

**Order Form Annex A – Statement of Requirements**

Contract Reference: CCCC21A18

GPA Workplace Services Transformation Programme - Specification Delivery Partner

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# PURPOSE

## The Government Property Agency (GPA) requires a Specification Delivery Partner to support the Workplace Service Transformation Programme (WSTP) with the development of specifications.

## The Specification Delivery Partner shall also deliver additional supplementary services to support the WSTP.

##

# BACKGROUND TO THE CONTRACTING AUTHORITY

# The GPA exists to provide a single civil service general purpose estate managed for the benefit of departments. This concentration of property and commercial expertise within our organisation allows departments to focus on their core business of defining government policies and delivering public services. It means that we can work across departments to transform the estate: making best use of space; supporting the introduction of smarter working; improving customer satisfaction through people-focused workplace services; and delivering economies of scale and improved commercial outcomes with the property industry.

# We will do this in a way that achieves the following outcomes in support of the government estate strategy:

#

# We have developed a 10-year strategy, covering the period 2020-30. Over this timescale we expect to transform the way the general-purpose government estate supports public service delivery by:

# Improving the experience of the workplace for civil servants;

# Enabling increased working across departmental boundaries within the public sector;

# Supporting moves from London to the nations and regions of the UK;

# Taking a locality planning approach to optimise the government estate, and working with local authorities to embed our contribution to place-making;

# Responding to the changes in ways of working being accelerated as a result of responses to Covid-19; and

# Improving the sustainability and condition of the estate.

# As we begin this strategy period, we are also transforming our organisation: putting customer service at the heart of what we do. We are proud to be civil servants, and really understand how government works and what our clients need. However, we also bring deep understanding of the workplace and the property market, and strong commercial acumen that can make a real difference: bringing together the best of public and private sectors.

## Further GPA information can be found at:

<https://www.gov.uk/government/organisations/government-property-agency/about>

# Background to requirement/OVERVIEW of requirement

## The implementation of the GPA Workplace Services Transformation Programme (WSTP) is focused on enhancing delivery of the current workplace services offering, improve value for money of workplace services on the Government Office Estate (GES) (the Estate), and help to build and capitalise on the benefits from the GES and supporting Programmes (such as the Hubs, the Whitehall Campus and the Smarter Working Programmes).

## The Supply Chain Project is fully aligned with the WSTP and has been established to realise the ambition of a transformed workplace for all GPA customers and to ensure better value for our clients.

## The Supply Chain Project will be a key enabler for the WSTP through the implementation of a new suite of contracts that will deliver demonstrable improvement in customer experience in every building for which GPA are – or will become – accountable for the delivery of workplace services.

## The design principles that have steered the WSTP Supply Chain Project and will steer the new suite of contracts are:

## a people-centred approach aligning workplace services to people with more focus on customers, the people who use our buildings (rather than buildings);

## enhanced customer communications so that our customers remain consulted, informed and engaged;

## a paradigm shift in how GPA exploits digital tools and data.

## The WSTP also is aligned to and supports the GPA Strategy & Annual Business Plan 2020/21 and the GPA Data & Technology Strategy.

## The Supply Chain Project will:

## Support and enhance the quality and value for money of people-centred Workplace Services (WS) across the Estate; delivered to clients and customers through the procurement of a WS Performance Partner to manage a best in class workplace services supply chain on behalf of the GPA;

## Be an enabler for the improved utilisation and operation of the Estate while also ensuring it is safe, statutorily compliant, flexible, efficient and operated cost effectively;

## Enhance the current Workplace Services Delivery Function to ensure solutions are delivered effectively across a multi-service provider ecosystem, and developed and managed in a co-ordinated way that enhances customer experience and enables clients to focus on their core business;

## Improve oversight and assurance of compliance of the procurement and delivery of all workplace services;

## The use of digital tools including the creation of a central information hub/Common Data Environment, hosted by the WS Performance Partner on behalf of the GPA, to support and enable informed decision-making; enhance customer experience and in support of the delivery of the Government Estate Strategy; and

## Incentivise service providers to deliver to the required standards, timescales and price, through a competitive tender process and contract management tools, including SLAs supported by KPIs and a Service Credit Regime.

