



Government  
Property  
Agency

# The Government Property Agency Business Plan 2022-23



# Foreword

The GPA's 10-year strategy has been developed to transform the way the 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; 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.
- Improving the sustainability and condition of the estate.

We are in the second year of delivering our strategy and we have substantially increased the



Steven Boyd MBE, CEO and Pat Ritchie CBE, Chair

space we own and manage for departments from just over 300,000 sq m in 2020 to over 700,000 sq m at the end of 2021-22. We are also enabling significant changes through our continued response to the pandemic, creating great spaces for civil servants, and supporting productivity in every nation and region of the UK.

We are transforming our organisation and building our

capability for the future by putting customer service at the heart of what we do and enabling improvements through capability and technology. We will continue to deliver what is important to clients, to reduce carbon emissions and to deliver significant savings for Government.

**Steven Boyd MBE**  
CEO

**Pat Ritchie CBE**  
Chair

# About us



# Who we are

The GPA is a public sector property holding company **creating great places to work** for civil servants.

- We define the strategy, and deliver outcomes, for the Government's office and warehouse portfolios.
- We act as the single landlord for our Government department clients.
- We provide workplace services to our clients, where required.
- Using our civil service know-how and commercial expertise, we are transforming the estate to be flexibly shared, sustainable and represent value for money.



A transformed, shared, sustainable and value for money Government estate supporting civil servants to work productively in every nation and region of the UK.



Our  
vision

# Our service offer

Two core packages of building-related services are provided for all tenants:



## Landlord services

For all tenants in the GPA buildings. This is the minimum service level: supporting our clients with their occupations, dealing with property owners, managing lease issues, ensuring the space is safe, and checking and paying bills in each occupation.



## Workplace services

Services for those clients who want this support. Our workplace services include hard and soft facilities management, operational security and live information and communication technology services.

Civil servants have a choice of workspaces, from modern flexible spaces...



...to the more traditional desk areas and quiet spaces for focussed work.

# Our service offer

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



## **Portfolio services**

For departments who have transferred assets to the GPA, strategic property advice is provided to support our clients' location strategies, aligning property with workforce to achieve value.



## **Transformational services**

Collaborating with departments to transform the estate through our programmes for example smarter working, hubs and net zero.



## **Additional property and project services**

Further value adding property and project services including space finding, property acquisitions and disposals, relocations, and project delivery.



## **Additional consultancy services**

A range of consultancy services to support smarter working, inclusive workplaces, sustainability - advising on sustainable whole life asset management - and physical security.

# Our leadership team

The Government Property Agency has great people with the skills to deliver for our clients including property, commercial and financial professionals. Strategic partners support us in managing our property assets, are key elements of our design and construction team, and work with us to deliver day-to-day workplace services.



**Yvette Greener, Client Director:** leads all client-related and business development activity. Our focus is to build relationships, ensure excellent client satisfaction in our services, and help our clients shape estates strategies and manage occupancy to match their workforce plans.

**Alan Whitelaw, Property Director:** manages our property portfolio and undertakes transactions at best value, using the Government covenant to meet the needs of our clients.



**Dominic Brankin, Workplace Services Director:** supports civil servants (customers) in moving to, and using, our workplaces in a way that is both popular with customers and enhances client satisfaction.



# Our leadership team



**Clive Anderson, Capital Projects Director** : delivers our office development and optimisation programme, generating growth in every nation and region of the UK, through investment in a transformed and sustainable estate for civil servants, which represents value for money.

**Debra Soper, Chief Operating Officer**: enables the GPA to deliver successful outcomes through coordinating performance and providing support in commercial, legal, data & technology, security, HR and marketing & communications.



**Nigel Beckett, Finance Director**: responsible for the GPA stakeholder financial reporting and planning, accounting policy, financial transaction processing - including that outsourced to the 'Property Partner', commercial input - including leading on investment appraisals, all finance business systems, external audit and the GPA financial control framework.



# Our programmes

## Hubs Programme

We are delivering the largest commercial office programme in the UK, including modern, low-carbon, digitally-connected offices shared by multiple departments. This includes over 20 projects.

