



Government  
Property  
Agency

# The Government Property Agency

Your property partner

# The Government Property Agency – your property partner

## Welcome to the Government Property Agency

This is your guide to the GPA service offer: it sets out how we can work with you and your teams across our full range of property services.

We are an executive agency of the Cabinet Office. We were established in 2018, with a simple mission: to work with departments to create great places to work for civil servants, in turn enabling them to deliver excellent public services. Since our launch we're now working with over 100 clients.

We are a team of property experts, drawn from both private and public sector. We have a deep skillset and perform a broad range of estate management roles:

- Asset manager – we manage the government's central estate – offices and warehouses
- Landlord – supporting government department clients as our tenants
- Service provider – providing workplace services to our government department clients
- Strategic property advisor – providing portfolio advice to support our clients' objectives

We bring together Civil Service know-how, commercial expertise, and insights into the government central estate to help our clients meet their strategic goals. We're here to collaborate with departments as true partners.

This guide will illustrate the services we offer and how we work with departments – with a client-focussed ethos of partnership, customer service and working in collaboration.

# Why use GPA – our partnership approach

Our relationship will always start with a conversation to understand your organisation's strategic needs; and mutually agree how we can support you to meet your property objectives, make your workplaces fully effective, and help solve your workspace challenges. Once we understand your overarching business objectives and workforce strategies, we will work with you to help determine your location strategy and then agree the key actions GPA can take to help achieve your business aims.

GPA will act as a true strategic partner – aligning our service offer to your organisation's strategic direction and creating a tailored portfolio of delivery-critical services. This strategic approach with all our clients means we have a range of ready-to-go solutions for common departmental needs.



# Why use GPA – our partnership approach (cont.)

As HM Government's major office asset manager, we are in a unique position to offer a genuine competitive advantage to benefit your department, to help you work smarter, and get the most from property:

- Our services are designed specifically for government customers
- We build modern, great value commercial relationships
- Tenant management and income risk transferred
- We work in all regions of the UK and can link with local authorities
- Our solutions are fully aligned to government policy – for example on location, sustainability, inclusivity, security requirements and propriety
- Improved data quality to support decision making – we are building unmatched data on government property
- Financial flexibilities
- Government hubs, smarter working and Whitehall Campus strategy
- Cost reduction/value release and enhancement
- Economies of scale
- We can support you with business planning...
- ...and help to deliver your location strategy
- Clear, simple cost management and billing

Working with GPA will link you with other government and public sector clients – ensuring you can access the benefits of a much larger property portfolio and pool of professional expertise.

# The GPA services



# The GPA services

We offer services across six broad areas – tailored to your specific needs.

Our relationship will always start with a conversation with our client solutions team to develop our understanding of your organisation's strategic needs; and mutually agree how we can support you to meet your property objectives, make your workplaces fully effective, and help solve your workspace challenges.

We'll then jointly agree a bespoke service plan, with clear pricing and regular client reporting.

The service we offer also depends on our relationship with you: whether you have 'on-boarded' and transferred ownership of your property assets to GPA; are a tenant in a GPA hub; or are simply accessing our strategic or consultancy services.

For all our tenants we offer two core packages of building related services:



Core **landlord service** for all our tenants in GPA buildings. These are the services we provide to you in our role as the landlord of the buildings you occupy. We will take away all the hassle of dealing with building owners, manage lease issues, ensure the space is safe for your people, check and pay all the bills, and present you with a single invoice listing each of your occupations. This is our minimum service level.



Additional **workplace services** for our tenants. We can provide you with workplace services including hard and soft facilities management (FM), operational security and live ICT services. If you choose to take this service, we manage and assure the necessary contracts, deal with any issues, and keep you and your local people informed. We include the costs of this service in your single invoice. These are mandatory for our clients in hub locations, but optional for all other tenants. Workplace services are only available in addition to landlord services and not as a standalone.

