Reporting**

- 1 An Activity Plan is required monthly or as required for the following period and will detail planned activities arising from the SDP including start and finish dates and times, activity type, location, requests, and authorizations as appropriate (e.g., permit to work, equipment request).
- 2 An Activity Report is also required monthly for the prior period and will show actual performance against planned activities with variance explanation and analysis.
- 3 The Service Provider shall submit Activity Plans to the Contracting Authority, (or to an agent representing the Contracting Authority as advised by the Contracting Authority), one month in

advance, and shall submit a revised version of the plan (if applicable) to coincide with the monthly review of the Activity Report for the prior period.

**11.4.8.3 Unplanned Activity Reporting**

Unplanned activity reports, which include incidents, investigations, and root cause analysis are required monthly for the prior period or more regular basis as the Contracting Authority may require and will typically relate to reactive FM and Extraordinary Events. They will include start and finish date and times, activity/event type, location and response and resolution times.

**11.4.8.4 KPI and Key Process Reporting**

KPI reports for each Service are required on an annual, seasonal, quarterly, monthly, and weekly basis. These reports will comprise graphically illustrated KPI results against standard, with commentary on performance.

**11.4.8.5 Non-Compliance Reporting**

- 1 The Service Provider shall complete an NCR (Non-Compliance Report) each time a contractual standard or requirement is not achieved. This is to be submitted not later than the end of the shift during which the non-compliance occurs. Similarly, the Contracting Authority shall issue an NCN (Non-Compliance Notification) to the Service Provider when they become aware of the occurrence in the first instance not later than the next working day.
- 2 Where a period of investigation is required to fully complete either a Non-Compliance Report or Non-Compliance Notification, then an initial NCR or initial NCN will be submitted in accordance with timeframes detailed above, and an expected final NCR or final NCN issue date clearly stated.
- 3 In addition, a non-compliance list will be submitted weekly for review at Weekly Contract Management meeting and a non-compliance summary included in the Monthly Reports for application of Performance Assessments at Monthly Management Meeting.

**11.4.8.6 Procedural Reporting**

The Contracting Authority requires timely, reliable communication and reporting from the Service Provider to effectively discharge its duties and responsibilities in relation to the safe and secure management, and smooth operation, of Cluster2 airports.

- 1 The Service Provider shall report Safety, Health and Environment Accidents and Incidents, Security Incidents, faults, operational issues, and events affecting Cluster2 airports. These shall be reported in accordance with agreed protocols and procedures and using agreed systems as appropriate.
- 2 The Staff shall promptly notify the Contracting Authority and input into the safety management system any Accidents or Incidents arising from the performance of the Services involving property or environmental damage, or personal injury or any averted threat to same ("Near-Miss", Safety observations).
- 3 The Service Provider shall immediately report to Airport Police or RSAF via the emergency telephone number all information pertaining to security threats, including those requiring evacuation.

## **12 Subcontractor Management**

### **12.1 General**

- 12.1.1** The Contracting Authority recognizes that it may not be possible for the Service Provider to provide a service without utilizing a third party (subcontractor). Any appointment of a sub-contractor must be approved in writing by the Contracting Authority and the governing regulators and authorities of the airport in advance of its engagement by the Service Provider and ensure back-to-back delivery of the SLAs and associated KPIs.
- 12.1.2** The Service Provider shall provide all details about the proposed sub-contractor as requested by the Contracting Authority at least sixty (60) days prior to the engagement of the Sub-contractor. Notwithstanding the fact that and services may be rendered by a sub-contractor, the Service Provider shall remain responsible for the performance of its obligations under the Contract as if no Sub-contracting has occurred.
- 12.1.3** The Service Provider shall ensure that that the sub-contractor is timely paid and shall defend, indemnify, and hold harmless the Contracting Authority regarding any claims from the Sub-contractor which may be made against the Contracting Authority or losses suffered by the Contracting Authority because of non-performance or performance of its obligations by their sub-contractor.
- 12.1.4** In the event the sub-contractor makes a claim against the Contracting Authority for non-payment, the Contracting Authority retains the right (but not the obligation) to pay directly to the sub-contractor and deduct the amount paid to the Sub-contractor from any amount payable to the Service Provider. The Service Provider shall ensure that the Sub-contractor validly passes all applicable warranties regarding the Services to the Contracting Authority and shall assist the Contracting Authority in processing any warranty claims against the Sub-contractor at no additional cost to the Contracting Authority.
- 12.1.5** The Service Provider is responsible to ensure all of its subcontractors meet the same requirements that the Contracting Authority expects from the Service Provider (Training, Health, Safety and Environment, Appearance, Certifications, and compliance). The Contracting Authority may at any stage audit the Sub-contractor to ensure all these requirements are being adhered too. It is the responsibility of the Service Provider to ensure that all agreements with Sub-contractor(s) are back-to-back with the scope of works, Services and all terms and conditions, including the Service Level Agreements (SLAs) and supporting Key Performance Indicator regime (KPIs).
- 12.1.6** Only one level of sub-contracting shall be allowed by the Contracting Authority and any changes of sub-contractor's must be approved in writing by the Contracting Authority in advance of the sub-contractor attending a Site.

### **12.2 Specialist Contractors**

- 12.2.1** The Contracting Authority have identified several services that it believes would require a specialist contractor to meet the exacting requirements of the relevant systems.
- 12.2.2** The Contracting Authority requires that the maintenance and operations to the following Services are required to be carried out by a company that is, but not limited to:
  - 12.2.2.1** OEM Certified to carry out the work
  - 12.2.2.2** Has technicians that are industry certified and/or trained by a relevantly recognized body or company.
- 12.2.3** The Contracting Authority requires the following services to be maintained and operated as per Section 12.2.2:
  - Laboratory
  - Security Operations Centre (SOC)

- UPS/Generators
- Elevators and Escalators

**12.2.4** This section is to read in conjunction with any other subcontracting requirement highlighted in this document.

### **12.3 Supply Chain Contracting**

- 12.3.1** The Service Provider shall deploy best practice in the selection of suppliers, the governance of supply chain relationships, the management of contracts, and the performance management of supplied services.
- 12.3.2** All suppliers must be registered with the Contracting Authority's procurement department and must be approved.
- 12.3.3** The Service Provider must ensure to include, as a minimum, the following mandatory requirements for any procurement practice carried out in relation to the Services:
- 12.3.3.1** There is a clearly defined detailed scope of the services, defining what is and is not included.
  - 12.3.3.2** There must be clear objectives stated for the procurement project.
  - 12.3.3.3** A clearly developed evaluation criteria which reflect the procurement objectives.
  - 12.3.3.4** There must be a clear pricing structure stating what services and costs are included and what is excluded.
  - 12.3.3.5** There must be clear timescales for the procurement process.
  - 12.3.3.6** A clear payment mechanism must be provided.
- 12.3.4** In addition, all procurement activity should comply with applicable laws and regulations relevant in the jurisdiction, as well as with International Ethics Standards. All prospective suppliers and their representatives should be treated fairly and impartially.
- 12.3.5** In undertaking any sourcing processes, the Service Provider should seek to achieve:
- 12.3.5.1** the development of open and honest relationships with all suppliers of services.
  - 12.3.5.2** the alignment of services with the requirements of the organization.
  - 12.3.5.3** the encouragement of rapid responses to change and innovation in supply.

### **12.4 Procurement Processes**

The Service Provider shall follow, but not be limited to, these general procurement principles if procuring sub-contracted services for this Contract:

- 12.4.1** aim to achieve the best value for money on all procured goods and services.
- 12.4.2** reduce procurement process costs and ensure continuous improvement.
- 12.4.3** ensure that all procurement activity adheres to FM organizational policies (such as sustainability, diversity, equality, and employment issues)
- 12.4.4** ensure that procurement is undertaken in accordance with high professional standards and ethics.
- 12.4.5** ensure that the procurement process complies with the requirements of the Contracting Authority's Procurement requirements and processes.
- 12.4.6** ensure the Contracting Authorities Government compliance requirements and certifications are provided where required.
- 12.4.7** ensure that procurement activity is organised in an effective, structured way throughout the FM organization and develop management information and the use of performance measures to check the effectiveness of the process.



## **12.5 Supplier Relationships and Management**

- 12.5.1** Supply chain management covers the whole life cycle of the supplier relationship. It includes:
- 12.5.1.1 interpreting the FM strategy plan to decide whether to source goods and supplies internally or externally.
  - 12.5.1.2 selection of suppliers (discussed previously)
  - 12.5.1.3 negotiation of contracts
  - 12.5.1.4 mobilization of new suppliers
  - 12.5.1.5 management of the services and goods supplied under the Contract.
  - 12.5.1.6 monitoring of performance and, where appropriate, the termination of the Contract.
- 12.5.2** The Service Provider shall ensure that the FM policy and related procedures cover all aspects of the Services needed, requiring that:
- 12.5.2.1 policies are agreed with both the appropriate Service Provider and Contracting Authority teams responsible for corporate real estate, procurement, human resource, and finance.
  - 12.5.2.2 all relevant internal stakeholders are engaged in supplier selection.