## Whitehall Campus Programme

This is a sister to the Hubs Programme. We are creating a smaller, greener, shared, and digitally-enabled campus at the centre of government.

## Smarter Working Programme

We are helping departments to adopt modern ways of working to enhance productivity and use our offices efficiently. The objectives of this programme will be delivered by 2023.

## Lifecycle Replacement Programme

Investing in our estate to keep it safe and secure, to support productivity and to reduce maintenance costs.

## Net Zero Programme

We are making additional interventions to reduce carbon emissions and bring down utility costs, which will help us deliver ahead of Government carbon targets. We will also dispose of poorly performing properties, build new schemes to high standards, and connect to district heat schemes when possible.

## Workplace Service Transformation Programme

We are replacing inherited contracts with regional contracts designed to support productivity, improve the condition of buildings, and enable further reductions in space to release additional savings. We will also introduce a new data and performance management platform and employ a 'Performance Partner' to manage the challenging transition to new contracts.



# Our behaviours

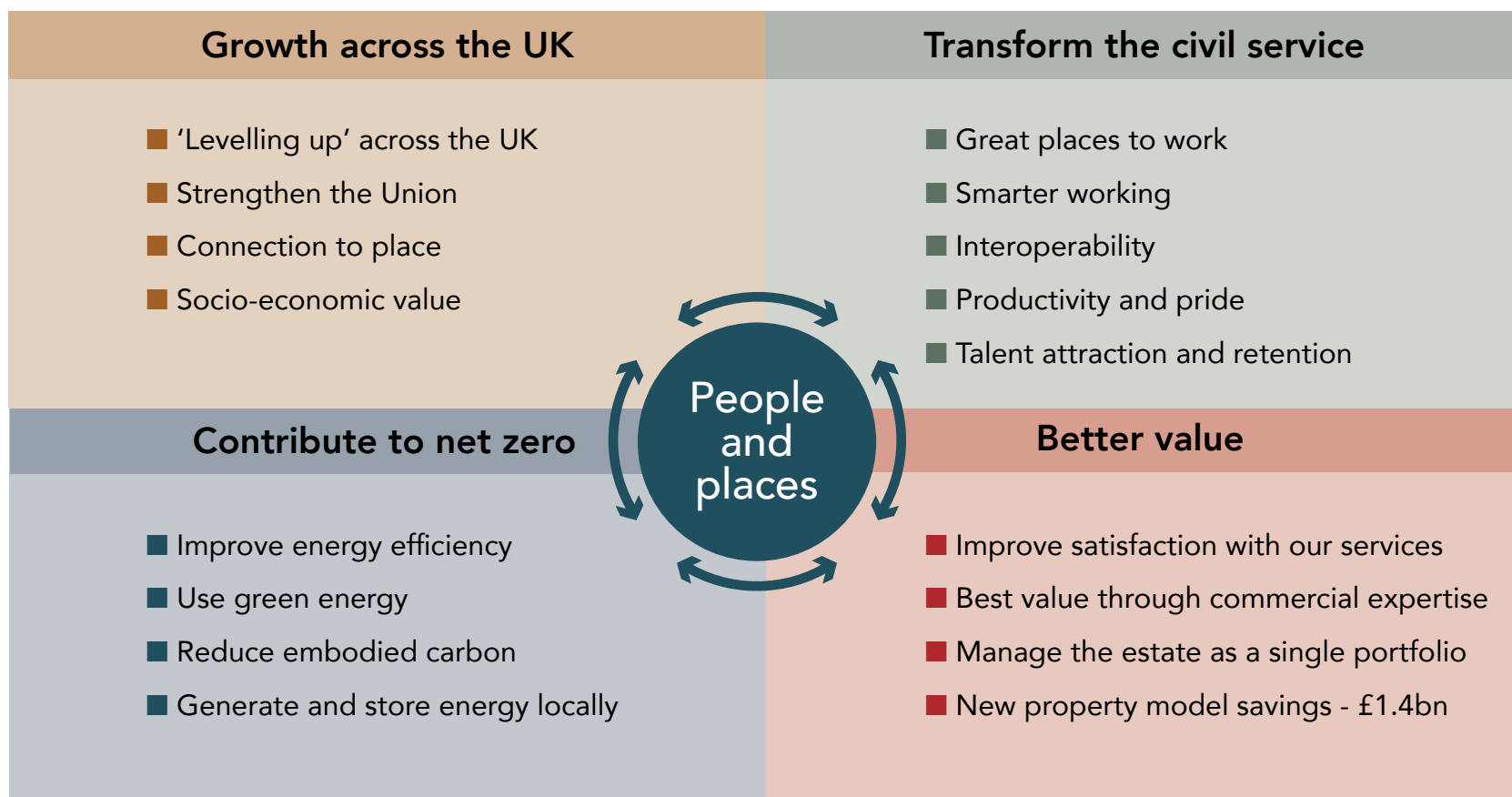


# Strategic objectives



# Strategic objectives

The property and commercial expertise that exists within the GPA allows departments to focus on their core business of delivering public services, whilst we work across departmental boundaries to transform the Government estate. This includes making best use of space, supporting the introduction of smarter working, improving customer satisfaction through people-focussed workplace services, and delivering economies of scale alongside improved commercial performance.