As well as our building-related services, GPA offers four groups of additional services:



**Portfolio services** – if you have transferred some or all of your property assets to us and signed a managed service agreement (MSA) (aka ‘on-boarded’), we manage the buildings you occupy as a single portfolio, and provide you with the strategic property advice you need to support the development of your location strategy and align your property with your workforce to achieve value. This includes enhanced business partnering services such as planning, finance and reporting services designed for our on-boarded clients.



**Additional property and project services** – further value adding property and project services including space and site finding, property acquisitions and disposals, and relocations available to our on-boarded clients at discount, or other clients at a higher cost.



**Additional consultancy services** – a range of consultancy services GPA will make available to on-boarded clients at a discount, and other clients at a higher cost.



**Transformational services** – GPA is at the forefront of the Civil Service transformation agenda to create Great Places to Work. We work with departments on four transformational programmes: Smarter Working; Whitehall Campus; Government Hubs and the Net Zero Programme.

GPA will also maintain building condition throughout the duration of the lifecycle of the lease, commissioning works as necessary – to fund this a ‘*lifecycle levy*’ will be charged across all tenants.

	Building related services			Other services		
	Landlord services	Workplace services	Lifecycle delivery mechanism	Portfolio services	Additional property and project services	Additional consultancy services
On-boarded client	Included	Optional	Included	Included	Discounted	Discounted
Hub tenant	Included	Included	Included	Optional	Optional	Optional
Other	Included	Optional	Included	Optional	Optional	Optional

# Our services





# Our approach to charging

Our charging arrangements for the 2020/21 are structured as follows:

## **Landlord services**

Our approach is to pass through the set rent, rates, service charge and utility costs for the space occupied and any agreed vacant space, plus a management fee at a set rate per occupation above 200sqm and for below 200sqm.

## **Portfolio services**

We will charge a flat rate per occupation.

## **Workplace services**

We will continue to pass through the costs of service contracts. The rate of fees to cover GPA management costs is based on the area of space occupied rather than the number of occupations.

## **Additional services – consultancy**

As we develop our consultancy services, our charging approach will be as for property and project services.

## **Additional services – property and project**

We will continue to pass through contract costs with a small percentage fee to cover putting these contracts in place and managing them. We will also charge for the time the GPA team spends on this work with a small fee to cover our variable property and IT costs. For 2020/21, we have simplified our arrangements to make it more transparent for clients. There will be a significant discount for clients who have agreed an MSA (or ‘on-boarded’) to recognise that our closer working relationship allows us to plan ahead and avoid extra costs.

# Introducing the team at GPA

## Chief Executive Officer



**Steven Boyd**

([steven.boyd@gpa.gov.uk](mailto:steven.boyd@gpa.gov.uk))

GPA is structured into five core teams:

## Client solutions



Our client solutions team works alongside departments to develop integrated property and portfolio strategies to deliver business requirements. The client solutions team is the primary point of contact for all departments and arm's length bodies (ALBs), working with all our existing and new clients to define an integrated property requirement to satisfy your needs.

### **Director – Alan Whitelaw**

([alan.whitelaw@gpa.gov.uk](mailto:alan.whitelaw@gpa.gov.uk))

## Commercial



The commercial team is responsible for defining commercial solutions to support delivery for clients through property transactions, asset management, procurement and contract management in support of every part of GPA to deliver client objectives.

### **Director – Nick Sammons**

([nick.sammons1@gpa.gov.uk](mailto:nick.sammons1@gpa.gov.uk))

# Introducing the team at GPA (cont.)

## Finance and corporate



Provides financial information to our clients to allow them to plan effectively, and oversee invoicing for service delivery. Support clients and GPA's people, ensuring oversight and governance of delivery that keeps the agency focused on delivering its strategic goals. Provides all HR, finance, technology and data.

**Director – Steve Blake**  
(steve.blake@gpa.gov.uk)

## Workplace services



Supports customers moving into and using their workspace through our Smarter Working Programme, delivery of workplace services, and managing workplace projects to improve working environments to meet our clients' service expectations. Workplace services delivers projects in our buildings and team relocations, and provides workplace data. As the lead on facilities management and security services in the regions, workplace services is the primary point of contact for local service issues.