##

# definitions

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| CAFM | Computer Aided Facility Management |
| CCS | Crown Commercial Service |
| FM | Facilities Management |
| GES | Government Estate Strategy |
| GPA | Government Property Agency |
| ITSM | Information Technology Service Management |
| KPI | Key Performance Indicator |
| BIM | Building Information Management |
| Performance Partner | Facilities Management (FM) Integrator Service |
| SC | Security Check |
| SLA | Service Level Agreement |
| SME | Small Medium Enterprise |
| We | GPA |
| WS | Workplace Services |
| WSTP | Workplace Services Transformation Programme |

#

# scope of requirement

## The Government Property Agency (GPA) require a Specification Delivery Partner to support the Workplace Service Transformation Programme (WSTP) with further development and enhancement of pre-existing Government department specifications for:

## Hard FM Services

## Soft FM Services (including Catering)

## Security FM Services (including Guarding and Technical)

## Performance Partner (including leading on Mobilisation and Demobilisation planning, and also lead on the ITSM / Digital Platform (including CAFM / BIM / Data management and Reporting).

## .

## The Specification Delivery Partner shall also deliver the following supplementary services:

## Customer and Clients Engagement Workshops

## Performance KPIs and SLAs

## Should Cost Modelling

## Pricing Modelling

##

# The requirement

* 1. The GPA require a Specification Delivery Partner to support the WSTP delivery team with the further development of pre-existing government department specifications for:

## Hard FM Services

## Soft FM Services (including Catering)

## Security services (including Guarding and Technical)

## Performance Partner (including leading on Mobilisation and Demobilisation planning, and also lead on the ITSM / Digital Platform (including CAFM / BIM / Data management and Reporting).

**NOTE:** The Specification Delivery Partner will use pre-existing specifications, which have been previously developed by other Government departments. You will enhance, adapt and tailor these templates to the WSTP requirements. These templates / existing specifications will be provided by the WSTP shortly after contract award.

## The Specification Delivery Partner shall provide weekly updates on progress with the specifications.

## The specifications shall be delivered as drafts after 4 weeks from Contract Award. Final versions shall be submitted after 12 weeks from Contract Award.

## The Specification Delivery Partner shall also deliver the following supplementary services:

## Customer and Clients Engagement Workshops: Lead with Customer and Client engagement sessions to ensure these specifications meet the customer and client expectations.

## Performance KPIs and SLAs: Ensure relevant KPIs are aligned to the Leesman report and are relevant to each of the services being delivered, supported by a service credit regime. These need to be included within the specifications.

## Should Cost Modelling: develop should costs to ensure GPA can afford the specification and options for various service offerings) in line with the best practice in the Outsourcing Playbook.

## Pricing Modelling: Develop a pricing matrix identifying how the suppliers should price the specification in the tender.

## The specifications delivered must ensure that the WSTP can use the final specifications to successfully run compliant procurements via CCS Frameworks and award delivery partners based on its content.

## The Specification Delivery Partner as minimum must ensure the below areas are covered within the specifications and delivery of this overall requirement;

* + 1. The services that are provided by the Workplace Services Supply Chain Service Providers include: Hard FM, Soft FM (including catering and providing a service to support the use of Audio/visual and printing equipment) and security services.
		2. Performance Partner Services will use CCS Framework RM6168 specification for Integrated Workplace Management, and compliment these through customising annexes facilitating GPA requirements.
		3. The Specification Delivery Partner will use CCS Framework RM3830 specification for Hard and Soft FM services, and compliment these through customising annexes facilitating GPA requirements.
		4. The Specification Delivery Partner will use the Catering strategy and specification provided by WSTP and build upon this information. WSTP has engaged another consultancy to provide a Catering Strategy and specification. The Specification Delivery Partner will be required to interface with this consultancy and use their outputs to enhance any catering requirements.
		5. The Specification Delivery Partner will use CCS Framework RM6089 specification for Security services, and compliment these through customising annexes facilitating GPA requirements.
		6. The GPA Workplace Services Performance Partner will need to manage a best in class workplace services supply chain on behalf of the GPA.
		7. The Specification Delivery Partner will work with the GPA to specify the requirements of the Performance Partner in relation to the digital experience platform. The Performance Partner, in collaboration with GPA, will be required to review and assess the current technology landscape, and to design and procure a digital experience platform that the Performance Partner will configure and operate. Full ownership will remain within the GPA, mitigating the need for the services of the Performance Partner in the future through the use of automated workflows. The Performance Partner along with GPA will develop strategic partnerships with ITSM providers and work with them to develop processes, digital service platforms and data standards that will deliver the goals of providing a seamless, consistent and efficient service across all GPA services.
		8. The specifications will detail how an organisation, or group of organisations, appointed by the GPA will deliver workplace services on their behalf.
		9. All Service Providers will be expected to bring the required functional expertise, which can be drawn upon flexibly to deliver the required services.
		10. The specifications will align with the WSTP Lotting Strategy. The details of the Supply Chain Lotting Strategy are in development and will be shared in line with a collaborative partner approach.
		11. The specifications will align with the regional strategy and will also align with the Lotting Strategy.
		12. The specifications will align and compliment the contract length which has been determined to provide a good balance between flexibility and contract packages that would be attractive to the market and allow investment.
		13. The specification should cover and consider all current and future costs ensuring the GPA is protected for buildings not onboarded ensuring there is no price creep and effectively manage change control.
		14. The Specification Delivery Partner will advise and produce pricing matrices and should cost modelling for;

