

Government Property Agency Framework Document

May 2019

Version 2.0 Updated

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Alternative format versions of this report are available on request from the Office of Government Property (OGP).

COVER NOTE:

This Framework Document has been drawn up in line with Managing Public Money and incorporates feedback from colleagues across Cabinet Office, GPA and HMT.

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1. Introduction

1.1. The 2015 Budget Statement announced changes to the way Civil Service property will be managed. The change will see a new commercially-driven approach to land and property asset management across the central government estate.

1.2. The primary vision of the GPA is to mirror a commercial property organisation: by strengthening commercial incentives and implementing cross-government strategies, substantially more value can be realised from the central government general purpose estate than departments can deliver on their own. The GPA will take a strategic, cross- government, coordinated approach to IT, security and other property services to enable transformation.

1.3 The Government Property Agency (GPA) establishes a whole system approach to property asset management across the central government general purpose estate, maximising returns and minimising waste through the identification and implementation of rationalisation opportunities.

1.4. The GPA will meet the operational property requirements of departments for general purpose assets (including offices, warehouses, storage, depots and specified non- specialist assets in the science estate). The GPA has the capability to be a transformation agent for government, through the Whitehall Campus, Hubs and other programmes, as well as office and warehouse rationalisation.

1.5. This framework document has been drawn up by Cabinet Office in consultation with the GPA. This document sets out the broad framework within which the GPA will operate. The document does not convey any legal powers or responsibilities. It is signed and dated by Cabinet Office and the GPA. Copies of the document and any subsequent amendments have been placed in the Libraries of both Houses of Parliament and made available to members of the public on the GPA website.

2. Purpose, Activities and Objectives

Mission

2.1. The GPA's mission is **to create great places to work for civil servants, enabling them to deliver excellent public services and to feel valued for the brilliant work they do on behalf of the public.**

Vision

2.2. The GPA's vision is that by 2030:

- The GPA is delivering best in class workplace solutions across government.
- The Central Government non-specialist estate is amongst the most efficient, effective and flexible in the world.
- Civil servants are working in fit for purpose accommodation that supports smarter working and promotes productivity.
- The GPA is championing transformation, providing departments with innovative solutions and expertise that delivers wider business change.
- Our solutions are commercially best in class, maximising the value from assets, and transferring risk away from departments so they can focus on their core business.
- The GPA is the place to be for UK's leading professionals in estates, commercial, project management and beyond.

Purpose

2.3. The GPA has been created to:

- Provide an estate that is 'fit for purpose', supporting Departments current and future business needs;
- Introduce a commercial approach, with transparent costs and incentives that drive asset efficiency;
- Manage portfolios strategically, across Departmental boundaries, exploiting the full value of Government's substantial investment in land and property;
- Pursue asset disposals, raising capital receipts and releasing land for housing;
- Extract 'Enterprise Value', making property an enabler (rather than a barrier) to wider business transformation;
- Improve working environments, supporting new ways of working, driving productivity and engagement; and
- Improve data quality as the pre-requisite to effective management and decision making.

Strategic Objectives

2.4. The GPA's key objectives are aligned with the Cabinet Office Purpose and strategic

objectives and focus on:

- Improving the efficiency and effectiveness of the GPA-managed estate by making better use of existing properties;
- Realising capital receipts from disposal of surplus assets and, where possible, releasing land for productive use including housing;
- Saving money through reduced running costs and exploiting economies of scale; and
- Creating a centre of commercial expertise for property in government.

Core activities

2.5. The GPA will meet its objectives via the following core activities:

- Control and ownership of central departmental general purpose assets (offices, warehouses, depots, storage and non-specialist science estate) transferred to the GPA;
- Valuation of freehold general purpose assets at market prices, and establishment of charging to create transparency and incentives to optimise the freehold estate;
- Establishment of strategies that drive best value from general purpose asset portfolios and work to implement them in collaboration with Departments;
- Providing property services – including portfolio planning, asset, facilities and other property management services - more efficiently than Departments can on their own;
- Supporting Departments in their wider transformation initiatives (including for specialist assets like courts, prisons and specialist science estate) through innovative property solutions and the provision of advisory services that draw on the GPA’s professional property expertise; and
- Developing and applying a deep commercial understanding of the real estate market to ensure its proposals and activities deliver value for money for the Exchequer.

2.6. Where the GPA takes responsibility for freehold and leasehold land or property from an existing responsible Department, the GPA will draw up the appropriate agreements between itself and the departments. These agreements are the Managed Service Agreement (MSA) and the Terms of Occupation Agreement (TOA). Further details of these agreements can be found on the GPA website.

Key Performance Indicators (KPIs)

2.7. The GPA’s overall performance is measured against a number of Key Performance Indicators (KPIs), which are reviewed and set annually by the Minister, in the context of agreeing the Corporate and Business Plans.

2.8. The reference to KPIs within this document are the strategic performance management tools used to measure GPA performance, delivery, client satisfaction, finances and resources, internal processes, change and development. They are reported to the sponsor department on a quarterly

basis.

2.9. The GPA has additional KPIs built in to the agreements with its customers and suppliers, to ensure that individual customers receive an appropriate service and that the GPA receives an acceptable service from its suppliers.

3. Governance

Cabinet Office (CO) responsibilities

The Minister for the Cabinet Office (MCO) as Responsible Minister

3.1. The Minister for the Cabinet Office (MCO) will account for business relating to the GPA in Parliament. Responsibility for property is currently delegated to the Minister for Implementation, though this is an informal delegation and MCO remains the official responsible minister for the GPA.

3.2. MCO (or the Minister for Implementation) will meet with the GPA Board - including the Chief Executive and the Sponsor - at least once a year to discuss the Corporate Plan, performance and risks and any other relevant matters. The Board Chair has the right of direct access to the Minister.

3.3. MCO approves the Corporate Plan annually, which includes the strategic objectives and key financial and performance targets.

3.4. Ministers encourage Members of Parliament (including the European Parliament) to write direct to the Chief Executive on those operational matters for which they are responsible, rather than contacting MCO, but Members are entitled to raise with MCO any policy issues or issues arising from replies they may have received from the Chief Executive on operational matters. The Chief Executive will refer to MCO without delay any matter on which it is proper for a Minister to provide the initial reply.

3.5. MCO will decide the appropriate way to respond to PQs about the GPA and will normally ask the Chief Executive to write to a Member of Parliament who asks a question about any matter delegated to the GPA. Such letters from the Chief Executive will be published in Hansard.

CO Permanent Secretary as Principal Accounting Officer

3.6. The Permanent Secretary for CO, as CO's Principal Accounting Officer (PAO), is responsible for the overall organisation, management and staffing of the CO and for ensuring that there is a satisfactory standard of financial management in CO and its Arm's Length Bodies (ALBs) including GPA. The PAO of CO has designated the Chief Executive as the GPAs Accounting Officer.