## **12.6 Supplier Delivery, Supervision and Monitoring**

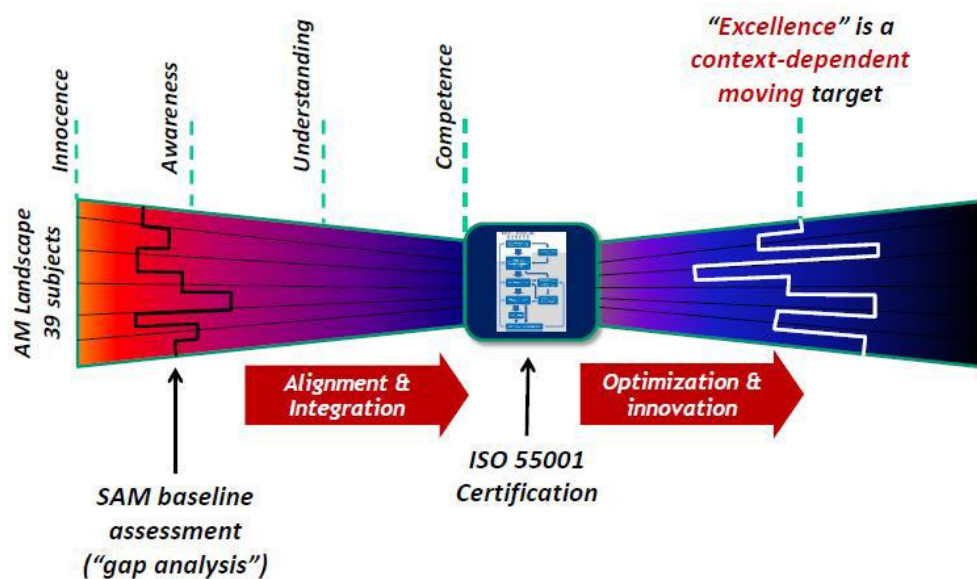
- 12.6.1** The Service Provider shall assess compliance with contract performance provisions, common criteria include the monitoring of items such as:
- 12.6.1.1 actual progress against work schedules
  - 12.6.1.2 fulfilment of time frames and adherence to milestones
  - 12.6.1.3 fulfilment of quality and quantity objectives
  - 12.6.1.4 conformance to specifications
  - 12.6.1.5 conformance to baseline operational performance metrics
  - 12.6.1.6 conformance to service/quality levels outlined within the contract and
  - 12.6.1.7 conformance to standards.
- 12.6.2** Ways to obtain supplier performance information vary but may include any combination of:
- 12.6.2.1 inspections
  - 12.6.2.2 observations
  - 12.6.2.3 solicited feedback (e.g., customer satisfaction surveys)
  - 12.6.2.4 unsolicited feedback from end users (e.g., complaints or suggestions)
  - 12.6.2.5 work management centre call reports (if services provided have call centre support)
  - 12.6.2.6 supplier reports
  - 12.6.2.7 tests
  - 12.6.2.8 CMMS information (inventory management)
  - 12.6.2.9 audits
  - 12.6.2.10 regularly scheduled supplier meetings.
- 12.6.3** Cost monitoring shall be an integral element of performance monitoring. Monitoring of contract expenditures includes activities such as:
- 12.6.3.1 ensuring that there are sufficient funds to pay for all
  - 12.6.3.2 services rendered as required by contract.
  - 12.6.3.3 ensuring that invoices are paid consistent with the most favourable contract payment terms.

- 12.6.3.4 identifying low spending levels and reassignment of funds, if appropriate
- 12.6.3.5 ensuring that supplier payments are commensurate with the level of goods and services received and
- 12.6.3.6 reviewing supplier invoices and following the organizational and departmental standard procedures for processing supplier payments.

## 13 Innovation and Continuous Improvement

### 13.1 Introduction

- 13.1.1** The Service Provider shall develop improved Services which are increasingly aligned with customer needs by creating a culture of innovation and continuous improvement. Specifically, relevant to improving the efficiency and effectiveness of Services in both the short and longer term.
- 13.1.2** It is important that the Service Provider ensures that the culture of innovation and continuous improvement permeates all levels within their organisation including their extended supply chain and their onsite and frontline teams.
- 13.1.3** The aim of innovation and improvement is:
- 13.1.3.1** To ensure failures in the workplace environments and services are dealt with swiftly and economically.
  - 13.1.3.2** To create processes that systematically engage all people involved in the delivery of services to capture, develop, and implement innovations.
  - 13.1.3.3** To make sure that lessons are learned, and remedial actions taken to eliminate the root causes of failure. To ensure that learnings and lessons captured are used in subsequent training, policies, procedures, and workplace activities.
- 13.1.4** It is expected that throughout the Contract period that the Service Provider will benefit from greater knowledge of their facility portfolio and how the Airport Site operates as a holistic entity, enabling the Service Provider to refine their delivery strategy with the objective of improving the efficiency and effectiveness of the Services.
- 13.1.5** Continuous improvement is addressing tomorrow's problems today. The Contracting Authority understands that excellence, as depicted in the "Asset Management Maturity Bow Tie", does not occur by chance, it is the collective result of getting the details right, quantifying these and doing them better every time. By improving the way people think and communicate, the organisational culture can change from a reactive to a proactive dynamic team environment. This manifests itself as a cultural level of embedded behaviour and values where there is widespread and natural staff engagement in seeking improvement opportunities, innovation, and continual improvement.



**Figure 2: Asset Management Maturity Bow Tie**

### 13.2 Objectives

- 13.2.1** The Service Provider shall develop a continuous improvement programme that utilises meetings, training, and other tools to enhance the Contracting Authority delivery processes and to measure success.
- 13.2.2** The Service Provider shall advise the Contracting Authority, through monthly reports and regular update meetings, of current areas being reviewed for improvement and/ or where improvement initiatives are being implemented. Where the Service Provider demonstrates the ability to deliver the Services more efficiently, which does not result in the requirement to implement new working practices or change agreed Service levels, then the Service Provider will present their recommendations to the Contracting Authority for approval. An example of this may be a task being able to be carried out, to the same standards, but in a shorter time period due to the introduction of new technology.

### 13.3 Output

- 13.3.1** To reflect the Contracting Authorities determination to develop a culture of continuous improvement the Contracting Authority will measure the performance of the Service Provider against KPIs. These KPIs are defined in the performance management section of this document.
- 13.3.2** Cost savings opportunities and process or other improvement opportunities must be identified by the Service Provider and shared with the Contracting Authority, as a minimum, once per quarter. Opportunities should be specific, measurable, and achievable and at least one (cost or process) improvement per 6 months must be implemented if approved by the Contracting Authority.

## **14 Risk, Change and Business Continuity Management**

### **14.1 Risk, Change and Business Continuity Management Lead**

The Service Provider shall be responsible for all Risk, Change and Business Continuity Management matters and activities.

### **14.2 Risk Management**

It is the responsibility of the Service Provider to manage their own risks. The Service Provider shall develop and implement a risk management system, aligned to ISO 31000 and to that of the Contracting Authority.

The Service Provider shall, as a minimum, consider the following types of risks: Operational, technical, financial, environmental, social, political, commercial, reputational, and organizational.

**14.2.1** When assessing risk in general and as part of Monthly Management Meeting, the Service Provider shall:

- 14.2.1.1 consider the organizational context, aims and objectives.
- 14.2.1.2 identify all possible risks prior to making judgments on their likelihood or impact or of high impact,
- 14.2.1.3 review the types and level of risk whenever there is a material change in circumstances.

**14.2.2** The Service Provider shall establish a Risk Register in line with The Contracting Authorities Corporate risk management system to assess and document:

- 14.2.2.1 the likelihood of an occurrence of an identified risk
- 14.2.2.2 the likely impact of an occurrence
- 14.2.2.3 options for actions to prevent or reduce the likelihood of an occurrence.
- 14.2.2.4 options to reduce the impact of an occurrence (i.e., mitigation)
- 14.2.2.5 the degree of acceptability of any residual risk.

**14.2.3** The risk register(s) must be reviewed and updated on a regular basis with The Contracting Authorities Risk Management Committee (RMC).

**14.2.4** To align with the Contracting Authorities risk management process, the risk register shall include the following headings:

|                       |                       |
|-----------------------|-----------------------|
| 1- Risk ID            | 2- Task Owners        |
| 3- Area               | 4- Asset              |
| 5- Risk Name          | 6- Risk Description   |
| 7- Consequences       | 8- Current Controls   |
| 9- R-Likelihood (1-5) | 10- R-Impact (1-5)    |
| 11- R-Score (1-25)    | 12- Treatment Type    |
| 13- Treatment Plan    | 14- End Date Expected |
| 15- Cost              | 16- Comments          |

**14.2.5** The Service Provider shall:

- 14.2.5.1 Attend and participate in Contracting Authorities Risk Management and Review Process.
- 14.2.5.2 Study and check with concerned parties and propose mitigation plans to assigned risk(s).
- 14.2.5.3 Present to RMC the proposed mitigation plans and revise as per required.
- 14.2.5.4 Follow up on implementation activities to mitigate risks under their custodian.

14.2.5.5 Report the status and progress to a periodical review meeting.

### **14.3 Change Management**

- 14.3.1** The Service Provider shall adopt good practice in identifying opportunities for change, and in promoting, managing, and reviewing the impact of changes in the services and support provided.
- 14.3.2** The Service Provider shall lead change within their area of responsibility. The Service Provider shall:
- 14.3.2.1 formulate processes and procedures needed to make effective changes to locations, space, technologies, systems, processes, behaviors, or services to improve the effectiveness of the organization.
  - 14.3.2.2 manage technically, behaviorally the likelihood of an occurrence of an identified risk
  - 14.3.2.3 and politically complex change programs
  - 14.3.2.4 put in place arrangements that will ensure the changes implemented are maintained and evolve
  - 14.3.2.5 Link the change process to the risk management process and include as Agenda item in Monthly Management Meeting

### **14.4 Business Continuity Planning**

The purpose of this section is to provide guidance for the creation of Business Continuity Plans (BCPs) and how they are to be used. The criteria used by the Service Provider shall align with international best practice and globally accepted benchmarks.

The aim is for a unified, structured approach to be taken for Business Continuity Management across the Contracting Authorities organization. Local policies should provide an accurate rapid response, establish accountability, and minimize impacts to the Contracting Authorities business and its customers (airlines, passengers, and commercial partners).

- 14.4.1** The Service Provider shall produce and submit for review and approval by the Contracting Authority its Business Continuity Plan (BCP) and Resiliency Plan, which will minimally outline the following items:
- 14.4.1.1 BCM business process, detailed by individual system and processes
  - 14.4.1.2 Gap analysis
  - 14.4.1.3 Vulnerabilities assessment
  - 14.4.1.4 Situation Impact Analysis (SIA)
  - 14.4.1.5 Implementation plan with deliverables per major system
  - 14.4.1.6 Recovery Process
  - 14.4.1.7 Incident stand down
  - 14.4.1.8 Response index
  - 14.4.1.9 Disaster recovery protocols and standard operating procedures (SOPs)
  - 14.4.1.10 Disaster practice and exercises with frequencies per major system
  - 14.4.1.11 Key suppliers contact details
  - 14.4.1.12 Complaint process
  - 14.4.1.13 Associated forms, policies, procedure, and processes

#### **14.4.2 Business Continuity Standards**

- 14.4.2.1 The Service Provider must have a Business Continuity Plan as per the Contracting Authority's requirements. The Business Continuity standard is National Emergency Crisis and Disasters

Management Authority (NCEMA 7001:2015). Business Continuity Management and NCEMA 7000:2021 National Standard for Business Continuity Management System (Specifications) with references from the following standards:

- ISO 22301:2019 Business Continuity Management Systems
- NFPA 1600:2019 Standard on Continuity, Emergency and Crisis Management

14.4.2.2 The six pillars identified within the NCEMA 2001:2015 document must be completed, Risk Analysis Review (RAR), Business Impact Assessment (BIA), Recovery Strategy, Plan Development (PD), Testing and Exercising (T&E) and Program Management (PM). This process shall address all critical processes and systems to ensure pre-established continuity and recovery procedures are in place to protect the Contracting Authority operations and business continuity.