**Director – Dom Brankin**  
(dominic.brankin@gpa.gov.uk)

## Capital projects



Our capital projects team is responsible for the design and construction of capital projects to create great places to work to meet client satisfaction and needs. As well as other major project work, the team delivers the projects that make up the Government Hubs and Whitehall Campus Programmes. They also lead on GPA's sustainability work to help departments achieve their carbon targets.

**Director – Martin Sellar**  
(martin.sellar@gpa.gov.uk)

# The service catalogue



# Building-related services



## Landlord services

This package is offered to all tenants occupying GPA buildings.

Covering a range of services including landlord interface, compliance and condition, and property planning, our landlord services package saves departments from all of the inconveniences that come with managing a building.

GPA, as landlord, will take on these responsibilities and save you from worrying about managing lease issues, having to check and pay all building-related bills on time, and ensuring the spaces are safe for your people – we have this all in hand and will work with you to ensure you are getting the best value for money. All you need to worry about is paying the single invoice we issue, which includes the full costs from all the buildings you occupy.

Service	Description
<b>Landlord services</b>	Provision of space
	Provision of agreement to occupy space (TOA, MOTO, licence, lease)
	Manage routine property queries
	Assure (provide for freeholds where GPA provide this service) maintenance and servicing of common areas and other responsibilities covered by the service charge
	Ensure high quality LL-provided services, e.g. reception and operational security
	Negotiate lease end dilapidations payment with head landlord (for leaseholds)
	Administer utilities
	Secure timely LL consents
	Secure timely LL licence renewals
	Challenge service charge invoices to ensure value for money (VfM)
	Forecast and manage rent reviews to ensure VfM
Forecast and manage service charge reviews to ensure VfM	
<b>Compliance and condition</b>	Plan and conduct annual assurance of LL statutory compliance, e.g. fire safety, water/legionella, asbestos
	Plan and conduct annual visual building condition inspection
<b>Property planning and delivery</b>	Forecast: rating reviews; lease events and dilapidations costs
	Undertake rating reviews
	Undertake annual assessment of dilapidations costs
	Negotiating head lease extensions needed for existing occupations
<b>Finance</b>	Check and pay all property-related invoices
	Provide a single monthly invoice itemised by building
	Provide lease end dilapidations bill
<b>Reporting</b>	Provide a basic quarterly report



This package is comprised of additional workplace services including hard and soft facilities management (FM), operational security and IT services.

The hard FM offer includes reactive maintenance and repairs, statutory inspections and water and asbestos plans, while the soft FM offer includes provision of a reception service as well as cleaning. If you're tenant in one of our hubs, you will also receive concierge and porter service.

For our tenants in hubs, these services are mandatory but optional for all others. These services are not offered as a standalone and are only available in addition to our landlord services package.

## CASE STUDY – CABINET OFFICE

GPA worked with Cabinet Office to improve the service of their facilities management supplier at their ministerial headquarters. We identified service improvements required, developed and implemented new service level agreements for services at the location and negotiated costs with the supplier, as well as providing additional oversight to the contract. As a result, the service level improved to the satisfaction of the client at minimal cost increase.

Service	Description
<b>Defined support</b>	Named regional service manager and building service manager
	Provision of workspace, shared areas and facilities
	Managed service agreement (MSA)
<b>Hard FM</b>	Reactive maintenance/repairs
	Statutory inspections, certification and remedial actions - gas, electric, LOLER i.e. lifts, potable water, legionella, fire, asbestos
	Planned preventative maintenance (PPM)
	Asbestos management surveys, asbestos management planning and asbestos register, water management planning
	Lifecycle replacement
	Statutory risk assessments DSEAR, COSHH including LEVs, legionella, pressure systems safety i.e. boilers, working at height and others as required
	FM contract management and future FM strategy and procurement



Service	Description
Soft FM	Reception management
	Cleaning - standard office environment inclusive of meeting space (soft furnishings) and meeting rooms
	Recycling and waste
	Sustainability and energy management
	Mail and package handling - including x-ray provision and compliant workplace for scanning and incident response.
	Window cleaning and external cleaning
	Grounds maintenance
	Portering services
	Catering and vending (where appropriate)
	Procurement of office furniture i.e. DSE chairs and desks
	FM contract management and future FM strategy and procurement
	Provision of workplace data for statutory reports (sustainability)
	Quarterly report