3.7. The PAO is accountable to Parliament for the drawing down of supply funding to the GPA.

3.8. The responsibilities of the Principal Accounting Officer and Accounting Officer of ALBs are set out in Managing Public Money. The PAO, on advice from the Director General Government Property as Sponsor, will advise the MCO on:

- an appropriate framework of objectives and targets for the GPA in the light of the department's wider strategic aims and priorities;
- an appropriate budget for the GPA in the light of the departments overall public

expenditure priorities; and

- how well the GPA is achieving its strategic objectives and whether it is delivering value for money.

3.9. The PAO is also responsible for ensuring arrangements are in place in order to:

- monitor the GPA's activities;
- address significant problems in the GPA, making such interventions as are judged necessary;
- periodically assess the risks to the department of the GPA's activities;
- inform the GPA of relevant government policy in a timely manner; and
- bring concerns about the activities of the GPA to the full GPA Board and, as appropriate, to the CO Executive Committee (ExCo) requiring explanations and assurances that appropriate action has been taken.

3.10. The PAO delegates the day-to-day oversight of the GPA to the DG Government Property, who is the primary source of advice and support to the Minister and the PAO on the discharge of their responsibilities in respect of the GPA.

DG Government Property as Departmental Sponsor

3.11. The Director General of Government Property (DG Government Property) will advise the Minister and PAO on the performance of the GPA against its strategic objectives. The sponsor relationship is the key link between the GPA and the Cabinet Office, ensuring that both parties have a clear understanding of each other's objectives and methods of working. Cabinet Office and the GPA will have an open and honest, trust-based partnership supported by the principles set out in the Partnerships between Departments and ALBs: Code of Good Practice. The role of the Sponsor is to:

- advise Ministers on the strategic direction of the GPA in the context of wider Departmental or cross governmental objectives;
- agree a framework for strategic performance management;
- advise Ministers on their response to strategic performance information;
- ensure that the GPA has the delegations and authorities necessary for effective delivery and continuous improvement; and
- assist the Chief Executive to work through the implications of any recommendations emerging from reviews that affect the GPA.

3.12. A sponsor team working under the DG Government Property will be the day-to-day main point of contact in the Cabinet Office for the GPA. This team will track benefits, monitor KPIs and ensure that the GPA is meeting its strategic objectives. It will provide advice to the GPA on changes in policy or strategic direction and facilitate Cabinet Office tailored reviews of the GPA.

GPA Roles and Responsibilities

3.13. The GPA assumes responsibility for execution and delivery of integrated services within the central government estate that transfers to GPA. The GPA's responsibilities do not extend beyond those assets that have transferred to it, other than the responsibility to ensure that any advisory and/or delivery services provided to customers whose assets have not transferred to the GPA are satisfactory. The GPA is responsible for:

- GPA Client Partnerships;
- Developing Execution Strategies within GPA scope;
- Developing Programmes within GPA scope;
- GPA Supplier Partnerships;
- Core Services for GPA customers (FM, Asset Management, Projects);
- Estates Solutions for GPA customers (Strategic Asset Management, FM consolidation);
- Benefits realisation for GPA programmes and products; and
- MI on the GPA-managed estate.

The Chief Executive as Accounting Officer

3.14. The Chief Executive is recruited through fair and open competition, normally for a fixed term.

3.15. The Chief Executive is accountable to the Chair and the GPA Board for the strategic direction and performance of the GPA and to the PAO in respect of their Accounting Officer responsibilities.

3.16. The Chief Executive as accounting officer is personally responsible for safeguarding the public funds for which they have charge; for ensuring propriety, regularity, value for money and feasibility in the handling of those public funds; and for the day-to-day operations and management of the GPA. In addition, they should ensure that the GPA as a whole is run on the basis of the standards, in terms of governance, decision-making and financial management that are set out in Managing Public Money.

3.17. The Chief Executive is responsible for the day-to-day management of the GPA and is directly accountable to the Minister for the Cabinet Office and the Permanent Secretary of the Cabinet Office, as the Principal Accounting Officer, for the efficient running, financial management, overall performance and strategic planning of the organisation.

3.18. The Chief Executive is bound by the requirements of chapter 3 of Managing Public Money, with personal responsibility for leading the organisation in an ethical manner, seeking good value for money and securing the quality and integrity of its business. Should a conflict arise between a decision of the Board and a personal view of their duties as Accounting Officer, they should seek guidance from the MCO, from whom, in extremis, they may seek a Direction. In the event of a

complaint about the Chief Executive, the Chair will discuss with the DG Government Property and the Permanent Secretary of the Cabinet Office, taking appropriate advice from CO HR.

3.19. Responsibilities for accounting to Parliament are set out in paragraph 6.2 of Managing Public Money and include:

- signing the accounts and ensuring that proper records are kept relating to the accounts and that the accounts are properly prepared and presented in accordance with any directions issued by the Secretary of State;
- preparing and signing a Governance Statement covering the corporate governance, risk management and oversight of any local responsibilities, for inclusion in the annual report and accounts;
- ensuring that effective procedures for handling complaints about the GPA are established and made widely known within the GPA;
- acting in accordance with the terms of this document, Managing Public Money and other instructions and guidance issued from time to time by the Treasury and the Cabinet Office;
- giving the evidence, normally with the PAO, when summoned before the PAC on the GPA's stewardship of public funds.

3.20 Particular responsibilities to the Cabinet Office (CO), via DG Government Property as departmental sponsor, include:

- establishing, in agreement with the GPA Board, the GPA's Corporate and Business plans in the light of the Department's wider strategic aims and agreed priorities;
- informing the Department of progress in helping to achieve the Department's policy objectives and in demonstrating how resources are being used to achieve those objectives through programme delivery and benefits realisation; and
- ensuring that timely forecasts and monitoring information on performance and finance are provided to the Department; that the Department is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the Department in a timely fashion.

3.21. OGP and GPA will work together to ensure that the governance and reporting arrangements between the Department and the GPA remain effective and fit-for-purpose. There will be regular meetings between CO's Principal Accounting Officer (or DG Government Property as delegate) and GPA's Accounting Officer, the timetable of which will be determined by the CO. These meetings will provide the opportunity to formally discuss matters of performance, assurance and internal control, and will enable a direct relationship between both Accounting Officers.

3.22. Where issues need to be escalated, the monthly performance meetings between GPA and CO sponsor team will provide the initial forum. There may be a need for escalation beyond this forum, for example, in circumstances where:

- there are early indications of a risk of material failure and the judgement of the GPA or sponsor team is that additional input is required to prevent this risk occurring;
- financial and/or non-financial performance of the GPA is deteriorating, KPIs are at risk of not being met, or there are significant concerns within CO about performance;
- a significant adverse situation arises, for example where the NAO could be asked to investigate in the public interest;
- either party does not comply with this framework document.

