

**SO14680: Consultancy for the Civil Service Hubs Programme:  
Workspace Vision and Strategy  
Appendix B – Service Description**

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**1. INTRODUCTION**

1.1 The Government Property Unit ("The Authority"), based within Cabinet Office, was established in 2010 to provide central oversight over all government land and property. It works collaboratively with main Government Departments and Arm's Length Bodies to:

- Create an effective and efficient government estate;
- Provide value for money for the UK Taxpayer;
- Dispose of surplus property in a way that maximises financial return; and
- Boost growth and create new homes.

1.2 The Government Estate Strategy, published October 2014, provides the overarching vision for the Government Estate. It can be found at the following link [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/360262/Government\\_estate\\_strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/360262/Government_estate_strategy.pdf). The State of the Estate (SoFTE) reports to Parliament annually on progress against that strategy. It can be found at the following link [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/419451/State\\_of\\_the\\_Estate\\_13-14.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419451/State_of_the_Estate_13-14.pdf).

1.3 The Civil Service Hubs Programme is a key component of the vision and strategy of future occupation of the Government's office estate. It is moving into delivery phase at 18-20 locations. The Authority is seeking to appoint a Specialist Workspace Adviser to support the Workspace Vision and Strategy, a document which will set the standard for the 'Look and Feel' of the new Civil Service Hubs.

1.4 The Civil Service employs around 400,000 full time equivalent (FTE) staff in locations across the country. It has a correspondingly large estate comprising around 8.6 million square metres of which offices are about half. The projected FTE numbers within the Civil Service are anticipated to decline over time reflecting efficiencies and technological advancements. Alongside this trend, there are many lease and PFI events which will provide opportunities to rationalise the estate over the next ten years. In addition to the financial savings from consolidating into large, strategically-located office hubs, a key aim is to provide buildings which enable and promote new and collaborative ways of working across government.

1.5 The Authority is looking to appoint a Specialist Workplace Adviser with a clear record of expertise in advising large corporate occupation. This brief has a high degree of commercial sensitivity and the potential provider must, as a part of their response, state how they will manage potential conflicts of interest.

**2. OBJECTIVES OF THE CIVIL SERVICE HUBS PROGRAMME**

2.1 The Authority is creating multi-departmental office hubs in the ownership of a single body in 18-20 strategic locations across the country. In assessing the options the Authority will be seeking to optimise the commercial terms of the new Civil Service Hubs programme and standardise the Look and Feel at each location. The objective is to minimise the long term cost of occupying the government's office estate whilst obtaining modern fit for purpose accommodation which will be a positive influencer in the drive to reform the Civil Service.

2.2 This procurement is to secure a Specialist Workspace Adviser to create a Vision and Strategy to standardise as much as possible the Look and Feel of the Civil Service Hubs. This document will be used to inform the design and specification in each location.

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- 2.3 The 18-20 projects are at different stages of maturity and therefore will have different timescales, but we expect to follow the same methodology and process in each location.
- 2.4 The Supplier will work alongside the Authority as client and other specialist consultants including legal advisers and commercial property advisers who will concentrate on options appraisal and business case in each location.
- 2.5 The Authority intends on creating a standardised suite of lease terms in each location which can be utilised by our facilities management and operational teams to maintain a comparable level of service in each location.

**3. BACKGROUND TO THE AUTHORITY**

- 3.1 The Cabinet Office supports the Prime Minister, and ensures the effective running of government. The Cabinet Office is also the corporate headquarters for government, in partnership with HM Treasury, and takes the lead in certain critical policy areas.

**4. OVERVIEW OF REQUIREMENT**

- 4.1 The new 'Civil Service Hubs' could be a single building or a cluster of buildings. They will be a mixture of new-builds, acquisitions or refurbished existing buildings. It is anticipated that new 'Civil Service Hubs' buildings will be delivered by 2023 and in most cases will consist of buildings taken on market rented leases rather than as freehold investments (although alternatives may be considered on a case by case basis).
- 4.2 The new 'Civil Service Hubs' will be expected to be Grade A office space which meets BREEAM (Building Research Establishment Environment Assessment Methodology) 'Excellent' standard. The aspiration is for the provider/developer to deliver the CAT B fit out as part of any transaction.
- 4.3 Strategic Hubs will be:
- Well located, in major towns and cities;
  - Accessible, supported by good public transport;
  - Shared by multiple departments and agencies, optimising utilisation and the opportunity for collaborative working; and
  - Supported by modern technology solutions and shared services.
- 4.4 Potential Providers will need to demonstrate experience relevant to the Scope of Requirements, outlined in paragraph 5. In particular Potential Providers will need to have previous experience of assisting large corporate office occupiers to shape the Vision and Strategy of large scale office modernisation projects.

**5. SCOPE OF REQUIREMENTS**

- 5.1 The Supplier will be expected to support the Authority and the professional team to standardise as much as possible the Look and Feel for each hub location.
- 5.2 The output will be a standalone report and set of principles and recommendations which can be utilised as the overall strategy in discussion with senior department stakeholders and in each hub location as a blueprint for design and occupation. This will include:

1) Workspace: Vision and Strategy which can be applied to a cross government audience. The Authority is open to suggestions on the format but this could be a paper guidance document and perhaps a series of powerpoint documents.

2) Working with a main department (to be named on appointment) to tailor the above document for their own department.

5.3 It is envisaged the timescale to achieve the outputs for this project should be in the region of 3-6 months. A regular series of meetings / workshops with key workstream leads will be established along with key departmental occupiers (to be named on appointment).