#### **14.4.3 Service Provider Responsibilities**

- 14.4.3.1 The Service Provider shall comply with its Business Continuity Plans (BCP) for the Services, providing updates on their specific BCP and further shall engage with, attend, and support the wider Contracting Authority organizational BCP.
- 14.4.3.2 The Service Provider shall annually review and update their BCP and shall ensure all activities are coordinated with the relevant facility operator(s) be they Contracting Authority staff or 3rd Parties.
- 14.4.3.3 The Service Provider will in addition review their BCPs subject to any significant change of service, requirement, or operating condition.
- 14.4.3.4 This BCP shall be made available to the Contracting Authority for review and approval. The Contracting Authority will review, approve, comment, propose changes and audit the BCP. Separately, the Contracting Authority and the Service Provider will ensure the Business Continuity Plan is tested annually or as requested by the Contract Authority and following this practical test lessons learned are captured into an updated BCP as part of a continual improvement process.
- 14.4.3.5 The Service Provider will engage with the Contracting Authority to carry out desktop exercises annually or as requested by the Contracting Authority.
- 14.4.3.6 To support the Service Provider in developing a BCP of a suitable standard, the Service Provider has provided guidelines and sample considerations to be included in the Service Provider's BCP. These samples and guidelines are not exhaustive, and the Service Provider is expected to propose alternatives and additional considerations as part of the BCP development.
- 14.4.3.7 The Service Provider's BCP should be informed by the risk management process and their experience of contracts of a similar scale and complexity, both locally and internationally where available.

#### **14.4.4 Guidelines and general principles of BCP development:**

##### **14.4.4.1 Emergency Events**

- 1 The Service Provider shall engage with, attend, and support activities, simulations, exercises, or drills in conjunction with other departments and functions at Cluster2 airports, e.g., major emergency exercises. Such support shall not require additional resources from the Service Provider.
- 2 The Service Provider shall have resources fully trained, informed, and available for emergency situations. In such situations, staff shall carry out any duties requested by the Contracting Authority.
- 3 Any Staff member who is made aware of any threat against the Contracting Authority, shall immediately notify the Contracting Authority of the nature of the threat via published emergency telephone number as a minimum.



- 4 Service Provider must comply with GACA and Contracting Authority's requirements in relation to the Emergency Response Plan (ERP) and associated ERP roles.

#### 14.4.4.2 Extraordinary Events

- 1 The Service Provider shall provide a support role only for extraordinary events. Such events will be led and coordinated by the Contracting Authorities BCP team. The Service Provider shall support, engage, and participate in all such centrally coordinated events.
- 2 During the Term of the Contract there may arise extraordinary events (Extraordinary Events) which require a support response by the Service Provider, including possible reallocation of Staff from normal duties. In these situations, the Contracting Authority may provide guidelines and/or instructions which the Service Provider shall comply with. In very severe situations, the Contracting Authority may assume command of the Service Provider's operation and resources in order to minimize potential impact at Cluster2 airports.
- 3 The following is a sample list of Extraordinary Events scenarios. A full listing of emergency events is defined within the Cluster2 airports' Aerodrome Emergency Plan:
  - a) Security threat resulting in partial or full evacuation of a Cluster2 airport and associated disruption to operations.
  - b) Severe and extended failure of baggage system.
  - c) Extended outage of FIDS (Flight Information Display Screens) e.g., check-in screens, gate information screens, boarding gate screens, baggage reclaim screens.
  - d) Extreme weather causing disruption to schedule; and
  - e) Aircraft Emergency or Distress within the aerodrome.

- 14.4.4.3 In an Extraordinary Event situation, the Service Provider shall ensure that all the necessary actions take place to re-establish normal airport operations as soon as reasonably possible in line with Cluster2 airports' Aerodrome Emergency Plan. This may mean reallocation of resources and, in very exceptional cases, additional resources may be required. These resources shall be provided by the Service Provider upon request by the Contracting Authority with actual costs reimbursable via the Contracting Authority when demonstrated that they are aligned with and compatible to the contracted schedule of rates. The Contracting Authority shall use best endeavours to support the Service Provider in the re-establishment of normal operations.

- 14.4.4.4 Sample considerations and inclusions for the Service Provider's BCP will be updated annually or as required:

### 14.5 Emergency and Contingency Planning Overview

- 14.5.1 Emergency and contingency planning should follow from the Service Provider's endorsed risk register. BCPs should be prepared in accordance with the same prioritization identified in this risk register (for example: high-risk, high impact, high likelihood events' BCPs should be prioritized above low-risk, low-impact, and unlikely event's BCPs).
- 14.5.2 Potential high impact failure modes have been identified by operations and airport functions to identify which systems and assets would have the most likely and significant impacts to the organization and its customers. Business Continuity Plans shall be produced by the Service Provider for the most critical systems within the scope of the Services, including, but not limited to:
  - 1 Adverse Weather.
  - 2 Aircraft Recovery.
  - 3 Airfield Ground Lighting Circuit Failure.

- 4 MV Power Loss.
- 5 ALCMS Failure.
- 6 AGL Circuit failure (runway and related taxiways).
- 7 Baggage System Failure
- 8 General Service Disruption (e.g. Air Conditioning (AC))
- 9 Loss or interruption of chilled water.
- 10 Loss or interruption of potable water, including fire system failures.
- 11 Flooding in public areas and aerodrome
- 12 Power disruptions
- 13 Foul Water Disruption.
- 14 Surface Water System Disruption.
- 15 230-volt Power Loss Plan.
- 16 Long-term feeder power loss.

#### **14.6 Contingency Planning**

- 14.6.1** Contingency planning is a lower level of operational planning, generally to ensure facility performance continuity and KPIs are achieved during emergency and unforeseen events.
- 14.6.2** The Service Provider shall be responsible for local operational contingency planning to maintain operational continuity and required level of service during these events.
- 14.6.3** Examples of contingency planning include:
- 14.6.3.1 Temporary cooling to offset over heating as interim measure while a permanent fix is progressing
  - 14.6.3.2 Contingency for parts stockout or lack of available/obsolete assets through interim fabrication or equipment rental
  - 14.6.3.3 Reversing escalators on failure of one in a primary direction
  - 14.6.3.4 Dealing with local leaks
  - 14.6.3.5 Providing diesel generators during local power disruptions
  - 14.6.3.6 Manual operation of parking barriers while repairs progress
  - 14.6.3.7 Traffic diversions
  - 14.6.3.8 Temporary Local power
  - 14.6.3.9 Sewage Removal
  - 14.6.3.10 Water removal
- 14.6.4** This list is not exhaustive, and the Service Provider must anticipate and plan for a wide variety of events of this nature.

## **15 Spare Parts and Consumables Management**

### **15.1 Spare Parts and Consumables Management Lead,**

The Service Provider shall be responsible for all Spare Parts and Consumables Management matters and activities.

### **15.2 General**

- 15.2.1** The Service Provider must ensure the delivery of the inventory management system is compliant with the Contracting Authority's policies, procedures, manuals, work instructions and requirements.
- 15.2.2** Parts specifications must comply with the requirements of the Contracting Authority's standardization specifications, or the requirements of the Original Equipment Manufacturer.

### **15.3 Spare Parts and Consumable Management Process**

- 15.3.1** It is the responsibility of the Service Provider to ensure spare parts availability, to support an efficient and effective workflow management regime and meet the requirements set out in the KPIs, and SLAs.
- 15.3.2** The auditing of parts and consumables must be conducted routinely by the Service Provider. This audit shall review and ensure the Service Provider is delivering inventory management procedures and processes in line with the Contracting Authority's Shared Services requirements. This shall include, but not be limited to, certification, compliance, storage, costs, quality, consumptions, requests, and disposals ensuring they are fit for purpose and fully compliant with the standards and regulations outlined in this document. The Service Provider shall present all findings, observations, recommendations, and continuous improvement opportunities to the Contracting Authority.
- 15.3.3** The Contracting Authority retains the right to appoint a certified third-party to audit the Service Provider's inventory management procedures and processes, and related facilities. The Contracting Authority retains the right to inspect and audit the Service Provider's inventory management procedures and processes, stock availability and facilities.
- 15.3.4** It is a requirement that Original Equipment Manufacturer (OEM) spare parts are supplied and consumed into the workflow process. Exceptions to this shall only occur following a fit for purpose, value and risk analysis presented to, and approved by, the Contracting Authority's Technical Expert.
- 15.3.5** To achieve this the Service Provider shall:
  - 15.3.5.1** Define, agree, and communicate the spare parts management process.
  - 15.3.5.2** Align and communicate the spare parts naming convention (using the Contracting Authorities existing naming convention)
  - 15.3.5.3** Define the roles and responsibilities of the Inventory Management Team.
  - 15.3.5.4** Generate a schedule of recommended spare parts/bill of materials (BoM) required to meet the performance requirements of the Services.
  - 15.3.5.5** Provide an annual plan and monthly updates to the Contracting Authority of spare parts requirements for approval (as part of SDP).
  - 15.3.5.6** Provide monthly reports on stock holding, consumption, projections, and orders on hand.
  - 15.3.5.7** Allow for quality control inspections of all newly delivered materials by the contracting authority.
  - 15.3.5.8** Provide, where applicable, all regulatory parts required as per GACAR 139 and any other related regulations,