3.23. In such circumstances, escalation will be to the DG Government Property and the GPA CEO - and then to the PAO if the issue remains unresolved.

Clients

3.24. The GPA has a responsibility to all its clients and will endeavour to provide them with high quality services, which represent value for money. Complaints are handled in accordance with the GPA's published procedures which are accessible to all users and can be viewed on the GPA website.

3.25. Departments will act as 'intelligent clients'; working closely with GPA to ensure both Government and Departmental needs and objectives are met. The Intelligent Client Function (ICF) will ensure that GPA is held to account for its performance and delivery, and that their:

- estate requirements are defined and reflected in departmental Strategic Asset Management Plans;
- SAMPs align with overarching Single Departmental Plans;
- land and property assets are fit-for-purpose and delivered in accordance with lease agreements held by GPA.

3.26. Under this structure, departments will retain responsibility for managing such specialist assets as have been agreed with OGP and GPA, and for sourcing appropriate property management services for these assets.

3.27. Departments will remain directly accountable for responsibilities outlined in the Managed Service Agreements (MSAs) with GPA.

Customer Board

3.28. The GPA has established a Customer Board, which acts in an advisory capacity to

represent Departmental clients and manage strategic client issues. The Customer Board reports to the GPA Board and is chaired by one of the Board members and includes the CO Sponsor Team Lead and nominated representatives from a broad range of customer government departments. This function runs concurrently with the Client Relationship Management function of GPA, which manages business engagement and account management for each Departmental client.

3.29. The Customer Board holds the GPA accountable for the fulfilment of its promises to Departments and ALBs relating to engagement, propositions, performance outcomes, on-boarding and transition.

3.30. The principal duties of the Customer Board are to:

- Help the GPA prioritise and shape its engagement, propositions, resources and business development in a way that is beneficial to both the GPA and departments.
- Provide insight and relationship building support so that the GPA engages departments and ALBs effectively in relation to the critical business, organisation and estates issues.
- Share departmental pipelines and business/estates programme plans as inputs to the GPA's master-planning and programme strategies.
- Share with the GPA the accountability for championing smarter working, flexible working environments and occupancy.

3.31. The Customer Board shall make whatever recommendations to the GPA Board as deemed appropriate on any area within its remit where action or improvement is needed.

Dispute Resolution – Customers

3.32. The Customer Board has the authority and seniority to manage issues that arise between customers and the GPA, and to make recommendations on the resolution of such issues. In the event that escalation is required, the sequential route is:

- To the GPA CEO; then
- To the GPA Chair; then
- To Sponsor; then
- To the CO PAO

3.33. The full Terms of Reference for the GPA Customer Board are available at the GPA website.

Devolved Administrations

3.34. The GPA will comply with the requirements of the Memorandum of Understanding and overarching Concordats between the Government and the devolved administrations.

Other Central Government Departments and Initiatives

3.35. At the request of the CO, the GPA will respond constructively to relevant initiatives from elsewhere in Government.

4. The Government Property Agency Board

4.1. The GPA Board is responsible for advising the CEO and Cabinet office on the strategic direction of the GPA and providing appropriate governance. The Board should ensure that effective arrangements are in place to provide assurance on performance and risk management, governance and internal control. The Board must set up an Audit and Risk Committee chaired by an independent non-executive member to provide independent advice. The Board is expected to assure itself of the effectiveness of the internal control and risk management systems.

Board Composition & Appointment

4.2. The Board will comprise the Chair, the CEO and Finance Director of GPA, the Director General Government Property (Cabinet Officer Sponsor), up to three representatives from Government Departments and three independent non-executive directors.

4.3. The Chair and the other three independent non-executive directors are appointed by the MCO. The DG Government Property will oversee the appointment process in accordance with CO guidance for public appointments, seeking advice from the Board on the skills/experience requirements for any non-executive director roles that need to be filled and involving the Chair in the recruitment process for the three independent non-executive directors.

4.4 The Chair will invite up to three representatives from Government Departments to join the Board, taking advice from the Board on the skills/experience requirements required and consulting with the DG Government Property.

Board Responsibilities

4.5. The Board is specifically responsible for:

- formulating, and supporting the CEO in taking forward, the strategic aims and objectives of the GPA, consistent with government policy and its overall strategic direction and within the policy and resources framework determined by the MCO;
- ensuring that the MCO is kept informed of any changes which are likely to impact on the strategic direction of the GPA Board or on the attainability of its targets, and determining the steps needed to deal with such changes;
- ensuring that any statutory or administrative requirements for the use of public funds are complied with; that the Board operates within the limits of its statutory authority and any delegated authority agreed with the sponsor department, and in accordance with any other conditions relating to the use of public funds; and that, in reaching decisions, the Board takes into account guidance issued by the sponsor department;
- regularly reviewing financial information concerning the management of the GPA; keeping abreast about any concerns about the activities of the GPA; and providing positive assurance to the department that appropriate action has been taken on such concerns;
- authorising submission to HMT where decisions of the GPA Investment Committee

exceed HMT delegated approval limits;

- demonstrating high standards of corporate governance at all times, including by using the independent audit and risk committee to help the Board to address key financial and other risks;
- advising the PAO on the appointment of a chief executive and, in consultation with the PAO, setting performance objectives and remuneration terms linked to these objectives for the chief executive which give due weight to the proper management and use and utilization of public resources.

The Chief Executive's responsibilities to the Board

4.6. The Chief Executive is responsible for:

- advising the Board on the discharge of its responsibilities as set out in this document, and in any other relevant instructions and guidance that may be issued from time to time;
- advising the Board on the GPA's performance compared with its aims and objectives;
- ensuring that financial considerations are taken fully into account by the Board at all stages in formulating its advice, and that financial appraisal techniques are followed;
- taking action as set out in paragraph 3.8.6 of Managing Public Money if the Board, or its Chair, is contemplating a course of action involving a transaction which the Chief Executive considers would infringe the requirements of propriety or regularity or does not represent prudent or economical administration, efficiency or effectiveness, is of questionable feasibility, or is unethical.

The Chair's personal responsibilities

4.7. The Chair is responsible to the MCO. The DG Government Property is responsible for setting the Chair's objectives, undertaking periodic performance reviews of the Chair and advising the MCO on the Chair's performance. Communications between the GPA Board and the MCO should normally be through the Chair.

4.8. The Chair is responsible for ensuring that policies and actions support the MCO's wider strategic policies and that the GPA affairs are conducted with probity.

4.9. In addition, the Chair has the following leadership responsibilities:

- ensuring that the Board as a whole delivers the functions outlined above;
- ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the MCO or the department;
- promoting the efficient and effective use of staff and other resources;
- delivering high standards of regularity and propriety; and
- representing the views of the Board to the general public.