## Hard FM Services

## Soft FM Services (including Catering)

##  Security services (including Guarding and Technical)

## Performance Partner (including leading on Mobilisation and Demobilisation planning, and also lead on the ITSM / Digital Platform (including CAFM / BIM / Data management and Reporting).

##

* + 1. Should Cost Modelling (should costs to ensure GPA can afford the specification) in line alignment with the best practice in the Outsourcing Playbook.
		2. The Specification Delivery Partner must ensure Government Commercial Function Outsourcing Playbook and Contract Management Professional Standards policies are followed as well as current Government initiatives such as the Social Value Model, Transparency agenda, Lean procurement and Small and Medium sized Enterprises (SME) initiatives are considered and addressed.
		3. The Specification Delivery Partner must ensure alignment with the Leesman report metrics, and produce specific SLAs, which include KPIs supporting a Service Credit Regime that would be used to manage the contracts ensuring that previous Government contracts are reviewed and their KPIs enhanced.
		4. When creating KPIs the Specification Delivery Partner will identify a gain share model, creating a matrix to detail the percentage of what the gainshare service credit should be.
		5. The Specification Delivery Partner must ensure that GPA has the ability to accurately benchmark like- for- like services, ensuring GPA has increased control over the type of Management Information requested/supplied by Suppliers.
		6. The Specification Delivery Partner must ensure that data is collected at a building level - via an 'integrating system’ ensuring for example that an occupation management work stream needs is included.
		7. The Specification Delivery Partner must ensure key metrics are not only aligned to the service partners’ performance but also the buildings performance as 'perceived' by the occupants. Including, Productivity, Connection / staff engagement, Collaboration / knowledge sharing, Data Gathering, Social Value, Net Carbon Zero.
		8. The Specification Delivery Partner is required to ensure that specifications create less ambiguity and more transparency.
	1. The Specification Delivery Partner will need to hold workshops with our internal and external customers to ensure the specifications and service options meet their needs.
	2. The specifications will include Environmental Sustainability requirements to enhance upon current contracts in place. They will ensure they are also in line with the GPA’s Net Zero Programme.
	3. The Specification Delivery Partner will work with the WSTP Board to identify and include a clear path of what will be brought back in house after the 5 years Contract Term and what will remain outsourced so we have a clear line on knowledge transfer within these contracts.
	4. The Specification Delivery Partner will incorporate a Social Value theme based on the golden thread approach in line with Procurement Policy Note 06/20 considering Social Value in the award of central Government contracts. <https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts>

**Notes:**

* + 1. To avoid any conflicts of interest, the GPA have decided that the Specification Delivery Partner will not be permitted to bid for any of the upcoming Supply Chain Partner or Performance Partner contracts.
		2. The WS Performance Partner will not be permitted to bid for the workplace supply chain services to maintain the independence of the WS Performance Partner services eliminating the significant risk of a conflict of interest.
		3. The WS Performance Partner will have to provide a detailed summary on how they will produce the Mobilisation and De-Mobilisation Plan and Implementation at tender stage.
		4. The estimated total price for the WS Performance Partner and the workplace supply chain services mean that the procurements will be subject to compliance with the Public Contract Regulations 2015.
		5. The WS Performance Partner and workplace services supply chain contracts will be let by GPA as the contracting authority. The terms and conditions will be based upon the CCS Framework contract terms.