5.4 There are multiple issues to consider in developing this shared vision and we would expect consideration of the following topics:

#### **ICT**

- Consideration of WiFi provision throughout, level of fixed cabling requirement, options for a combined solution;
- The provision and definition of particular areas of space such as 'tech space' and what options the Authority could consider; and
- How digital technology could influence and enable the 'Look and Feel' ambition for hubs.

#### **Security**

- Principles on how to use security as an enabler not a blocker;
- Potential for information gathering on security barriers;
- Shared space and clear guidance on how it should operate; and
- Potential to discuss further issues with the appointed consultant post instruction.

#### **Public Realm**

- Key objectives from public realm and quality of environment; and
- Place Making principles or options to seek to enhance each location.

#### **Culture and Branding**

- Hubs are multi-occupied buildings housing Government organisations and Arms Length Bodies. A key objective is to establish an overriding Government Hub Branding in which these users can occupy whilst retaining their own identity;
- The amalgamation of many different cultures and organisations into a single location may have complications. The Authority will need to consider this in the Vision and Strategy.

#### **Workspace Principles**

- Knowledge of the BCO (British Council for Offices) Office Specification and BREEAM 'Excellent' status and what is required to achieve compliance;
- Knowledge of Key Performance Indicators such as square metres per Full Time Equivalent (m<sup>2</sup>/FTE) and the ambition to drive these further through innovation;
- Using best practice examples to influence the hubs;
- A consistent 'Look and Feel' to each hub location; and

- Providing an environment which promotes collaborative ways of working across departmental boundaries.

#### **Furniture**

- Advice on various different furniture options and a selection of recommended items to be incorporated into each hub design;
- Assessment of furniture options against KPIs such as supporting a large population of staff / capacity; and
- Alignment with the ethos of the Furniture Clearing House and Prison Services industry, who adapt existing furniture at a low cost for incorporation into modern spaces.

5.5 The Workspace Adviser in considering a Vision and Strategy will have to consider:

- The hubs place in the wider urban setting and the associated public perception of the civil service;
- Security which affects how visitors and other civil servants feel upon arrival, discreet as a reception for customers or overt as a tightly controlled area;
- Shared facilities: using the whole building as a single resource where anyone can work from anywhere or more segregated versions by department or specialisation (e.g. digital, call centre);
- The proportions of different workspace types and the ability to flex and adapt to emerging working preferences; and
- Creating a familiar look and feel to all the hubs but considering how they reflect the locality in which they are sited.

5.6 It is probable that Authority and lead department will need further support after the delivery of the report and will expect the successful supplier to provide services on an ad-hoc basis with the pricing based on a day rate basis.

## **6. PROGRAMME ORGANISATION**

6.1 The Civil Service Hubs programme is an ambitious programme to transform the Government Estate. It is anticipated we will ask the appointed consultant to work with the core team to concentrate on developing guidance and documentation which can be used to influence the design and vision of each hub.

6.2 The programme is being led by a Central Team within the Authority reporting to a National Programme Board with representatives from the major departments who will occupy the space. Within each region is a delivery team, who lead with the interface with departments. These Regional teams are:

- London and the South East;
- Western England and Wales: including North West, West Midlands, South West and Wales; and
- Eastern England, Scotland and Northern Ireland: including North East, Yorkshire and Humber, Scotland, Northern Ireland and East Midlands.

- 6.3 Substantial analysis has been undertaken to understand the Government presence and future requirements in these areas and the Look and Feel Vision and Strategy will be shared with these parties both from a design perspective but also to support communications strategies.

## **7. SKILLS AND EXPERIENCE**

- 7.1 The Authority will expect to receive bids which cover the approach to production of a single standalone document, along with recommendations of next steps. There is the opportunity to strongly influence the modernisation of the Civil Service estate and culture. The Authority is looking for a firm who can evidence experience in:
- a. A clear record of acting for corporate or public sector organisations to document a Vision and Strategy for major cultural and modernisation changes;
  - b. A clear record of supporting clients' preparation of principles and guidelines to support a major change programme and to support either a build specification or refurbishment;
  - c. A sound record of working as a proactive team member, across the client and other professional disciplines;
  - d. A good understanding and experience of working for public authorities as a client and negotiating across public sector stakeholders;
  - e. A clear understanding of government procurement regulations and any impacts that require management within any transaction;
  - f. Clear appreciation of and handling of conflicts of interest that may emerge alongside guidelines in managing and reporting on any such conflicts, perceived or actual; and
  - g. Excellence in managing documentation and communications both on electronic documents, soft copies and suitable secure electronic archiving;
- 7.2 The Authority will assess the tenders against which one provides the most economically advantageous bid. Within the specification, cost is a key component and the Authority is expecting competitive pricing structures to support this work.

## **8. BUDGET**

- 8.1 Potential Providers should provide a proposal to deliver a Look and Feel: Vision and Strategy standalone report which encompasses all elements in Section 5 – Scope of Requirements.
- 8.2 The proposal should be deliverable within a £40,000 plus VAT budget.
- 8.3 Please provide fee rates based on time charges support the Authority's core team in the application of this strategy as a blueprint in both commercial negotiations and stakeholder engagement.
- 8.4 Potential Providers may also propose an alternative fee proposal.

## **9. SERVICE LEVELS AND PERFORMANCE**

- 9.1 The objective is to secure high quality commercial advice for HM Government and to ensure the requirements and outputs are delivered. The Authority will monitor performance and quality of delivery through regular meetings with the Supplier.

**10. LOCATION**

- 10.1 The services are expected to be performed largely at the appointed advisers own offices but regular attendance may be required at the Authority's main office at 1 Horse Guards Road, London, SW1A 2HQ.

**11. SECURITY REQUIREMENTS**

- 11.1 There are no special security requirements applicable to this appointment save for normal requirements concerning confidentiality and security of client information.