- 15.3.5.9 Ensure a clearly defined process is in place to inform the most cost-effective decisions to repair, refurbish, replace, or renew parts. This process will be subject to continual review and audit by the Contracting Authority to ensure the most cost-efficient solution is progressed.
- 15.3.5.10 Upload all parts and consumables to the CAFM system.
- 15.3.5.11 Record all inventory consumed and replenished into the CAFM system and assign inventory to the respective work orders/requests.
- 15.3.5.12 Retain all parts consumed, unrepairable, damaged, out of service or end of life in an agreed location for the purpose of inspection, audit, or validation by the Contracting Authority for a period of not less than twelve months or duration as requested by the Contracting Authority,
- 15.3.5.13 Ensure stock replenishment to maintain minimum inventory levels, ensuring continuous availability and eliminating zero stock scenarios. Conduct stock optimization reviews with the Contracting Authority's Technical Expert.
- 15.3.5.14 During the Mobilization Period the Service Provider shall complete an asset condition assessment (ACA) on all parent assets. From the ACA the Service Provider shall prepare and issue a schedule of required parts and consumables to the Contracting Authority for their approval. The schedule of parts and consumables shall be informed via the outputs from the ACA, vendor recommendations and Service Providers experience, informing the recommended spare parts holding. The parts and consumable schedules shall include agreed naming convention, classifications, vendor number and unit costs. The Service Provider shall provide recommended minimum and maximum levels and reorder points based on lead times, estimated demand, asset criticality and unit cost for validation and approval by the Contracting Authority's Technical Expert.
- 15.3.5.15 The Service Provider shall procure the spare parts in compliance with Government and the Contracting Authorities procurement processes. The Service Provider shall obtain three quotes from alternative approved vendors, except for sole source vendors.  
The Service Provider shall ensure sole source vendors are approved by the Contracting Authority prior to engagement.
- 15.3.5.16 The full parts requirement must be on Site, in the appropriate locations and available to support delivery of the Services and SLA/KPIs on or prior to the date of Services Commencement.
- 15.3.5.17 Failure to adequately provide parts or consumables shall not alleviate the Service Provider from their SLA/KPI obligations. The only exception is due to non-stock items which must be communicated in advance and approved by the Contracting Authority's Technical Expert.

#### **15.4 Parts and Consumables storage**

Parts and consumables must be adequately labeled and stored with adequate shelving in a secure, clean, and stable environment. The Service Provider must complete the provision and fit out of the facilities at their cost, to ensure storage is fit for the intended purpose. The Service Provider shall be responsible for the operational management and upkeep of this facility to the Contracting Authorities approved standards.

#### **15.5 Parts Procurement**

- 15.5.1 The Service Provider shall procure the spare parts in compliance with the Contracting Authorities procurement processes. The Service Provider shall submit three quotes from alternative approved vendors and an official specification of the parts, except for sole source vendors, which will be assessed for approval by the Contracting Authority. The Contracting Authority will authorize procurement of items through the issuance of an authorized approval. The Service Provider is not authorized to procure parts unless the approval has been authorized.

- 15.5.2** The costs associated with inventory replenishment will be fixed for an agreed period from the commencement of the Contract. A price review shall be conducted by the Service Provider at an agreed interval from the previous approval. The Service Provider shall obtain an updated parts pricing schedule which shall be presented to the Contracting Authority for review and approval.
- 15.5.3** The Service Provider shall be paid for the parts delivered and confirmed by the Contracting Authority at the end of each month, aligned with contracted cost-plus percentages based on a valid authorized approval.
- 15.5.4** The Service Provider shall provide a certification of compliance (CoC) for all parts listed on the parts invoice.
- 15.5.5** If stock is unavailable due to the Service Provider being unable to source items, the Contracting Authority reserves the right to procure directly with penalties applied to the Service Provider through the performance management system. The items will be retained in the Contracting Authority's warehouse and be available or free issue.
- 15.5.6** The Contracting Authority reserves the right in special circumstances to procure, store and free issue specific parts to the Service Provider.
- 15.5.7** Parts that are replaced due to negligence, inadequate work practices, inadequate maintenance, misuse or abuse by the Service Provider or his supply chain shall be reinstated at the cost of the Service Provider.

## **15.6 Parts Reporting**

- 15.6.1** Parts reporting will be continuously reviewed and amended to ensure it meets the Contracting Authorities requirements, reports shall be aligned to the Contracting Authority style, design, and format.
- 15.6.2** The Service Provider's spare parts and consumables monthly report shall objectively quantify the consumption, costs, and trends to support key decision making. The reports shall summarize current stock levels, nil stock scenarios, obsolescence, and replenishments during the previous month. The parts usage shall be allocated to reactive, preventative, and corrective maintenance activities and linked to their respective unique CAFM work order numbers.

## **15.7 Non-stock items.**

- 15.7.1** Where unplanned or emergency spare parts, as defined in section 15.9, are required to support an efficient and effective workflow, in response to breakdowns, failures or unplanned interruptions, the Service Provider shall procure the spare parts in compliance with the Contracting Authority's procurement processes. The Service Provider must submit three quotes from alternative approved vendors and an official specification of the parts, except for parts provided by a sole source vendor, which will be assessed for approval by the Contracting Authority. The Contracting Authority will authorize procurement of items through the issuance of an authorized approval to the Service Provider. The Service Provider is not authorized to procure parts unless an authorized approval has been provided.
- 15.7.2** Where nonstock items are required for an emergency or critical response, the Service Provider must use best endeavors to mitigate delays, expedite the sourcing and procurement, to mitigate impacts to Services. Such options include credit card purchase aligned to the Contracting Authority usage procedures or drawdown arrangement with the parts supplier. All parts sourced outside the normal procedure, including deviations from approved parts must be approved by the Contracting Authority's Technical Expert.

## **15.8 Sole Source Supplier**

Where spare parts are procured directly from a single source supplier, supporting documentation shall be provided to support this, and the process must be aligned to the Contracting Authority's Sole/Single Source Policy and procedures.

## **15.9 Consumables and Spare Parts**

### **15.9.1 Definition of Consumables**

**15.9.1.1** Consumables shall be defined as all items required to directly facilitate the fulfilment of the Services and are deemed included within the Contract Services.

**15.9.1.2** For the purpose of this Contract, Consumables will be defined by any item defined in any of the following criteria, A, B or C below:

**A** - Consumables shall be any/all items that are required to be replaced, renewed, replenished as the result of any routine, and planned preventative, or operations required to meet the Services Contract deliverables and the associated SLA's/KPI's.

or

**B** - all components required for general PPM inspections or identified during routine site walks and/or routine works shall be considered consumable.

or

**C** – All items where the individual unit or component cost is equal to or less than 2,500 Riyals shall be considered consumable.

- Consumables items Such as, but not limited to batteries, lighting bulbs ,filters ,windsock cone , fuses ,power adapters etc

For items that are defined in terms of volume or weight, then the following units shall be used:

- Volume: 100 liters
- Weight: 100kg

**15.9.1.3** For the avoidance of doubt all fuels required for the effective performance and delivery of the Contracted Services including, standby generators, diesel pumps and vehicles (heavy and light) shall be deemed a consumable and within scope of the Service Provision. Where facilities primary source of energy is via diesel fueled generators for temporary or extended periods the consumption of fuel will be reimbursable via the spare parts management process.

### **15.9.2 Definition of Spare Parts and Materials**

**15.9.2.1** For the purpose of the Contract, spare parts shall be defined as all other items required for the effective delivery of the Facilities Management Services, not included in the criteria defined for consumables. All such items, on approval by the Contracting Authority, shall be purchased by the Service Provider following the Contracting Authorities procurement requirements and deemed additional to the scope of work.

**15.9.2.2** The Service Provider shall provide a 'schedule of rates for Materials' including but not limited to, gravel, bitumen, concrete, over-banding, specialized paint.

**15.9.3** The Service Provider shall demonstrate that all spare parts and consumables provided:

- 15.9.3.1** Represent value for money.
- 15.9.3.2** Are of appropriate quality.
- 15.9.3.3** Meet regulatory and certification requirements.
- 15.9.3.4** Comply with governing regulations.

15.9.3.5 Have all appropriate safety certification; and

15.9.3.6 Comply with the Contracting Authority's environmental policies, standards, and regulations.

#### **15.10 Minor Capital Maintenance**

**15.10.1** For unreliable or poor performing operationally critical or high priority assets with a replacement value less than or equal to 10,000 Riyals. The Service Provider shall apply the following procedure:

15.10.1.1 Conduct a cost benefit analysis.

15.10.1.2 Determine the life cycle cost of the operational asset (e.g., labour, parts, consumables, energy) over the remaining term of the contract.

15.10.1.3 Where the operational costs exceed the asset replacement costs, the contractor shall on approval from the Contracting Authority procure and replace the asset in line with the Contracting Authorities procurement procedures.

15.10.1.4 A post work evaluation report shall be completed by the Service Provider demonstrating realisation of the business case based on actual asset performance.

**15.10.2** For the avoidance of doubt all items where the unit or component cost exceeds 2,500 Riyals shall be deemed a spare part and procured by the Service Provider under the cost-plus process and presented to the Contracting Authority via the monthly reporting process for reimbursement.

#### **15.11 Off-Site and Third-Party Repairs**

The Service Provider shall be responsible for all costs associated with off-site or onsite repairs, overhauling, replacement, or improvements performed by a specialized third-party Service Providers.

#### **15.12 Repairs Workshop**

**15.12.1** The Contracting Authority shall assign repair workshops to each of the Service Providers for the purpose of fault finding, maintaining, repairing, reconditioning, fabricating, reconstructing and for the purpose of continuous parts improvement.

**15.12.2** The Service Provider shall review the plant and equipment contained with the existing facilities during the mobilization period.

**15.12.3** Accordingly, the Service Provider at their cost shall complete a full fit out of the workshop facilities with all appropriate tools, machines, inspection equipment, to carry out tasks safely, effectively, and efficiently to meet the service requirements of the works package.