4.10. The Chair also has an obligation to ensure that:

- the work of the Board and its members is reviewed and that the Board and its members are working effectively;
- the Board has a balance of skills appropriate to directing the GPA's business, as set out in the Government Code of Good Practice for Corporate Governance;
- Board members are fully briefed on terms of appointment, duties, rights and responsibilities;
- Board members receive appropriate training on financial management and reporting requirements and on any differences that may exist between private and public sector practice;
- they assess the performance of individual board members when being considered for re-appointment;
- MCO is advised of the skills/experience requirements for any non-executive director Board roles that need to be filled;
- there is a Board Operating Framework in place setting out the role and responsibilities of the Board consistent with the Government Code of Good Practice for Corporate Governance; and
- there is a Code of Practice for Board members in place, consistent with the Cabinet Office Code of Conduct for Board Members of Public Bodies.

Individual Board members' responsibilities

4.11. Individual Board members should:

- comply at all times with the Code of Conduct for Board Members of Public Bodies and with the rules relating to the use of public funds and to conflicts of interest;
- not misuse information gained in the course of their public service for personal gain or for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the Board's rules on the acceptance of gifts and hospitality, and of business appointments;
- act in good faith and in the best interests of the GPA.

Audit and Risk Committee

4.12. The Board will establish an Audit and Risk Committee, which will be chaired by a financially competent NED. The Chair of the Audit Committee will meet with the Chair of the Cabinet Office Audit and Risk Committee at least once a year to discuss the framework of governance, risk management and control. Attendance at the Audit & Risk Committee will usually include the CEO, Finance Director, Cabinet Office Head of Internal Audit, NAO

representative and a Cabinet Office Finance representative.

4.13. The Audit and Risk Committee will support the Board in their responsibilities for issues of risk, control and governance by reviewing the comprehensiveness of assurances in meeting the Board and Accounting Officer's assurance needs and reviewing the reliability and integrity of these assurances.

4.14. The Audit and Risk Committee will advise the Board and Accounting Officer on:

- the strategic processes for risk, control and governance and the Governance Statement;
- the accounting policies, the accounts, and the annual report of the organisation, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;
- the planned activity and results of both internal and external audit;
- adequacy of management response to issues identified by audit activity, including external audit's management letter;
- assurances relating to the management of risk and corporate governance requirements for the organisation;
- (where appropriate) proposals for tendering for either Internal or External Audit services or for purchase of non-audit services from contractors who provide audit services;
- anti-fraud policies, whistle-blowing processes, and arrangements for special investigations;
- the Audit and Risk Committee will also periodically review its own effectiveness and report the results of that review to the Board.

5. Corporate Planning and Reporting

Corporate and Business Plans

5.1. The Chief Executive is required to prepare a three year Corporate Plan and annual Business Plan which is approved by the GPA Board before being sent for approval by the Minister for the Cabinet Office. This sets out the GPA's programme of work and priorities during the succeeding planning period, including specific objectives and milestones contributing to the achievement of its core objectives. It provides the focus for the GPA's strategic planning on finance, risk, business development and engagement, personnel, resources, information and management systems. The Cabinet Office will assist the GPA in its planning process by providing information about likely policy developments or other changes that could impact on the GPA.

5.2. The first year of the Corporate Plan, amplified as necessary, shall form the Business Plan. The Business Plan shall be updated to include key targets and milestones for the year immediately ahead and shall be linked to budgeting information so that resources allocated to achieve specific objectives can readily be identified by Cabinet Office.

Reporting performance to the department

5.3. The GPA shall operate management information and accounting systems that enable it to review in a timely and effective manner its financial and non-financial performance against the budgets and KPIs set out in the corporate and business plans. The GPA shall inform the Cabinet Office of any changes that make achievement of objectives more or less difficult. It shall report financial and non-financial performance, including performance in helping to deliver the Minister's policies, and the achievement of key objectives at least quarterly.

Providing monitoring information to the department

5.4. As a minimum, the GPA shall provide the department with information monthly that will enable the department satisfactorily to monitor:

- the GPA's cash management;
- its draw-down of supply funding;
- forecast outturn by resource headings;
- other data required for the Online System for Central Accounting and Reporting (OSCAR).
- other financial reporting as requested by Cabinet Office Finance

The State of the Estate (SOFTE) Report

5.5. OGP is required to report to Parliament via the annual State of the Estate (SOFTE) Report. This report assesses the efficiency and sustainability of the property in the government estate. The GPA will be required to contribute as appropriate to SOFTE.

Annual Report and Accounts

5.6. The GPA publishes an Annual Report and Accounts and Resource Accounts in accordance with Financial Reporting Manual standards, both laid before Parliament before the recess each year.

5.7. The Chief Executive is required to produce the Annual Report of its activities together with its audited Annual Accounts each year. These should be produced in accordance with relevant guidance from HMT and as a single document, and comply with section 7 of the Government Resources and Accounts Act 2000. The accounts must be prepared in accordance with the specific Accounts Direction issued by HMT.

5.8. The Chief Executive, as Accounting Officer, produces and signs audited annual accounts.

5.9. These Annual Accounts should be prepared within the timetable agreed with the CO to deliver the Department's consolidated accounts, currently in line with HMT target for 30 June. Publication will normally be no more than six months after the end of the financial year. The statutory deadline for laying accounts is before the 31st January of the following year.

5.10. A draft Annual Report must be submitted to the CO sponsorship team and to the CO's Director of Finance, allowing sufficient time for comment by the CO. The CO recognises the need to provide comments by a mutually agreed deadline in order to ensure that GPA have sufficient time for amendment where necessary, prior to publication. The annual report will need to be consistent with the Consolidated Annual Report prepared by the department.

5.11. The GPA's Report and Accounts will be laid before Parliament by CO's Parliamentary Branch via the sponsorship team. Neither the Report or the Accounts nor any information taken from them must be made public before then. The Report and Accounts must subsequently be made available on CO's website.

5.12. The Annual Report may be supplemented by a more detailed end of year report to CO. The content and timing of any such report will be laid down by CO in consultation with the GPA.

5.13. The Annual Report and Accounts will contain:

- details of performance against KPIs for the year;
- details of progress towards the Corporate Plan objectives;
- a summary of the GPA's activities during the year;
- a forward look for the coming year; and
- financial information.

5.14. The Corporate and Business Plans and the Annual Report and Accounts can be found on the GPA's website.

5.15. The GPA will handle requests for information about its business (whether by Parliamentary Question, correspondence or under the Freedom of Information Act) promptly and accurately.

The GPA shall apply high standards of public accountability and transparency.