# key milestones and Deliverables

* 1. The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| Milestone/Deliverable | Description | Timeframe or Delivery Date |
| Project Programme Weekly Update | The Specification Delivery Partner shall provide a weekly update on the project programme both in written format and on a conference call with the WSTP team | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. |
| Performance Partner Specification Weekly Review | General update to be provided to the WSTP Project Board | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. |
| Performance Partner Specification Mid-Point Review | In draft version to be presented to WSTP Programme Board to ensure Specification deliverables are on target. | Week 4 from Contract Award |
| Performance Partner Specification Final Version | Final Version of Specification to be presented for sign-off  | Week 12 from Contract Award |
| Hard FM Specification Weekly Review | General update to be provided to the WSTP Project Board | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. |
| Hard FM Specification Mid-Point Review | In draft version to be presented to WSTP Project Board to ensure Specification deliverables are on target. | Week 4 from Contract Award |
| Hard FM Specification Final Version | Final Version of Specification to be presented for sign-off | Week 12 from Contract Award |
| Soft FM Specification Weekly Review | General update to be provided to the WSTP Project Board | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. |
| Soft FM Specification Mid-Point Review | In draft version to be presented to WSTP Project Board to ensure Specification deliverables are on target. | Week 4 from Contract Award |
| Soft FM Specification Final Version | Final Version of Specification to be presented for sign-off | Week 12 from Contract Award |
| Security FM Specification Weekly Review | General update to be provided to the WSTP Project Board | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. |
| Security FM Specification Mid-Point Review | In draft version to be presented to WSTP Project Board to ensure Specification deliverables are on target. | Week 4 from Contract Award |
| Security FM Specification Final Version | Final Version of Specification to be presented for sign-off | Week 12 from Contract Award |

# MANAGEMENT INFORMATION/reporting

## The Supplier will deploy an overall programme and project management process to oversee the delivery of the programme to ensure:

## Communication of project timelines and key milestones.

## Tracking of progress to manage expectations.

## Weekly meetings updates to the WSTP Programme Board.

## Identification of key dependencies. Management of inter-dependencies and early identification of risk.

## Implement programme governance and processes.

## The Specification Delivery Partner shall provide a weekly update on the project programme both in written format and on a weekly conference call with the WSTP team.

# Governance and Contract Management

## The following representatives will manage the contract between the parties and be the first point of escalation: [detail shall be provided on Contract Award].

# Engagement duration

## We anticipate the Specification Delivery Partner to deliver services for the WSTP over a 12-week period. Delivery shall begin one day after award of contract.

# continuous improvement

## Not applicable to this requirement.

# quality

## The Supplier will be expected to have a quality management system in place, the scope of which covers the work being undertaken.

# PRICE

## The price is to be provided against a resource-loaded programme, clearly identifying role(s), rates and time provisioned against each deliverable.

## The price shall be presented as a capped firm price for the core programme.

## Discounts against rate cards are to be clearly identified.

# STAFF AND CUSTOMER SERVICE

## The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

## The Supplier’s staff assigned to the Contract shall be suitably qualified and experienced to deliver the Contract to the required standard. For the Specification Delivery Partner this shall include but not be limited to:

* + 1. Able to effectively interact with client representatives, GPA and service providers (if required) at a range of levels and must have excellent knowledge and competency of the type of works being managed and undertaken for future contractual requirements.
		2. Have knowledge of industry standards including Statutory / Legal and Mandatory Compliance Maintenance, Health and Safety and Sustainability.
		3. Ability to address the inclusion of Government initiatives such as Fair Payments, SME (Small and Medium sized Enterprises) requirements, Government Buying Standards, Greening Government Commitments, Social Value Model.

## The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

# service levels and performance

## The Authority will measure the quality of the Supplier’s delivery based on the SLAs detailed in the table below:

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Milestone/Deliverable | Delivery Date | Target |
| 1 | Project Programme Weekly Update | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. | 99% |
| 2 | Specification Weekly Reviews | Weekly, start 1 week from Contract Award. Stop on delivery of specification final version. | 99% |
| 3 | Specifications for Mid-Point Reviews | Week 4 from Contract Award | 100% |
| 4 | Specifications for Final Versions | Week 12 from Contract Award | 100% |

# Security and CONFIDENTIALITY requirements

## All resources require at least SC level clearance.

## The Supplier will provide all IT and any systems (such as databases) required to complete the deliverables.

## All information must be held within an accredited ISO 27001 system.

* 1. At the end of the process all information remains the property of the Cabinet Office and must be returned or destroyed and we would like confirmation of this by those using the information.

## All other requirements as per the CCS framework terms and conditions.

# payment AND INVOICING

## Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

## Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

## Invoices shall be submitted to: AP-GPA@gpa-me.co.uk with the requisitioner copied in.

## GPA operates a No Purchase Order, No Pay policy, all invoices must include a valid purchase order number.

# CONTRACT MANAGEMENT

## Due to Covid-19 and the current working environment, it is expected work will be carried out remotely, however this could be subject to change dependant on Government advice. A safety-first approach will be taken.

## Attendance at Contract Review meetings shall be at the Supplier’s own expense.

# Location

## The location of the Services would normally be carried out at GPA offices in London and Birmingham however it is expected following Government Guidelines that the work will be carried out remotely.

## If guidelines change or there is a requirement for a supplier to be present onsite WSTP Project Board will advise and agree the approach.