## **16 Capital Equipment Provision & Management**

### **16.1 Provision**

- 16.1.1** The Service Provider shall provide at their cost all vehicles necessary to carry out their duties efficiently and effectively and to achieve the Scope of Work to the required Service Levels
- 16.1.2** The Service Provider shall ensure that all vehicles are maintained in excellent working conditions. All associated costs for the maintenance and upkeep of the vehicles shall be the responsibility of the Service Provider, throughout the Contract duration.
- 16.1.3** All vehicles used in connection with the Services must have the required permits and approvals, be certified as roadworthy and registered under the Service Provider's company name for insurance purposes.
- 16.1.4** Detailed records of all relevant documentation including but not limited to maintenance records, service history, condition report, registration, compliance certification, insurances must be maintained and made available to the Contracting Authority on request.
- 16.1.5** The Service Provider shall assume all liability for the use and operation of all vehicles. Vehicles shall be kept in good repair and shall be of a type appropriate and pertinent operations and services.
- 16.1.6** Where it is evident that the Service Provider has insufficient vehicles to perform their duties efficiently and effectively the Contracting Authority will instruct the Service Provider to procure additional vehicles.

### **16.2 Specific Requirements**

- 16.2.1** All vehicles operating Airside must be fitted with the necessary safety equipment and warning signs and comply fully with Cluster2 airside vehicle requirements.
- 16.2.2** The Service Provider must ensure and enforce, and all staff and their extended supply chain are fully compliant with all regulations and GACAR 139 regarding the provision and use of vehicles.

### **16.3 Site Parking**

Parking of vehicles shall be coordinated and agreed with the Contracting Authority. Parking spaces will be designated by the Contracting Authority where available and shall be utilized only for performing the Contracted Services.

## **17 Performance Management Process**

The Service Provider shall appoint a Performance Management Lead. The Performance Management Lead shall be responsible for all Performance Management matters and activities.

The Performance Management System is defined within Book 4 **Appendix E Performance Management** and shall be read in conjunction with this document and any other appendices associated with this Work Package.

## **18 Reporting and Record Keeping Requirements**

### **18.1 Reporting**

#### **18.1.1 General**

- 18.1.1.1** In addition to general Contract Performance Reporting requirements, Services reporting is expected to include, but not be limited to, the following content and frequencies. The Contracting Authority will over the Contract period propose and agree modifications and additions to the reporting content and frequencies.
- 18.1.1.2** Except where otherwise stated, Year 1 reports shall show comparison against prior period, and from Year 2 reports shall also include comparison against prior year.

#### **18.1.2 Yearly Report**

The Service Provider shall submit an annual Contract performance report which shall include but not be limited to the following components:

- 18.1.2.1** Performance to annual objectives.
- 18.1.2.2** Proposed objectives for coming year.
- 18.1.2.3** Budget performance
- 18.1.2.4** People and Skill – training, competence, and resources
- 18.1.2.5** Internal assessment results to ISO 41001/ISO 55001 Standard
- 18.1.2.6** Internal Audit Results
- 18.1.2.7** Risk Management
- 18.1.2.8** Continuous Improvements actions

#### **18.1.3 Quarterly Report**

The Service Provider shall submit a quarterly contract performance report which shall include but not be limited to the following components:

- 18.1.3.1** Changes to Asset Register details;
- 18.1.3.2** Continuous Improvement recommendations and proposals; and
- 18.1.3.3** Business continuity test report.

#### **18.1.4 Monthly Report**

- 18.1.4.1** The Service Provider shall submit a monthly Contract performance report. This report shall be submitted not later than 7 working days following the reporting period and shall include, but not be limited to, the following components:
- 18.1.4.2** Health & Safety performance and analysis of reportable incidents,
- 18.1.4.3** Equipment out of service,
- 18.1.4.4** Availability, Reliability & Maintainability for each facility, critical location, system, and major asset group,
- 18.1.4.5** Planned activities report of performance against plan and backlog of work,
- 18.1.4.6** Unplanned activity (Remedial Maintenance) workload and performance,
- 18.1.4.7** Spare parts and stock overview including current 'stock outs',
- 18.1.4.8** Energy and utility performances and opportunities to reduce consumption,
- 18.1.4.9** Summary of changes to asset register,
- 18.1.4.10** Change requests for approval (use the Contracting Authority's Change Control process), and
- 18.1.4.11** Risks scored Risk Matrix approved by the Contracting Authority.

#### **18.1.5 Weekly Report**

The Service Provider shall submit a weekly Contract performance report which shall be submitted not later than 2 working days following the reporting period and shall include, but not be limited to, the following components:

- 18.1.5.1 Graphically illustrated daily KPI performance against Standards and Service, broken down by system and asset group, response, and resolution times.
- 18.1.5.2 Exception report commentary on weekly performance.
- 18.1.5.3 Summary of report of incidents and alarms.
- 18.1.5.4 Summary report for Planned Work Order Backlog.
- 18.1.5.5 Summary report for Planned Activities completed v Plan and Schedule.
- 18.1.5.6 Ratio of Planned Vs Reactive/Remedial work effort (manpower time spent doing work).
- 18.1.5.7 Total Reported work orders Vs Self-reported work orders
- 18.1.5.8 Risks and mitigations.
- 18.1.5.9 Opportunities to improve.
- 18.1.5.10 Attendance and Departure electronic Book for all jobs

#### **18.1.6 Daily Reporting**

The Service Provider shall submit a daily Contract performance report which shall include, but not be limited to, the following components:

- 18.1.6.1 Operation daily reporting by shift
- 18.1.6.2 Condition reporting of facilities, architectural, civil mechanical, electrical, and plumbing systems
- 18.1.6.3 Condition report on Life Safety Systems

#### **18.1.7 As-Required/Ad hoc Reports**

The Service Provider shall submit the reports for the but not limited to the following on an “as-required” basis and within the timeframes as detailed: incident Reports, root cause analysis and Action Log for significant Incidents or equipment failures (the Contracting Authority Incident and Investigation form and procedures to be followed); to be submitted within 4 days of the failure occurring or as required by the Contracting Authority.

#### **18.1.8 Facility Management Daily Reports**

Shift/Daily Reports for all Services including but not limited to:

|                                                               |       |
|---------------------------------------------------------------|-------|
| <b>Staff Attendance</b>                                       | Daily |
| <b>Availability of Critical Areas to prescribed Standards</b> | Daily |
| <b>Availability of key operational equipment and systems</b>  | Daily |
| <b>Unscheduled malfunctions</b>                               | Daily |
| <b>Accidental malfunctions</b>                                | Daily |
| <b>Work orders schedule</b>                                   | Daily |
| <b>Programmed stop schedule</b>                               | Daily |
| <b>Work site inventory</b>                                    | Daily |
| <b>Energy conservation report</b>                             | Daily |

#### **18.1.9 Periodic reports and periodic FM reports.**

The Service Provider is obliged to provide the Contracting Authority with a number of schedules and reports before and after starting the Services. Details of the requirements and inclusions for these schedules and reports shall be explained in the relevant materials.

#### **18.1.10 Systems Availability**

- 18.1.10.1 Overall systems availability shall be recorded and reported by the Service Provider to include approved scheduled and unapproved and therefore unscheduled downtime of equipment and systems.
- 18.1.10.2 Operational System Availability shall exclude approved scheduled downtime and be the KPI measure of conformance.
- 18.1.10.3 Operational System availability relates to a failure of a system to perform its design function or part thereof. It does not refer to individual availability of equipment unless that loss contributes to the loss of system functionality or part thereof.

### **18.2 Record Keeping Responsibility**

- 18.2.1 The Service Provider shall be responsible for the preparation and provision of up to date and adequate records of all maintenance activities.

- 18.2.1.1 The Service Provider shall ensure the technical library is accessible to the Contracting Authority on demand and that the library is catalogued (both electronically and in hardcopy where necessary) to ensure efficient retrieval of required material.
- 18.2.1.2 The Service Provider shall be responsible for maintaining the technical library so that it is up to date and complete and shall report on any additions to the library.
- 18.2.1.3 The Service Provider shall maintain all technical records for the life span of the equipment or system and make sure that records are handed over to the Contracting Authority on termination.
- 18.2.1.4 The Service Provider shall maintain comprehensive Health and Safety records which shall be available for review by the Contracting Authority upon request.
- 18.2.1.5 The Service Provider shall ensure all records and registers required for Regulatory and governmental requirements are maintained within the Technical Library.
- 18.2.1.6 The Service Provider shall organize the Technical Library to ensure documents are easily accessible and key information regarding the documents are kept in a register/index.
- 18.2.1.7 The service Provider shall implement document management processes to ensure the integrity of the data in the Technical Library.

#### **18.2.2 Reporting and Record Keeping Additional Requirements**

- 18.2.2.1 The Contracting Authority will, over the Contract period, propose and agree modifications and additions to the reporting content and frequencies.
- 18.2.2.2 The Service Provider shall ensure that, as a minimum, all reports will be provided electronically (format to be agreed with the Contracting Authority) unless otherwise stated by the Contracting Authority, and that reporting systems must be capable of range-reporting (e.g., date and time ranges) and comparison reporting (e.g., day vs day, date vs date, period vs period) in order to facilitate comparative analysis.
- 18.2.2.3 The Contracting Authority shall notify the Service Provider in writing within 10 working days of receipt of a report if it rejects the contents of the report and shall provide full details regarding the rejection of any report in the notification.
- 18.2.2.4 The Contracting Authority may reasonably request further information from the Service Provider to support the reporting process and facilitate management.

### **18.3 IT and Communications Systems Requirements**

- 18.3.1** The Contracting Authority through its ICT department shall provide the Service Provider with access to applicable systems. The Service Provider shall use these systems appropriately and effectively, including populating all required fields and ensuring accurate inputs:
- 18.3.2** Should additional or alternative IT solutions be agreed, these solutions may need to be integrated with the Contracting Authority's systems and must, as a minimum, meet all reporting and record keeping requirements. The Service Provider shall be responsible for management and maintenance of its own systems and may utilize the IT integrator for assistance as required through direct negotiation. These solutions must comply with the Cluster2 IT requirements.
- 18.3.3** The Service Provider shall provide its own computers for access to other networks.
- 18.3.4** The Service Provider shall provide and utilize its own communication method to facilitate its own operation and two-way communications as required. The Service Provider shall supply and maintain its own communication equipment in accordance with the Contracting Authority's specifications, procedures, and requirements.
- 18.3.5** The Service Provider shall report any faults observed or encountered while using IT and communications systems, and if fault affects an Operational System, report to the Contracting Authority.