Service	Description
<b>Compliance and condition</b>	Fire risk assessments (FRA) – aligned to GPA fire safety management plan (FSMP)
	Fire risk assessments (FRA) annual for high risk sites and three yearly cycle and annual reviews
	Building fire strategy plan - risk-based strategies and reviews
	Building emergency evacuation plan (including PEEPs integration)
	Support for occupier’s production of PEEPs
	Plan and deliver building condition survey – every three years
	Lifecycle replacement (LCR) management plan
	Statutory compliance audit - risk based audit strategy for GPA estate
	Emergency response plan (FM contract)
	Building induction (hubs) plus our own contractors
<b>Operational security, business continuity</b>	Management and co-ordination of physical security
	Manned guarding
	Printing CCSP
	Provision of access control systems
	Provision of access control cards
	CCTV and alarm monitoring
	Property related business continuity co-ordination
	Incident response
<b>Workplace ICT services</b>	Wi-Fi support
	Audio visual (AV) equipment support
	Printer support

Service	Description
<b>Hub services</b>	Mail and package handling
	Mail distribution
	Concierge and porter service
	Conference centre support (where appropriate)
	ICT managed service (network)
	Room booking software and device support
	ICT managed service (helpdesk, including OGD HD to HD interface)
<b>Finance</b>	Check and pay all workplace-related invoices
	Provide a forecast of all FM costs
	Provide a single monthly invoice itemised by building
<b>Reporting</b>	Compliance and condition data
	Health and safety data, slips, trips and falls
	Building performance data e.g. utilisation, energy management, waste etc.
	Compliance to Greening Government targets/standards



For our tenants who have transferred to us some or all of their property assets, and have signed up to a managed service agreement (MSA), we will manage your buildings as a single portfolio. In doing so, we will provide you with astute, strategic property advice which helps you meet your business needs at best value while supporting your workforce.

Our portfolio services include business partnering and with that tenants receive a named client manager who will set up regular monthly meetings with you, offer you strategic advice on workforce planning and property, and act as your direct line with GPA, your landlord. This service also includes enhanced property planning where we will make recommendations to you on pending lease events and review space utilisation – identifying where space is being used poorly and recommend how you can optimise this.

## CASE STUDY – BEIS

GPA worked with BEIS to renegotiate a more flexible lease structure at point of lease renewal. BEIS' headquarters building was under threat of redevelopment, however GPA agreed a new 10 year lease with multiple break options to give maximum flexibility. Additionally GPA secured a two year rent free period within the 10 year tenancy.

Service	Description
<b>Business partner</b>	Named client manager
	Managed service agreement (MSA)
	Strategic property advice
	Strategic workforce planning support
	Monthly meetings
	Six-monthly meetings at senior level
<b>Property planning</b>	Make recommendations on pending leases events
	Identify poor space utilisation and make recommendations on optimisation
	Identify opportunities to rationalise client holdings and make recommendations
	Identify and make recommendations on property cost optimisation
	Fill space vacated by the client at the earliest opportunity
	Identify and secure new space to meet clients' emerging needs
<b>Finance</b>	Provide property and financial detail to support client business cases and approvals
	Consolidated quarterly and annual invoices plus a forecast for full year expenditure
<b>Reporting</b>	Quarterly report also provides: analysis of client holdings to enable decision making, benchmarking of client holdings against other GPA clients
<b>GPA service discount</b>	50% discount on additional GPA services

# Additional property and project services



This additional service will see us work closely with you to understand and develop your business and property requirements for each location where you have and need a presence.

Where new property is needed, GPA will take ownership of searching the market, leading viewings, shortlisting, negotiating and instructing agents and solicitors as required to see deals through to legal completion. Where a disposal of space, property or site is needed, we will work with you to find out more about the need and reasoning and will advise you on your full range of options.

This service adds further value to property and is available to our on-boarded clients at discount, or other clients at a higher cost.