Internal Control

5.16. The Chief Executive is required to develop and maintain a sound system of internal control that supports the achievement of the GPA's policies, aims and objectives. This shall include procedures for identifying and prioritising the principal risks faced by the GPA as a whole, the maintenance of risk registers, and their monitoring and review.

Risk Management

5.17. The Chief Executive shall ensure that the risks that GPA faces are dealt with in an appropriate manner, in accordance with relevant aspects of best practice in corporate governance, and has a risk management strategy, in accordance with the Treasury guidance Management of Risk: Principles and Concepts. It should adopt and implement policies and practices to safeguard itself against fraud and theft, in line with the Treasury's guidance on tackling fraud. It should also take all reasonable steps to appraise the financial standing of any firm or other body with which it intends to enter into a contract. High-level risks for GPA will be contained / escalated within the OGP risk register, which is monitored monthly and reported quarterly through Cabinet Office.

Internal Audit

5.18. The Chief Executive is responsible for commissioning internal audit services required to ensure proper conduct of the GPA's affairs and to allow them to discharge their responsibilities as GPA Accounting Officer. Internal audit will be carried out in accordance with the Treasury's Public Sector Internal Audit Standards (PSIAS) by the Government Internal Audit Agency (GIAA).

5.19. The internal audit service has a right of access to all documents, including where the service is contracted out.

External Audit

5.20. The Comptroller & Auditor General (C&AG) audits the GPA's annual accounts. The C&AG is required to give an audit opinion as part of their Certificate and Report to the House of Commons on the GPA.

5.21. The C&AG:

- will consult the CO and the GPA on whom – the NAO or a commercial auditor – shall undertake the audit(s) on his behalf, though the final decision rests with the C&AG;
- has a statutory right of access to relevant documents, including by virtue of section 25(8) of the Government Resources and Accounts Act 2000, held by another party in receipt of payments or grants from the GPA;
- will share with the CO information identified during the audit process and the audit report (together with any other outputs) at the end of the audit, in particular on issues impacting

on the Department's responsibilities in relation to financial systems within the GPA;

- will, where asked, provide departments and other relevant bodies with Regulatory Compliance Reports and other similar reports which departments may request at the commencement of the audit and which are compatible with the independent auditor's role.

5.22. The C&AG may carry out examinations into the economy, efficiency and effectiveness with which the GPA has used its resources in discharging its functions. For the purpose of these examinations the C&AG has statutory access to documents as provided for under section 8 of the National Audit Act 1983.

5.23. The GPA shall provide, in conditions to grants and contracts, for the C&AG to exercise such access to documents held by grant recipients and contractors and sub- contractors as may be required for these examinations; and shall use its best endeavours to secure access for the C&AG to any other documents required by the C&AG which are held by other bodies.

The Public Accounts Committee

5.24. The Chief Executive may be summoned to give evidence to the Public Accounts Committee on the discharge of those responsibilities which have been allocated to her/ him. The PAC may decide to take evidence both from the Chief Executive and the Principal Accounting Officer on their respective responsibilities for the GPA.

5.25. At Select Committee hearings Ministers will normally ask the Chief Executive to represent or accompany them if the Committee is concerned with the day-to-day operations of the GPA.

Other reviews

5.26. Prior to the start of each period of expansion, the GPA will need to demonstrate to its Board, the Sponsor Team and the relevant departments that it has the resources and capability to deliver service to both existing and proposed clients.

5.27. The CO or the GPA may, with the other party's consent, commission other reviews as deemed appropriate. The structure and timing of these reviews will be reassessed as appropriate with the consent of both parties.

Right of access

5.28. The department has the right of access to all GPA records and personnel for any purpose including, for example, sponsorship audits and operational investigations.

6. Financial Framework and Delegated Authorities

6.1. The GPA must follow the standards, rules, guidance and advice in Managing Public Money and Consolidated Budgeting Guidance. Any issues or requests for exceptions must be referred to CO in the first instance and then to HMT. GPA must discuss with CO at an early stage any novel, contentious or repercussive proposals likely to arise on any of its proposed actions. CO Finance will work with OGP Finance to advise the CO Principal Accounting Officer (PAO) and DG Government Property as sponsor, on the GPA's financial performance and compliance and delivery of savings. The Sponsor Team within OGP will facilitate and coordinate the relationship between CO and GPA.

6.2. The following exceptions to the standard guidance are Financial Tools and have been agreed with HMT:

Tool Detail

1) Reimbursable Freehold Rent Actual cash flows for charge and reimbursement to ensure validity.

2) Forward Charging at Market Rates

Delivers RDEL upside in advance against RDEL downside in future years to take on risk of earlier lease exits etc for Departments.

3) In-Year Virement Ability to transfer RDEL underspends or surpluses in

year to CDEL up to a value of £25m a year. When combined with Tool 4 below it allows better capital investment across the government estate and a practical funding solution to multi-year projects

4) Single Investment Programme Flexibility

The GPA Capital Budget to be treated as one single Programme. This would facilitate larger carry forward of underspends (subject to HMT approval) and enable capital investment decisions that were less encumbered by financial years.

5) Capital Receipts reinvestment

This is the ability to transfer surplus receipts forward to match investment expenditure. This can incentivise departments to transfer freeholds as the receipts from the sale will be more easily utilised on necessary capital investment

6.3. Where additional variances to those in paragraph 6.2 above are required, the GPA and the sponsor should refer these to HMT. The financial flexibilities provided to the GPA will be under ongoing review and will be reassessed annually to ensure that they remain appropriate for the purposes of the GPA.

6.4. Detailed guidance on financial and management procedures and processes will be set out in a series of Accounting and Management Notes to be issued by CO from time to time. Where such notes are issued GPA is required to comply with them in all respects. Further information on Arms Length Bodies' responsibilities for resource management and corporate governance are currently set out in an annual letter from the Permanent Secretary to ALBs when formally delegating administration budgets.

6.5. All central government departments, agencies and Non-Departmental Public Bodies have to adhere to centrally set spending controls. These controls apply whether or not the proposal is subject to any other requirement for consent or approval or delegated authority (whether financial, procurement or other) under this framework document.

6.6. Whilst the GPA Accounting Officer may exercise the full financial authority within the resources of the agency, certain constraints apply where approval will be required by the Cabinet Office and/or HM Treasury and/or Government Digital Service (for digital / technology expenditure):

- The financial authority delegated to the Cabinet Office by HM Treasury is £5m, and as such, for expenditure above £5m, the GPA is required to seek approval from HM Treasury.
- Any expenditure which is 'novel, contentious or could cause repercussions elsewhere in the public sector'. Such cases will be referred to the Cabinet Office Finance team and, where appropriate, approval sought from HM Treasury.
- Any expenditure covered by the Cabinet Office spending controls.