### **18.4 Other Specific Requirements**

- 18.4.1** Permits and Licenses  
The Service Provider must, at its own expense, obtain, renew, and maintain in full force and effect where appropriate, all approvals, permits, licenses and authorizations necessary to provide the Services including, but not limited to, licenses pertaining to software. The Service Provider shall ensure that these are operated in strict accordance with all regulations in force at the time. The Service Provider shall comply with the Contracting Authority IT Acceptable Use Policy.
- 18.4.2** The Service Provider shall develop the following minimum internal systems:
  - 18.4.2.1** An electronic reporting system to prepare the required daily, weekly, monthly, quarterly, seasonal, and yearly reports required by the Contracting Authority,
  - 18.4.2.2** An electronic record-keeping system where the Contracting Authority systems are not used for record keeping; and
  - 18.4.2.3** A facility management administration system.
  - 18.4.2.4** The Service Provider shall provide Third Party Certifications required by Regulatory and legal bodies for services and assets included in the scope of works. These will include, but not limited to:
    - elevators, escalators, and travelators,
    - pressure vessels.

### **18.5 Cluster2 Assets and Equipment**

- 18.5.1** The Service Provider shall provide the Contracting Authority with a schedule of all equipment required to deliver the service prior to commencement. Capital equipment will be approved by the Contracting Authority for use by the Service Provider in delivering the Services.
- 18.5.2** The Service Provider shall procure all necessary capital equipment to deliver the FMS at their cost.
- 18.5.3** The Service Provider shall maintain full responsibility for theft, damage, or wear and tear to any of the Contracting Authority provided specialist equipment.

- 18.5.4** The Service Provider shall be responsible for the adequate working condition of all equipment provided and operated for the provision of the Services, specifically that they are maintained to be fit-for-purpose while maximizing their working life.
- 18.5.5** The Service Provider shall ensure that the Contracting Authority assets are protected at all times.
- 18.5.6** The Service Provider shall comply with the requirements of manufacturers, suppliers, and installers to ensure that all equipment, systems, and facilities are appropriately maintained and certified to achieve full and expected working life and that warranties are not invalidated due to failure to comply with manufacturer, supplier, or installer warranty recommendations.
- 18.5.7** The Service Provider shall remain liable for all remedial costs and consequential losses should any warranties lapse due to lack of due diligence in operating or maintaining such equipment, system, or facility.
- 18.5.8** The Service Provider shall be responsible for, and bear the cost of, replacing or repairing any damaged or missing equipment or tools provided to them by the Contracting Authority.
- 18.5.9** The use of any trolleys provided for passenger use by the Service Provider is strictly forbidden.



## **19 Interface Management**

### **19.1 Interface Management Lead**

The Service Provider shall be responsible for all Interface Management matters and activities.

### **19.2 General**

- 19.2.1** During the Mobilization Period the Service Provider shall develop an Interface Management Plan and submit it to the Contracting Authority for review and approval. The Service Provider shall update the plan as the mobilization and implementation proceeds and resubmit for review and approval as required by the Contracting Authority.
- 19.2.2** For the avoidance of doubt no costs will be borne by the Contracting Authority for any issues that may arise relating to Work Packages interfacing.
- 19.2.3** The interface and coordination requirements extend from Service Provider Mobilization through to Services Commencement and ongoing Services delivery.
- 19.2.4** The Interface Management Plan shall include as a minimum:
  - 19.2.4.1** the timely identification and resolution of internal and external interface issues during Mobilization, Services commencement, and Services delivery
  - 19.2.4.2** provision for the proper coordination of the Services needed to resolve these interfaces.
  - 19.2.4.3** identification of how the Service Provider is pro-actively managing all interfaces.
  - 19.2.4.4** Oversight and management of any ambiguities with respect to Service Provider scope, interfacing, or contractual demarcations, including the necessary coordination, clarity, and guidance to expedite timely resolution.
  - 19.2.4.5** identification of all mitigation measures that the Service Provider intends to take to minimize any adverse impact on Mobilization, Service commencement, Service Delivery and cost arising from any interface.

### **19.3 Internal Interfaces**

Internal interfaces include, but are not limited to:

- 19.3.1** The Contracting Authority's personnel including but not limited to Security, IT, Public Safety, and FRS,
- 19.3.2** Specialized systems,
- 19.3.3** Security control,
- 19.3.4** Procurement management and contract control,
- 19.3.5** Department of engineering services,
- 19.3.6** Operations Management,
- 19.3.7** Commercial operation management,
- 19.3.8** Other departments of the airport that are required including but not limited to:
  - 19.3.8.1** Finance,
  - 19.3.8.2** Procurement,
  - 19.3.8.3** Logistics,
  - 19.3.8.4** Human Resources,
  - 19.3.8.5** Operations,
  - 19.3.8.6** Strategy, and

19.3.8.7 PMO.

19.3.9 Capital projects.

19.3.10 Fire Vehicle Maintenance Contract

19.3.11 Security Screening Maintenance Contract

#### **19.4 External Interfaces**

Service Provider external interfaces include, but are not limited to:

19.4.1 Terminal Operator and the related service providers

19.4.2 External Authority's,

19.4.3 Security (GID),

19.4.4 Aviation Authority (GACA),

19.4.5 Health care services,

19.4.6 Contractor of the public utilities,

19.4.7 Customs & Immigration,

19.4.8 Third Parties, commercial concessions, Signage Contractor, retail, etc,

19.4.9 Statutory Authority's and Government department and agencies, and

19.4.10 External Utility Providers (e.g. SECO, potable and wastewater).

#### **19.5 Other Interfaces**

During the Contract duration there may be Other Contractors performing work simultaneously in on-site areas and/or in areas adjacent to the Site, Terminals, campus and/or Airside. The Service Provider shall cooperate and coordinate as necessary any work by Other Contractors to minimize interference and impact on existing Services.

#### **19.6 Interfacing and coordination with Third Party Operators**

##### **19.6.1 Responsibility of Service Provider**

19.6.1.1 The Service Provider is responsible for providing oversight, monitoring, permitting and inspections of defined Third Party Operators\* who are operating within a building or a standalone facility that is under the control of the Service Provider. The primary intent is to ensure a safe working environment, and ensure the Contracting Authority's facilities (building, assets, and systems) contained within are operated and maintained to an acceptable standard, are fit for purpose, and operated in line with their intended use. Any potential impact to the operation shall be fully communicated in advance and agreed with the relevant stakeholders.

**\*Note:** A Third Part Operator shall mean a tenant, licensee, concessionaire, or other occupier operating with a commercial agreement operating out of a facility, unit or building under the ownership of the Contracting Authority.

19.6.1.2 The Service Provider is obligated on behalf of the Contracting Authority to provide a duty of care, in line with their obligations, to ensure a safe, secure, and compliant operating environment. To achieve this the Service Provider shall develop appropriate processes to deal directly with the management team of all Third-Party facilities in relation to matters which may impact on the Service Provider's duties and obligations.

19.6.1.3 The Service Provider must discharge their legal obligation in relation to both Fire Safety and Occupational Health and Safety.

19.6.1.4 The key responsibilities expected of the Service Provider for the provision of Facilities Management Services for both out-of-scope and third-party operated facilities include, but not limited to, the following:

- 1 The terminal operator and the related service providers.
- 2 Industrial/office/warehouse/hanger facilities/stores – general accommodation used by airlines, ground handling agents and all other Third Parties operating under a commercial lease agreement with the Contracting Authority

19.6.1.5 For out-of-scope standalone buildings the Service Provider shall only be responsible for the provision of basic services and utilities to the buildings and facilities perimeter of the third-party.

19.6.1.6 The Service Provider shall take all reasonable measures to:

- 1 Proactively inspect, audit, and document their findings following periodic inspections of Facilities, buildings, assets, and systems.
- 2 Ensure that all third-party operators carry out the inspection, maintenance and testing of all fire / critical Life Safety Systems (LSS) equipment. Planned inspection, maintenance and testing procedures should be established and used to ensure that all fire protection systems can operate effectively when required.
- 3 Ensure that Third Party Operators are fully compliant to the required building codes, standards, operating procedures, adhering to their statutory obligations with regards to health & safety, fire safety and environment, aligned to their commercial license agreements. This includes safe systems of work and compliance to the permit to work and work permit systems provided by the Contracting Authority.
- 4 Escalate any non-compliances and reoccurring issues which are not resolved within a reasonable timeframe to the Contracting Authority and be prepared to act on the Contracting Authority's behalf to rectify outstanding issues.
- 5 In providing a duty of Care, the Service Provider shall take all reasonable measures to ensure that all Third-Party facilities continually meet the required standards and are operated in a fit for purpose manner and for their intended use.
- 6 It will be responsibility of the Service Provider (when authorized to act on behalf of the Contracting Authority) to take all the necessary actions to ensure that any fit-out works are compliant (with both local standards including to the satisfaction of the Authority having Jurisdiction)
- 7 Where an inaction, omission or shortcoming of any Third-Parties service provision has or is likely to negatively impact the performance, quality or risk or the reputation of the Service Provider or Contracting Authority, the Service Provider shall proactively agree on and coordinate with the Contracting Authority solutions to remediate the impacts and shall be entitled to the full reimbursement of all associated cost.
- 8 All interfacing with base build systems including new utility service connections and required shutdowns shall be approved and executed at agreed "times" to ensure minimum operation impact
- 9 Ensure all operating practices are safe and secure and in no way compromise the integrity of adjacent premises or the operation or performance of the base building facility they occupy or integrate with. These systems shall include, but are not limited to:
  - a) Fire & Life Safety Systems (LSS)
    - Automatic Fire suppression systems, including;
    - Automatic Sprinkler Systems
    - Gas suppressions systems

- Kitchen extraction and suppression systems
- Fire Detection and Alarm System.
- Fire compartmentation:
- Automatic Fire Doors,
- Automatic Fire Shutters
- Automatic Smoke Curtains
- Smoke extract systems
- Emergency Lighting including Emergency Exit Signage
- Fixed Fire Extinguishing systems (Fire Hose Reels)

NOTE: Fire Safety Register (FSR) - Inspections, maintenance & testing of LSS equipment. The Service Provider should ensure that a FSR is created for each unit / building which is under the control of a Third-Party operator. The FSR is a live document which shall be under the control of the Third-Party Operator which details all the inspections, maintenance, and testing of all fire safety / other critical equipment as well as information pertaining to fire safety drills and staff training for the building / unit undertaken by the Third-Party Operator.

b) Electrical Systems

- General Lighting
- General Electrical Services
- Fixed and Portable appliances
- Electric power generators and standby power systems

c) Mechanical Systems

- Ventilation
- Extract Systems/fume hoods and filtration
- Acoustics/Noise dampening

d) Plumbing Systems

- Drainage system, both gravity and pressurized.
- Waste systems
- Condensate
- Grease Management
- Separators
- Domestic water supply
- Specialist kitchen equipment

e) Architectural Systems

- External Cladding Systems –

**Note:** Only non-combustible construction / products should be used in external cladding systems. Prior to the selection of any cladding system and its composition - the detail of fire performances should be obtained and vetted and approved by both a building façade specialist and a Fire Safety Engineer.