## CASE STUDY – GRENFELL TOWER INQUIRY

GPA's client solutions team worked with the Grenfell Tower Inquiry to find accommodation to host public hearings and provide office facilities for the inquiry team. GPA's commercial team found Grade II listed premises in Paddington that best met requirements. GPA's workplace project delivery and procurement teams appointed consultants and contractors to take forward the design of the works and carry these out. GPA's workplace service delivery team appointed a facilities management contractor to deliver security and maintenance. The new high quality hearing premises was delivered on time and within budget.

## CASE STUDY – CABINET OFFICE

GPA was briefed to find immediate, flexible accommodation for the Cabinet Office to support requirements for a rapidly expanding business unit. Within one week, GPA acquired serviced accommodation on highly competitive terms. Cabinet Office was then able to establish an official presence in Edinburgh; a key strategic location to support its work to strengthen the Union. It also enabled Cabinet Office to meet immediate business needs, and longer-term, ensure the business unit established successful ways of working that would easily transition to government hub accommodation, once the building was ready.

Service	Description
<b>Space finding</b>	Working closely with clients to understand and develop their business and property requirements for each new location (when portfolio services are not taken)
<b>Site search</b>	Matching supply and demand including identifying and developing options on the civil estate, supporting LMER submissions, and initiating site searches if required for the client
<b>Property acquisition</b>	Engaging with clients to understand their new property requirements; searching the market; leading viewings; shortlisting, negotiating and instructing agents and solicitors as required to see deals through to legal completion
<b>Property disposal</b>	Engaging with clients to obtain full brief on space, property or sites for disposal, the need and reasoning; engagement of agents to assess disposal options, commence marketing and undertake negotiations through to appointment of solicitors and to see deals through to legal completion
<b>Relocations</b>	Working closely with clients to understand and develop their business and property requirements for each location
<b>Project planning</b>	Optimising opportunities for clients to maximise the use and value of their property assets (e.g. space utilisation, subletting opportunities, identifying business synergy and service partnering options)
<b>Project delivery</b>	Delivering a range of project services from inception to completion, using our project and property professionals, experienced in the industry, to best practice standards

# Additional consultancy services



A range of consultancy services we will make available to you, as an onboarded client, at a discount, and for other clients at a higher cost. This includes consultancy and advice on:

- Property data audit
- Smarter working
- Physical security
- Sustainability
- Inclusive design
- Net zero carbon in the built environment

Each consultancy area includes a full range of services - for example, the property data audit consultancy includes data verification services such as occupancy documentation, ensuring accuracy in all sourcing documents, drawing key terms and dates, and verifying existing data sets.



# Transformational services



This range of services relate to the transformation work GPA is carrying out across the Civil Service including:

- Smarter working – helping you improve the productivity and engagement of your people.
- Whitehall Campus – part of the pan-government move from segregated individual department-run buildings, towards a truly collaborative and shared interoperable estate - driving a step change from a disjointed, large, expensive London estate.
- Government hubs – improving the quality of the working environment in the regions and enhancing collaboration across your team and the wider Civil Service.

- Net Zero Programme – contributing to meeting UK government’s commitment to have at least a 50% reduction in greenhouse gas emissions across the public sector estate by at least 2032.

GPA leads on the Smarter Working Programme across government, delivering a range of support in project implementation, business change, training, facilitation and assurance, based on best practice models. GPA can offer on-boarded departments full access to GPA's smarter working toolkit, which has an array of resources to support departments implementing smarter working practices. GPA can provide a smarter working maturity matrix so that departments can assess their own smarter working maturity across the four pillars of people and culture, technology, leadership, and workspaces.

Where required, GPA can also offer smarter working consultancy from a pool of experts to assist departments in their smarter working implementation and embedding, with a discounted rate for on-boarded departments.

## CASE STUDY – BEIS

GPA worked with BEIS to implement smarter working practices, space planning and targeted moves to increase the capacity of their 1 Victoria Street headquarters, and help realign their space allocation to business priorities. As a result they were able to increase the numbers of FTE staff in the building without the need for additional accommodation.