In addition to the above constraints, the GPA should maintain sound control over its expenditure that is in full compliance with the Cabinet Office internal approvals framework ensuring that all transactions have the appropriate level of approval prior to proceeding. The framework provides GPA with delegated authority up to certain limits to progress with individual transactions including commercial delegations for signing contracts and single tender agreements. The Accounting Officer delegates authority to designated budget holders for managing their budgets and adhering to GPA policy, the Cabinet Office spending controls and the principles of achieving value for money in line with HMT's Managing Public Money guidance. A register of internal delegations is maintained and is reviewed regularly for compliance.

6.7. GPA should ensure full compliance with CO and HMT spending controls, "Introducing Actions and Processes to secure the Benefits of Aggregation, Standardisation and Central Co-ordination of Efficiency and Reform related activity". This should include GPA promptly supporting transparency initiatives, including the monthly publication of financial limits over £500. Non-compliance could indicate a breach of spending limits, and could lead to regular inspection. Where irregular expenditure is identified, the National Audit Office will consider whether this leads to a need for the Controller and Auditor General to qualify his regularity opinion.

6.8. The Department, or HMT, may therefore from time to time issue additional spending controls, through Finance Director letters or other means. The Department will inform the GPA of any further controls as and when they are issued.

Budgeting Procedures

6.9. The departmental budgets against which the GPA will make its charges will start as an agreed allocation based on property due diligence agreed between the department and the GPA. That budget will also include a draft agreed Forecast for the following two years to inform the following year's discussions. The GPA will work with departments at an early stage of their department customers' budgetary process to agree a property budget.

6.10. The approved annual budget will take account both of approved funding provision, where this applies, and any forecast receipts, and will include an estimate of payments and receipts together with a profile of expected expenditure and of draw-down of any departmental funding and/or other income over the year. These elements form part of the approved GPA budget for the year in question.

6.11. Recovery of the GPA's central overhead will form part of the Budgeting process with the recovery being against departments' property budgets on an agreed format, based on square meterage.

6.12. Each year, the GPA will prepare a proposed income and expenditure budget for the next financial year as part of the Business Plan for the year in question, which will need to be approved by Cabinet Office Executive Committee. It will also, each year, update the rolling term Financial Forecast which sets out the requirements as described in achieving the flexibilities levels approved above.

6.13. The GPA will require transitional budget funding and potential investment budget funding from HMT in the future. The GPA budget will be subject to ongoing review and will be agreed with CO Executive Committee and HMT on an annual basis under normal budgeting procedures.

Supply funding and any ring-fenced grants

6.14. Any supply funding provided by the department for the year in question will be voted in the CO's Supply Estimate and be subject to Parliamentary control.

6.15. The supply funding will normally be paid in monthly instalments on the basis of written applications showing evidence of need. The GPA will comply with the general principle, that there is no payment in advance of need. Cash balances accumulated during the course of the year from supply funding or other Exchequer funds shall be kept to a minimum level consistent with the efficient operation of the GPA. Supply funding not drawn down by the end of the financial year shall lapse. Subject to approval by parliament of the relevant Estimates provision, where supply funding is delayed to avoid excess cash balances at the year-end, the department will make available in the next financial year any such supply funding that is required to meet any liabilities at the year end, such as creditors.

6.16. In the event that the department provides the GPA separate grants for specific (ring-fenced) purposes, it would issue the grant as and when the GPA needed it on the basis of a written request. The GPA would provide evidence that the grant was used for the purposes authorised by the department. The GPA shall not have uncommitted grant funds in hand, nor carry grant funds over to another financial year. Grants will be approved and issued in accordance with new standards and guidance on grant payments.

Financial Delegated Authorities

6.17. The GPA has a Delegations Framework which describes how the authority to commit the GPA to expenditure and/or supply of goods and services is delegated from the Cabinet Office to the Agency Accounting Officer, and from the Agency Accounting Officer to senior executives in the Agency.

6.18. The Agency has an Investment Committee, chaired by the Agency Accounting Officer, which follows prescribed processes for reviewing, challenging and approving or otherwise decisions to commit the Agency to expenditure and/or supply of goods or services. The Investment Committee has delegated decision-making authority to approve GPA investment and contract proposals on behalf of the Cabinet Office Investment Approvals Committee (subject to HMT delegated approval limits) but that the Cabinet Office Investment Approval Committee reserves the right to request review of any proposal deemed novel or contentious. Members of the Investment Committee are the Agency Executive Directors including the Finance Director and a representative of the Cabinet Office Finance team. The GPA Board has a primary role to authorise submission to HMT where decisions of the GPA Investment Committee exceed HMT delegated approval limits.

National Property Controls

6.19. Cabinet Office National Property Controls (NPCs) approvals will apply to the GPA as to other departments and public bodies. However, the interaction between the GPA and the NPC process will be kept under ongoing review to ensure that it remains effective and appropriate. Any potential future exceptions or amendments to the NPC process will be discussed and agreed between the CO, the GPA and HMT.

Managing Public Money and other government-wide corporate guidance and instructions

6.20. Unless agreed by the CO and, as necessary, HM Treasury, the GPA shall follow the principles, rules, guidance and advice in Managing Public Money, referring any difficulties or potential bids for exceptions to the Sponsor Team in the CO in the first instance. A list of guidance and instructions with which the GPA should comply is in Appendix 1.

7. Staff and Non-Financial Delegated Authorities

Conduct

7.1. The GPA requires staff to adhere to the Civil Service Code.

HR Delegated Authorities

7.2. The GPA has been delegated the following HR responsibilities:

- Employee relations
- Equality and Diversity
- Learning and development
- Leave and absence
- Managing performance
- Pay and benefits (excluding SCS) within the reward strategy approved by CO and HMT
- Personal Conduct
- Recruitment and probation
- Talent Management
- Overseas travel and subsistence
- Working hours and flexible working
- Workplace adjustments
- Leaving the Department

Staff

7.3. GPA staff are civil servants and are employed subject to the Civil Service Management Code and in accordance with the rules and guidance issued by the Cabinet Office, the Office of the Civil Service Commissioners and HM Treasury covering the Civil Service as a whole. The GPA complies with relevant national or departmental agreements affecting the local arrangements that apply.

Broad responsibilities for staff

7.4. Within the arrangements approved by the responsible minister and the Treasury, the GPA will have responsibility for the recruitment, retention and motivation of its staff. The broad responsibilities toward its staff are to ensure that:

- the rules for recruitment and management of staff create an inclusive culture in which diversity is fully valued; appointment and advancement is based on merit: there is no

discrimination on grounds of:

- Age
 - Disability
 - Gender Reassignment
 - Marriage and Civil Partnership status
 - Pregnancy and Maternity
 - Race
 - Religion or Belief
 - Sex
 - Sexual Orientation
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness;
 - the performance of its staff at all levels is satisfactorily appraised and the GPA performance measurement systems are reviewed from time to time;
 - its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve the GPA's objectives;
 - proper consultation with staff and Trade Unions takes place on key issues affecting them;
 - a full range of policies and procedures are in place;
 - whistle-blowing procedures consistent with the Public Interest Disclosure Act are in place;
 - a code of conduct for staff is in place based on the Cabinet Office's Public Bodies: A Guide for Departments; Chapter 5: Staff.