- Fire stopping & compartmentation (walls / floors / doors).  
*Note: all fire stopping, and compartmentation should be achieved by only proprietary tested systems and installed by a specialist service provider*
- Solar protection and shading
- Internal Architectural fit out and finishes (wall and ceiling)
- Furniture fixtures and fittings
- Floors and floor coverings

## **19.6.2 Responsibilities of Third-Party Operators**

- 19.6.2.1 For the avoidance of doubt and in line with their current commercial contract and operating agreements and the Contracting Authority's Fit-Out Manual for Tenants, all Third-Party Operator shall remain wholly responsible for the operation and provision of soft services cleaning, general upkeep, and maintenance of their respective facilities contained within the perimeter of their respective unit. The demarcation point for all centrally distributed base build services shall be at the perimeter of the facility or the natural demarcation point (service isolation point, valve, panel, damper, facade etc.).
- 19.6.2.2 The Third-Party Operator shall be fully responsible for their dedicated facilities, services and systems extending outside the perimeter of the unit such as ductwork, pipework and all associated inline equipment, valves, dampers, fans, condensers including waste management, pest control services.
- 19.6.2.3 These facilities must be maintained compliant with the applicable legal, regulatory, and statutory requirements and compliant with Health & Safety, Fire Safety, Environment, and Quality management standards. Further to this they must be maintained to the relevant Saudi building codes, best practice, standards, and operating procedures established by the Service Provider, such as work permits to work and work permits.
- 19.6.2.4 As all Third-Party Operators are in control of the place of work, they shall be responsible for all aspects of health and safety within their designated facilities and demonstrate ongoing compliance to the relevant Health & Safety standards, Safety policies, procedures, incident reports and certification documents and conform with the requirements with Safety Management Systems (ISO 45001)
- 19.6.2.5 Third Party Operators must plan for all fire & LSS safety equipment, installations, and systems to be inspected and tested on a regular basis (in line with both prescriptive guidance and international best practice) by a competent person or as required by the manufacturer.
- 19.6.2.6 The Third-Party Operators must ensure all alterations, additions, repairs or modifications to services and equipment are only carried out by competent persons and in line with the relevant design standards to which they have been installed. This includes ensuring that all the inspections, maintenance and testing procedures are recorded in the FSR for the unit / building.
- 19.6.2.7 The Third Parties are duty bound to ensure that there is no negative effect on adjacent facilities or the base build operations, building, or systems.
- 19.6.2.8 Food and Beverage Units
  - 1 The ventilation in Food and Beverage Units shall be commissioned to prevent cooking odours permeating into areas outside the perimeter of the Third Parties designated space. Kitchen and Food and Beverage areas shall always be maintained under negative pressure relative to the adjacent areas.
  - 2 It will be the responsibility of the Third-Party Operators in Commercial Kitchens areas to ensure that a specialist cleaning regime of the kitchen extraction systems is practiced and upheld. The cleaning regime (i.e., cleaning frequency and methodology) must be in accordance with the Building Engineering Services Association (BESA) Specification for: Fire Risk management of Grease Accumulation with Kitchen Extraction Systems TR19 Grease Management or equivalent industry standard.
  - 3 Grease, fats, and oils etc must be intercepted and shall not be allowed to discharge into the foul drainage system. Provision shall be made by the Third Party for these items to be removed off site by other means (bulk collection). This will be achieved by the Third Party installing a local above slab grease intercepting unit local to sinks and pot wash areas.

## **19.6.3 Access to Third Party Facilities**

- 19.6.3.1 The Service Provider following the appropriate communications and planning with all relevant stakeholders shall coordinate the necessary access to inspect the facilities. It shall be the responsibility of the Third-Party Operators to ensure a safe means of access to their facilities. It shall be the responsibility of the Third-Party Operators to demount/ reconstruct the ceiling as required to provide that access.
- 19.6.3.2 Every endeavour shall be made by the Service Provider to conduct this work outside trading hours at a mutually agreed time, except for matters associated with a health, safety, or fire risk where access shall be facilitated at the Contracting Authority's convenience. In all cases, the Third-Party Operators shall ensure that access is fully compliant with current regulations and is in accordance with the Landlord standards. In all cases the Third Party shall consult with the Contracting Authority or their agents in regard to access provisions.
- 19.6.3.3 Ventilation and extract ductwork systems must be fully accessible for regular and frequent Inspection by the Service Provider

## **19.7 Project Interfacing and Controls**

### **19.7.1 Purpose**

This section outlines the Service Providers responsibility for oversight, monitoring, engagement, and transition of capital works, from projects under the control of the Contracting Authority to operational facilities under the control of the Service Provider's team. The primary objective is to ensure safe, effective, and efficient transfer of capital facilities, including handover processes, procedures, documents, training, and critical parts.

### **19.7.2 The Service Provider Responsibilities**

- 19.7.2.1 The Service Provider shall develop appropriate processes to deal directly with the project management team for all capital projects in relation to matters which may impact on the Service Provider Services or the Service Providers duties and obligations.
- 19.7.2.2 Work permits, Lock Out Tag Out (LOTO) and permits, Working at Height permits, confined space working permits, scaffolding permits and connection permits must be sought and obtained by the works contractor prior to commencement of works. The Service Provider shall provide advance approval for all Permits associated with projects within their area of responsibility. Without the approval of the Service Provider no third-party work shall proceed. Following approval and commencement of the works, where the project team fails to comply with their duties and obligations set out in the Permit the Service Provider under its delegated Authority from the Contracting Authority shall be obligated to stop the works, suspend the permit until sufficient evidence is presented demonstrating that the non-compliance and associated risks have been addressed to the satisfaction of the Contracting Authority.

### **19.7.3 Capital Project Handover**

- 19.7.3.1 This section applies to Capital Projects which affect or relate to the Services Provider scope of work.
- 19.7.3.2 Project Handover shall take place in two phases, phase one is handing over to the Contracting Authority on completion of the contracted works, Phase two is the handover from the Contracting Authority to the Service Provider. To support a structured and transparent process the Service Provider shall proactively engage in the handover steps 1-5. The Project will not be fully closed out until after the defect's liability period and rectification of all snags/defects/omissions at the end of phase 5, Project Completion.
- 19.7.3.3 The handover to the Contracting Authority shall be divided into five separate steps, as follows.
  - 1 Pre-handover, prior to construction completion.

- 2 Construction completion, the contractual completion date of the works. Wording will vary depending on the Form of Contract, e.g., Practical Completion, Substantial Completion, Beneficial Use.
  - 3 Preliminary FM Services phase, an agreed period after the construction completion date.
  - 4 DLP FM Service period, wording for this period will vary depending on the Form of Contract. e.g., Defects Liability Period, Maintenance Period, Rectification Period. The Contracting Authority takes beneficial ownership at this point / project becomes operational after rectification has started but before it has finished.
  - 5 Project completion, this will take place at the end of the DLP period, typically 12 months after construction completion, but varies depending on the specifics of the contract.
- 19.7.3.4** Project handover shall involve a collaborative process between the Project Management team, the Contracting Authority, and their agents with proactive participation from the Service Provider. The Project Team must provide the necessary documentation in a timely manner, in the agreed formats to be reviewed and approved as necessary.
- 19.7.3.5** Pre-Handover Phase
- 1 Pre-Handover Meeting(s)
 

Projects will require a dedicated meeting to discuss the handover process and to agree on requirements and outcomes. Depending on the project there may need to be a series of meetings during this phase. The agenda for the meeting(s) shall be agreed between the Project Team and the Contracting Authority. The Service Provider shall attend this meeting to gather insights into the status of the project and required handover documents. The meeting shall typically include, but not be limited to, the following: -

    - a) Review of current draft of Safety File
    - b) Ensuring utilities requirements are within available levels
    - c) Identifying requirements for Project Completion handover and ensuring this aligns with the Safety File
    - d) Status update on as built / as constructed drawing
    - e) Status update on Equipment Asset Register
    - f) Review of Operational & Maintenance Manuals (including systems and O&M manuals)
    - g) Risk assessment on maintenance.
    - h) Risk assessment on operations.
    - i) Review of maintenance plans (if any)
    - j) Review systems operational training programme associated with new assets/facilities.
    - k) Status update software applications licensing and certification requirements.
    - l) Review of critical spare parts.
    - m) Status update of warranties, licensing/regulatory compliance requirements, Life Safety System integrations, Special requirements/needs that Cluster2 has to supply-interfacing and guarantees.
    - n) Confirmation of compliance to licenses and regulatory specifications
    - o) Consideration of special requirements or needs that the Contracting Authority has to supply.
    - p) Review of data requirements for CMMS/CAFM or other systems
    - q) Review of budget impact with the Contracting Authority maintenance
  - 2 Training - Operational Systems & Familiarization



- a) It is the project contractor's responsibility to provide training and familiarization to the Contracting Authority, their agents, and transfer training to the Service Provider. The project contractor shall submit a draft training program to the Contracting Authority for each system or specialized item of plant for approval. Adequate and appropriate training materials inclusive of as-built drawings and operation and maintenance manuals that form the basis for training shall be submitted to the Service Provider for their review and comments by the project contractor.
- b) Adequate and effective training must be coordinated and completed prior to construction completion. The Service Provider shall ensure that sufficient, competent resources are available to attend the training and familiarization events. The Service Provider shall provide training reports for all training received.