# Key achievements against our strategic objectives

## Growth across the UK



- Grown our office estate to be the largest in Government (c.700,000 sq m).
- Created Government Hubs at London, Old Admiralty Building and Birmingham, 23 Stephenson St providing modern, interoperable, grade A office accommodation.
- Delivered new office space in Wolverhampton and interim space in Darlington. Progressed major projects in Darlington, Croydon and Peterborough.
- Identified public sector space outside of London, meeting Places for Growth relocation requirements for 4,300 people.



Peterborough, Fletton Quays



## Transform the Civil Service



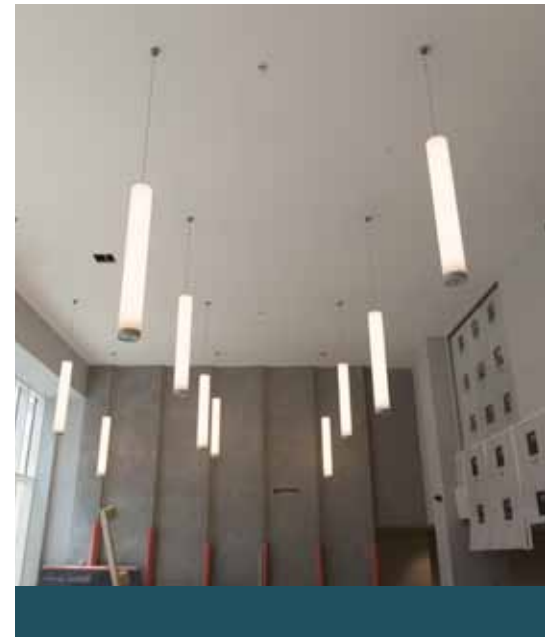
- Managed the safe operation of the GPA managed buildings through Covid.
- Strengthened our position as thought leaders in smarter working and workplace design.
- Surveyed c.8,000 civil servants (c.34,000 to date) on their experience of working at home and hybrid approach.
- Deployed GovPass to over 17,000 civil servants.
- Supported 14 departments to reach smarter working maturity.

# Key achievements against our strategic objectives

## Contribute to net zero



- Invested more in carbon saving schemes and improving the condition of estate than last year.
- Set up a net zero programme which has delivered over 43 projects in carbon saving schemes and engaged a partner to help deliver this.
- Reduced emissions through LED lighting upgrades, heating ventilation, air conditioning, building management system projects and photo-voltaic.
- Saved over 1,200 tCO<sub>2</sub>e pa (£560,000 pa on utilities) to date.



## Better value



- 37 per cent of Government office portfolio now onboarded to the GPA and we increased our net property assets from £872m to £1.9bn.
- Exited an additional 13 Whitehall offices (63,200 sq m) - making a total of 31 since Apr 2017.
- Invited tenders for a new 'Property Partner'.