Staff costs

7.5. Subject to its delegated authorities, the GPA shall ensure that the creation of any additional posts does not incur forward commitments that will exceed its ability to pay for them.

Pay and conditions of service

7.6. The GPA's staff are subject to levels of remuneration within the reward strategy approved by the sponsor department and the Treasury. The GPA has no delegated power to amend this remuneration beyond the limits of their delegations without approval from the CO and HMT.

7.7. If civil service terms and conditions of service apply to the rates of pay and non-pay allowances paid to GPA staff, the GPA will adhere to relevant guidance including the Civil Service Management Code, except where prior approval has been given by the department to vary such rates.

7.8. Where civil service terms and conditions of service apply to the rates of pay and non- pay allowances paid to the staff and to any other party entitled to payment in respect of travel expenses or other allowances, payment shall be made in accordance with the Civil Service Management Code, except where prior approval has been given by the department to vary such rates.

7.9. Staff terms and conditions should be set out on the Intranet, which will be accessible to all and updated as necessary.

7.10. The GPA shall operate the general pay structure approved by the department and the Treasury.

7.11. The travel expenses of Board members shall be tied to the rates allowed to senior staff of the GPA. Reasonable actual costs shall be reimbursed.

7.12. The GPA shall comply with the EU Directive on contract workers – the Fixed-Term Employees (Prevention of Less Favourable Treatment) Regulations.

HR Policies and Procedures

7.13. The Chief Executive determines the management structure and organisation of the GPA including staffing levels. They have responsibility for all aspects of human resource management of staff (excluding members of the Senior Civil Service) subject to HM Treasury and Cabinet Office rules. HR functions delegated to the Chief Executive are set out above.

7.14. GPA staff are eligible to apply for advertised posts elsewhere in the Department, other Agencies and Civil Service, and similarly certain advertised posts occurring within the GPA are open to application from suitably qualified staff from other parts of the Department, Agencies and Civil Service.

7.15. Members of the Senior Civil Service within the GPA will have the status, pay and other conditions of service which are common to the Senior Civil Service. Issues affecting posts within the Senior Civil Service must be approved by the CO's Permanent Secretary.

Chief Executive and SCS posts – recruitment, T&Cs and performance

7.16. The prior approval of CO is required for the appointment, pay, terms and conditions of the Chief Executive, and for the number, pay, terms and conditions of other senior staff at SCS level.

7.17. The DG Government Property as Sponsor shall be involved by the Chair in the recruitment of the Chief Executive and shall be a member of the Interview Panel. The relevant CO / HMT Functional Leader shall be involved by the Chief Executive in the recruitment to the most senior SCS role in GPA with responsibility for that profession, e.g. Head of Finance Profession for the GPA Finance Director role, Head of Project Delivery Profession for the GPA Programmes Director role, Head of Property Profession for GPA Client Solutions and Operations Director roles. Furthermore, the organisational arrangements for the discharge of HR accountabilities within GPA shall be agreed by the Chief Executive with the CO HR Director and the CO HR Director shall be a member of the Interview Panel for the GPA Head of HR (whether this is at

SCS level or not). Senior commercial posts within GPA shall be sourced by the Chief Executive from the Government Commercial Organisation (for all grades in scope for GCO).

7.18. The Chief Executive is responsible for ensuring:

- Adherence to the CS Commission recruitment principles, including the recording of details required for the annual audit. Any breach found will be recorded against the GPA and not Cabinet Office;
- Maintenance of appropriate HR records and issuing SCS contracts;
- Utilisation of the SCS Recruitment Service provided by COHR/CSHR, unless agreed otherwise with the CO HRD; and
- Composition of interview panels is diverse and accords with guidance from COHR.

Pensions, Redundancy and Compensation

7.19. GPA staff shall normally be eligible for a pension provided by PCSPS. Staff may opt out of the occupational pension scheme provided by the GPA, but that employers' contribution to any personal pension arrangement, including stakeholder pension shall normally be limited to the national insurance rebate level.

7.20. GPA staff shall normally be eligible for a pension provided by Civil Service Pension under the following schemes:

- Alpha
- NuvoS
- Premium
- Partnership
- Classic
- Classic plus

7.21. Staff who are members of a public service pension scheme and move from the public sector to an independent contractor by way of a transfer to which TUPE applies will be eligible to remain members of the Pension scheme under the Fair Deal guidance October 2103

7.22. Entitlement to Compensation and Redundancy arrangements will be under the Civil Service Compensation Scheme (CSCS).

7.23. Any proposal by the GPA to move from the existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the Department. Proposals on severance must comply with the rules in chapter 4 of Managing Public Money.

Digital and Technology

7.24. The Chief Executive has further delegated authority for the development, operation and

procurement of information technology systems, within delegated authority. As part of this the GPA shall abide by the agreement with the Department on information sharing on e- services development and must be in accordance with the digital and technology standards set by GDS and in accordance with the CO/HMT Digital Spending Controls.

Trade Unions

7.25. The Chief Executive has further delegated authority for consultation with staff and Trade Unions as part of ensuring good staff relations.

Property

7.26. The Chief Executive has further delegated authority for management of GPA occupied buildings (subject to national property controls and standards).

Health & Safety

7.27. The Chief Executive has further delegated authority for health, safety, welfare, environment and first aid matters including the discharge of duties under the Health and Safety at Work Act 1974, all fire associated regulations and any Notices issued by the Health and Safety Executive.

Commercial / Procurement

7.28. The Chief Executive has further delegated authority for:

- procurement issued for the GPA relating to both goods and services on the basis of obtaining the best overall value for money. Except as otherwise agreed, individual services may be provided in-house, commissioned from the Department or another Agency on a repayment basis, or contracted out in accordance with the commercial standards set by Government Commercial and in accordance with the CO/HMT Commercial Spending Controls.

7.29. Frameworks for Common Goods and Services operated by Crown Commercial Services should be used wherever relevant.

Public Relations

7.30. The GPA will work with Cabinet Office when developing external campaigns and other PR activity as necessary, ensuring that they are fully aware of the forward look planning to support Prime Ministerial grid slots and transformation narrative.

7.31. The extent to which the GPA has PR/branding freedoms will be agreed between the parties and any agreed strategies will be reviewed annually. The flexibilities provided may be amended and revised from time-to-time with the consent of both parties.