#### 19.7.3.6 Construction Completion

- 1 Issuing the necessary contractual certification of completion is an obligation of the contract Project Manager. Each contract will have specific obligations and requirements. In addition to the usual obligations, the following activities must be fulfilled:
  - a) Connection and commissioning of relevant systems, plant and equipment shall be complete, and all testing data and reports associated with these systems shall be made available, (as part of the Preliminary Safety File to be supplied).
  - b) Licenses, Life Safety Systems certificates, commissioning certifications and registrations required under any other legislation shall be provided, (as part of the Safety File to be supplied).
  - c) Facility Management/maintenance processes shall be in place and agreed with the Service Provider.
  - d) Training sessions will have been completed and signed off by the Service Provider with Completion reports issued to Contracting Authority
  - e) As-constructed or as-removed information must be supplied to the Service Provider at a in draft prior to the project handover.
- 2 These activities shall be confirmed at a handover meeting arranged by the contract Project Manager on the day of contractual certification of completion. This meeting shall be attended by the Service Provider.

#### 19.7.3.7 Preliminary FM Services

- 1 During this phase, meetings shall continue, and the contract programme shall continue to be updated and reported on by the project contractor, until the close out of the various activities. These activities shall include but are not limited to the following:
  - a) Agreement on data to be uploaded to CAFM including but not limited to Asset Register, Asset Critical, Maintenance Regimes, Parts and Consumables, Vendor List and Warranty details.
  - b) Agreement on date when CAFM is to be updated.
  - c) Completion of any outstanding works accepted as excluded at construction completion.
  - d) Service Provider shall manage defects work as part of the works management process within Contracting Authority's CAFM system.
  - e) Final drafting, review, collating and agreement of the Safety File
  - f) Final programming and resourcing for the close out of all remaining defects
  - g) End of Preliminary FM Services Meeting
- 2 It is the responsibility of the contractor's project team to identify items for inclusion on the defects list. This shall be done in conjunction with the project manager, who shall be responsible for the recording and documenting of the defects in the agreed format. This is best achieved through a

joint site walk with the key stakeholder Project Team/the Contracting Authority/their agents and the Service Provider. The Service Provider may also conduct site walks with the project team to enable the capture additional/intermittent items onto a single document. This includes maintenance activities that don't fall under defects or project contractual requirements.

- 3 The Service Provider may separately identify and raise defects and oversight the rectification works on completion and during the DLP FM Services period (Defects Liability Period).
- 4 End of Preliminary FM Services Period
  - a) The Project Manager shall arrange an "end of DLP" FM Service meeting. The meeting shall take place on completion of the activities identified during the initial aftercare period. The meeting shall be attended by the Project team, Main-contractor, key subcontractors, the Contracting Authority, and the Service Provider. The agenda shall include, but not be limited to, the following should they not have already been completed:
  - b) Issue the Contracting Authority with copy of contractual practical completion Certificate.
  - c) Issue of Equipment Asset Register
  - d) Issue of agreed defect List
  - e) Handover of completed Safety Files, including drawings and other documents as requested by the Contracting Authority

#### 19.7.3.8 DLP FM Services Period

- 1 The DLP FM Services period is a period after construction completion which normally lasts for 12 months depending on the specifics of the particular contract. During this period the Service Provider will take full ownership of the project from an operational perspective, any defects or other faults which appear due to workmanship or materials shall be raised by the Service Provider to the Contracting Authority. The Contracting Authority will instruct the contractor project team to remedy all defects or defects which become apparent, within a reasonable period of time based on criticality.
- 2 During this period, the contractual aspects and internal administration of the project shall be carried out. These activities will be reported on a monthly or quarterly basis in an agreed format. They shall include, but not be limited to updates on status of snag list including latent defects and close out priorities.

#### 19.7.3.9 Project Completion

- 1 Project Completion requires the following items/activities to be completed:
  - a) Sign off on all handover materials in the Safety File
  - b) Confirmation that defects are completed.
  - c) Close out Defects Liability Period (DLP)
  - d) Issue of final contractual certification – On completion of Aftercare Period Complete Project Completion Report (PCR) (Inclusive of Lessons Learned)
  - f) Handover of Spares
  - g) Licences and Certifications
  - h) Acceptance of documents
- 2 Timelines
  - a) The contractor project manager and the Service Provider must ensure that the handover of the project concludes in accordance with the timelines agreed. Handover activities should commence as soon as reasonably possible prior to completion.

- b) Handover periods that extend beyond these guidelines risk voiding warranties and compromising the integrity of the Asset Management System (AMS).

**3 Handover to Service Provider**

The Service Provider will receive all handover documentation from the Contracting Authority, including minutes of meetings, asset registers, warranties, and the project completion report. The Service Provider will have 60 days to confirm the validity of the handover documentation and report any omissions, errors, additional defects, or defects not yet rectified to the Contracting Authority.

**19.7.4 Engagement with existing Transitioning Projects**

- 19.7.4.1 At contract commencement the Service Provider will take responsibility for any transitioning projects at Cluster2 airports.
- 19.7.4.2 During the mobilization period, the contractor will engage with the Contracting Authority to establish the status of transitioning Projects and handover related to the transitioning projects the required information.
- 19.7.4.3 The Service Provider will document and provide a report on the status of the transitioning projects and the readiness for Service Provider to take over at contract commencement.

**19.8 Communications Management**

**19.8.1 Airport/Terminal Operations Center (Communications)**

- 19.8.1.1 The Airport/Terminal Operations center at the airport is a major center for receiving, recording, and distributing all faults and maintenance requests around the clock, seven days a week. It includes the official sites that receive emergency and regular maintenance work and distributing orders to the relevant maintenance department to take what is necessary. The Service Provider is obliged to follow the policies and procedures of these center and to provide wireless communication devices and connect them to the remote network system and other channels at the airport.
- 19.8.1.2 The Service Provider shall inform users of the public facilities and utilities at the airport of any scheduled suspension of public facilities and utilities. Contracting Authority approval is required before the start of and cessation of scheduled maintenance work. The Service Provider shall communicate the unavailability of critical systems and when they are returned to service.

**19.8.2 Other Airport Operations Meetings**

The Service Provider shall attend the following Contracting Authority meetings which are held on a routine basis:

- 19.8.2.1 Contracting Authority Stakeholders Meeting.
- 19.8.2.2 Aerodrome Weekly Works Coordination and Monthly Works Management Meeting
- 19.8.2.3 Security, Health and Safety and Environment Meetings.
- 19.8.2.4 Airport/Terminal Operations Centre – management meetings.
- 19.8.2.5 Other meetings as deemed necessary.

**19.9 Coordination activities,**

Coordination activities include but are not limited to, the following:

**19.9.1 Equipment / Systems Registry:**

The Service Provider shall be obliged to maintain and update (as required) a record showing the state of the Services and associated facilities and areas, the systems, subsystems, the equipment responsible for it, and other airport facilities.

- 19.9.2** The Service Provider is obliged to coordinate with the airport operating departments regarding the implementation of Services so that they do not conflict with the safety, efficiency, and continuity of operation at the airport.
- 19.9.3** The Service Provider is obliged to attend all the pre-construction & Construction Coordination meetings when required to ensure that all necessary precautions are taken in the facility as described safety procedures at Cluster2 airports.
- 19.9.4** The Service Provider is obliged to coordinate with the operations control center when necessary regarding VIP movements .
- 19.9.5** The Service Provider is obliged to respond and coordinate the response to the emergency cases according to the emergency procedures for maintenance at Cluster2 airports.
- 19.9.6** The Service Provider is obliged to coordinate with the Contracting Authority regarding authorizing the work permits provided by the departments or other bodies before carrying out the work. The permits employee is Saudi and familiar with the uses of computers and the English language.  
The status report will identify the status of the transition of the projects and any risks associated with the projects.
- 19.9.7** The Service Provider must ensure, in coordination with the Contracting Authority that the necessary signatures are obtained for the Authority's using the airport before making any planned stops for public facilities that are required to carry out the scheduled works.

#### **19.10 State Agencies Operating in Cluster2 Airports**

The Contracting Authority will manage the relationship with KSA State Agencies. The Service Provider shall immediately escalate any issues relating to these parties to the Contracting Authority.

#### **19.11 Emergency Services**

In the event of any situation requiring emergency response from Police, Fire Brigade or ambulance, the Service Provider shall in the first instance call the airport emergency telephone number and shall then notify the Contracting Authority via the emergency telephone number as advised.

#### **19.12 Media**

The Service Provider shall refer all media queries to the Contracting Authority. The Service Provider shall not make any comments to the media in relation to Cluster2 airports except with the approved written permission of the Contracting Authority.

Photographs, images, and videos of Cluster2 airports or the Contracting Authority or employees' place of work, should under no circumstances be placed on any social networking site, forum, External reports or marketing material, blog or video media site by any Service Provider staff unless express written permission has been given by the Contracting Authority.

#### **19.13 Facilitation**

The Service Provider shall use the agreed, assigned facilities for its organization and operation. On-site facilities shall be arranged with the Contracting Authority subject to appropriate commercial agreements.

The Contracting Authority reserves the right to inspect the Service Provider's Cluster2 airports' facilities upon request.

## **20 Contract Exclusions**

This section shall be read in conjunction with Section 17.6 Interfacing and coordination with Third Parties

### **20.1 Out of Scope Facilities**

The Facilities, assets and systems shall be considered Out of Scope for the Service Provider :

### **20.2 Commercial and Advertising Signage and Integrated Lighting**

All Commercial and Advertising Signage and Integrated Lighting are out of scope. The respective Service Provider is responsible for providing utility power to the units, all panels, lamps, transformers, and everything else associated with the units are commercial responsibility and out of scope of the Contract.

### **20.3 Passenger Baggage Trolleys**

The provision and servicing of passenger baggage trolleys is excluded from the scope of this contract.

### **20.4 Commercial Concessions**

Commercial Concessions are all excluded from the scope of this contract. The Service Provider will be responsible for providing service utilities and base building requirements to the units.

### **20.5 Third Party Lounges**

All third-party lounges are excluded from the scope of this contract. The Service Provider will be responsible for providing service utilities and base building requirements to the units.

### **20.6 Private Aviation Lounges**

All private aviation lounges are excluded. The Service Provider will be responsible for providing service utilities to the units.

### **20.7 Hydrant Fueling**

The operation and maintenance of the Hydrant Fueling system is excluded from the scope of this contract.