

Annex B – Factsheet on Outcome-Based Contracting (OBC)

Since the launch of the Security ITM in 2018, the Ministry of Home Affairs (MHA) and the Centre for Protective Security (CPS) of the Singapore Police Force (SPF), together with industry stakeholders, have introduced the following initiatives to promote best practices in the procurement of security services:

- a) Guidance for Government procurement officers;
- b) Launch of a one-stop OBC resource portal;
- c) Update of MHA’s guide on outcome-based security contracts; and
- d) Outreach efforts to create greater awareness of OBC amongst facility and property management companies and private sector buyers.

A. Guidance for Procurement Officers from Government Agencies

2. CPS has been conducting OBC workshops for government agency procurement officers to assist in their transition from headcount-based security contracts to outcome-based security contracts. Beyond covering the key concepts to ensure the effectiveness of OBC, the workshops emphasise the importance of establishing effective partnerships with security agencies and security officers to create a fair and productive work environment.

3. Since 2018, all government agencies are required to adopt OBC for the procurement of security services when their security services contracts are due for renewal. 61% of government agencies have since made the transition from headcount-based contracts to outcome-based contracts.

B. One-Stop OBC Resource Portal

4. CPS has launched a one-stop OBC resource portal which contains useful information for both service buyers and service providers. The portal contains comprehensive guides, templates, and examples of successful adoption of outcome-based contracts, as well as information on grants for technology adoption.

5. CPS and the two security associations, Security Association Singapore and Association of Certified Security Agencies, are working towards developing a list of security agencies which are ready and able to provide outcome-based security services bundled with affordable financing packages to defray the high initial cost of technology deployment. This information will be published on the websites of the security associations, and will also be made available at the SPF’s one-stop OBC resource portal once ready.

C. Updated MHA Guide on Outcome-Based Security Contracts

6. MHA’s guide on outcome-based security contracts, first launched in 2018, has been revised and updated with the latest information on resources available for buyers to consider when embarking on OBC. The guide also includes additional assessment tools that buyers can use when managing outcome-based security contracts. The updated guide can be found on the SPF’s one-stop OBC resource portal.

D. Outreach Efforts to Create Greater Awareness of Outcome-Based Contracting amongst Facility and Property Management Companies and Buyers of Security Services in the Private Sector

7. CPS has reached out to commercial buyers of security services and prominent facility and property management companies to increase awareness of OBC through a series of webinars and talks. Over the past four years, CPS has shared the concepts and benefits of OBC adoption with large premise owners such as Mapletree, ESR REIT, Frasers Property, and Lendlease. CPS also collaborated with commercial buyers such as Singapore Exchange Limited and CapitalLand Ltd, who had successfully implemented OBC at their properties, to publicise their successes in the mainstream and online media.

8. CPS's outreach efforts also include engagements with major associations:

- a) Facilities management associations such as the Singapore International Facility Management Association, the Association of Property and Facility Managers, and the Association of Strata Managers; and
- b) Other private sector associations such as the MCST Association of Singapore and the Real Estate Developers' Association of Singapore.

9. Additionally, CPS has been engaging institutions from the healthcare and education sectors to assist in their transition from headcount-based contracts to outcome-based contracts. CPS will continue engaging and assisting private sector buyers of all sizes to facilitate their OBC journey.

10. For further resources on OBC, please refer to the following materials:

- OBC Resource Portal
[https://www.police.gov.sg/Advisories/ Security-Outcome-Based-Contracting/ Security-Outcome-Based-Contracting](https://www.police.gov.sg/Advisories/Security-Outcome-Based-Contracting/Security-Outcome-Based-Contracting)
- Security Industry Conference 2021 Webinar - Speech by Mr Desmond Tan, Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment (Published: 03 September 2021)
<https://www.mha.gov.sg/mediaroom/speeches/security-industry-conference-2021-webinar/>
- Outcome-Based Contracting Conference – Remarks by Mr Desmond Tan, Minister of State, Ministry of Home Affairs and Ministry of Sustainability and the Environment (Published: 26 November 2021)
<https://www.mha.gov.sg/mediaroom/speeches/outcome-based-contracting-conference/>
- Oral Reply to Parliamentary Questions on Adoption of Outcome-Based Contracting (OBC) for Security Services in the Public and Private Sectors (Published: 04 April 2022)
<https://www.mha.gov.sg/mediaroom/parliamentary/oral-reply-to-pqs-on->

adoption-of-outcome-based-contracting-for-security-services-in-the-public-and-private-sectors/