8. Knowledge, Information and Records Management

8.1. The Chief Executive is responsible for making sure that the GPA is compliant with the requirements of the Freedom of Information Act 2000, Public Records Act 1958, Environmental Information Regulations 2004, Data Protection Act 1998 and 2018 and commensurate UK legislation.

8.2. Information is a vital asset and its effective management and exploitation of the knowledge it contains supports delivery of the GPA business plan and contributes to the efficiency of the service and its risk management.

8.3. The Chief Executive will apply the systems, policies and procedures required by the Cabinet Office Departmental Records Officer (DRO) to ensure compliance with relevant legislation and to ensure that the public record is being created, managed, stored and archived appropriately.

8.4. The Chief Executive will make sure that sufficient resources are made available to support compliance, application of the DRO's requirements and day to day management of the organisations information assets, including people, financial and physical (i.e. storage systems, accommodation etc).

8.5. The GPA will develop and implement an annual action plan for the continual improvement of its information management and ensure that arrangements are in place for routine reporting to its own board and to the Cabinet Office DRO on progress against this plan, compliance and risk.

8.6. The GPA will supply to the Cabinet Office DRO, on request, the information and assistance required to enable them to carry out their function.

8.7. The GPA will ensure that the organisation uses the electronic document and records management systems supplied by The Cabinet Office for the storage and management of corporate records and information.

8.8. The GPA will ensure that records and information are surrendered to the DRO for disposal on request.

9. Review, amendment and publication of the Framework Document

9.1. This Framework Document is effective from 1st April 2018 and captures the financial and management processes that govern the GPA and the strategic direction given by the Cabinet Office (CO), which is the sponsor department.

9.2. The Framework Document will be reviewed at regular intervals by the Cabinet Office in consultation with GPA. The review process will take place as follows:

- The Framework Document may be reviewed and amended from time to time by the CO following consultation with GPA and HMT;
- CO and GPA will consider amendments to this document as needed through the normal sponsorship process;
- Changes to the framework document will be considered at the discretion of CO in the light of evolving departmental policy aims, operational factors and the track record of GPA itself.
- Following the tailored review of the GPA carried out in accordance with the published guidance on tailored review of ALB's.

9.3. Changes will need to be endorsed by the Minister of the Cabinet Office and by HMT.

9.4. An electronic version of this document is available from the GPA website.

10. Winding up arrangements

10.1. Cabinet Office shall put in place arrangements, in accordance with Managing Public Money, to ensure the orderly winding up of the GPA, should this ever be necessary and approval has been sought from the Chief Secretary to the Treasury and the Minister for the Cabinet Office. This request will be accompanied by:

- Details of the process and outcomes considered in reaching this decision;
- Proposals detailing how the department will take this forward i.e. what will happen to staff, work etc (including confirmation that there have been appropriate consultations with relevant trade unions); and
- Whether there are any presentational issues of which they should be aware.

10.2. In particular it will ensure that the assets and liabilities of the GPA are passed to any successor organisation and accounted for properly. In the event that there is no successor organisation, the assets and liabilities already transferred should revert to Cabinet Office. To the end, Cabinet Office shall ensure that procedures are in place in the GPA to gain independent assurance on key transactions, financial commitments, cash flows and other information needed to handle the wind-up effectively and to maintain the momentum of work inherited by any residual body.

10.3. A separate contingency plan will set out more detail in the event of the GPA needing to fold back into the Cabinet Office and will be shared with HMT.

11. Authorisation

11.1. This Framework Document has been drawn up by the Cabinet Office and the GPA as a working understanding of the respective organisations' roles and responsibilities in the discharge of the GPA's objectives.

Signed:-



Mike Parsons
Director General Government Property
Cabinet Office
Date: 29 May 2019



Liz Peace
Chair
Government Property Agency
Date: 29 May 2019

Appendix 1:

The GPA shall comply with the following general guidance documents and instructions:

- this document;
- GDS standards for all digital, data and technology developments/procurements and the Chief Executive of the GPA is responsible for ensuring cyber security measures comply with standards set by Cyber Security Centre and CPNI;
- Appropriate adaptations of sections of Corporate Governance in Central Government Departments: Code of Good Practice <https://www.gov.uk/government/publications/corporate-governance-code-forcentral-government-departments> ;
- Code of Conduct for Board Members of Public Bodies http://www.civilservice.gov.uk/wp-content/uploads/2011/09/code-ofconduct_tcm6-38901.pdf
- Code of Practice for Ministerial Appointments to Public Bodies <http://publicappointmentscommissioner.independent.gov.uk/wpcontent/uploads/2012/02/Code-of-Practice-2012.pdf>
- Managing Public Money (MPM);
- Public Sector Internal Audit Standards, <https://www.gov.uk/government/publications/public-sector-internal-auditstandards>;
- Management of Risk: Principles and Concepts: ; <https://www.gov.uk/government/publications/orange-book>
- HM Treasury Guidance on Tackling Fraud, http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf.pdf ;
- Government Financial Reporting Manual (FReM), <https://www.gov.uk/government/publications/government-financial-reportingmanual>;
- Fees and Charges Guide, Chapter 6 of Managing Public Money;
- Departmental Banking: A Manual for Government Departments, annex 5.6 of Managing Public Money;
- relevant Dear Accounting Officer letters <https://www.gov.uk/government/collections/dao-letters> ;
- Regularity, Propriety and Value for Money, http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hmtreasury.gov.uk/psr_governance_valueformoney.htm;
- The Parliamentary and Health Service Ombudsman's Principles of Good Administration <http://www.ombudsman.org.uk/improving-publicservice/ombudsmansprinciples> ;
- Consolidation Officer Memorandum, and relevant DCO letters;

- relevant Freedom of Information Act guidance and instructions (Ministry of Justice);
- Model Code for Staff of Executive Non-departmental Public Bodies (Cabinet Office) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80082/PublicBodiesGuide2006_5_public_body_staffv2_0.pdf];
- other relevant guidance and instructions issued by the Treasury in respect of Whole of Government Accounts;
- other relevant instructions and guidance issued by the central Departments;
- specific instructions and guidance issued by the sponsor Department;
- recommendations made by the Public Accounts Committee, or by other Parliamentary authority, that have been accepted by the Government and relevant to the GPA.
- Government Code of Good Practice for Corporate Governance.
- Treasury guidance Management of Risk: Principles and Concepts (http://www.hm-treasury.gov.uk/orange_book.htm)
- Treasury Guidance on Tackling Fraud (http://webarchive.nationalarchives.gov.uk/20130129110402/http://www.hm-treasury.gov.uk/d/managing_the_risk_fraud_guide_for_managers.pdf.pdf)
- The Civil Service Management Code (<https://www.gov.uk/government/publications/civil-servants-terms-and-conditions>)
- Cabinet Office's Public Bodies: A Guide for Departments (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/80082/PublicBodiesGuide2006v2_0.pdf)