# Delivery plan for 2022-23



# Growth across the UK

To support the UK's economic recovery post-COVID, as a catalyst for growth and social value, we will:

## Across the United Kingdom

- Deliver an interim solution at Darlington Economic Campus.
- Deliver temporary space in York, Manchester and Wrexham to enable recruiting before a Government Hub is complete.
- Deliver space in Glasgow, 1 Atlantic Square for the Cabinet Office.
- Progress an initial facility for the Cyber Security Campus at Preston to deliver an operating capability by September 2023.
- Secure lease agreements for new Government Hubs in Darlington, York, Manchester, Preston and Wrexham.
- Progress new Government Hubs in Manchester and East Kilbride.
- Deliver Government offices in Stoke, Exeter and Cardiff.
- Deliver a new Government Hub in Peterborough.
- Progress work on new Government Hubs in Birmingham and Bristol.



Darlington, Feethams House



Birmingham, 23 Stephenson Street during construction

## London

- Develop a revised space allocation plan for London.
- Reduce client costs by exiting at least eight Central London buildings.
- Progress the refurbishment of the northern zone of the Whitehall Campus.
- Progress work on new Government Hub in Croydon.

## Local Authorities

- Maximise opportunities to work with local authorities on place-based solutions.
- Work with local authorities to contribute to regional regeneration.

# Transform the civil service

To enable a modern civil service, improving client productivity and customer wellbeing, we will undertake the following:

## Workplace services transformation

- Award new, regional, customer-focussed workplace services contracts.
- Secure a workplace partner to help us transition to new contacts and to improve our insight from data.
- Procure and embed a workplace platform to support improved customer service and data-based decision making.

## Customer experience

- Develop the GPA customer portal and roll out to eight buildings, improving access to information and services.
- Use insight from Leesman and customer satisfaction surveys to improve customer experience.
- Encourage and support vibrant communities in our workplaces.

## Smarter working

- Support 80 per cent of departments to achieve smarter working maturity.

## Interoperability

- Develop product partnerships to improve property technology innovation and consistency.
- Expand occupancy monitoring to 100,000 sq m.
- Expand 'GovPass' to 50,000 people.
- Develop a 2nd generation 'GovPrint' product to improve services.



Net  
zero



# Contribute to net zero

In order to cut direct emissions [Scope 1] from existing Government offices by 50 per cent by 2027 ahead of the Government target of 2032 (2017 baseline), we will:



Solar panels installed at Birmingham,  
23 Stephenson Street

## Portfolio

- No longer deliver new buildings with gas-fuelled plant.
- Deliver new buildings to at least BREEAM Excellent and refurbish to at least BREEAM Very Good.
- Increase the proportion of properties rated EPC A or B.

## Net zero interventions

- Save 1,000 tCO<sub>2</sub>e and reduce utilities costs by £400,000 pa.
- Deliver LED lighting upgrades in at least 10 properties.
- Install photo-voltaic (solar) in at least 10 locations.
- Undertake heating, air conditioning and ventilation upgrades in at least five properties.
- Install smart meters in at least 20 properties to provide better data.
- Decarbonise heating in at least four properties.
- Rollout a programme of electric vehicle charging point installation.

## Sustainability

- Develop the GPA Environmental Management System (EMS).
- Improve sustainability reporting for clients.

## District heating systems

- Identify opportunities to connect the GPA buildings to district heat.
- Lower the operating temperature of the Whitehall boiler system to improve efficiency.

# Better value

To deliver value for our clients, by using our commercial expertise and the strength of the Government covenant, we will:

## Portfolio

- Increase the GPA managed estate to 45 per cent of the Government office portfolio.
- Develop warehouse portfolio plans by commodity identifying quick wins.
- Develop a warehouse onboarding programme.
- Use 5D CAD and digital twin methodologies on all developments where the value exceeds £10m.

## Property

- Demonstrate best value routes to property development.
- Leverage the Government covenant to secure better value for money above the local market level for property transactions.



Wolverhampton, i9

## Lifecycle replacement

- Invest £65m to improve customer comfort and safety on the GPA-managed estate.
- Increase the proportion of properties rated A or B for condition.

## Supply chain

- Demonstrate best value procurement and contract management.
- Increasingly hold the supply chain to account for delivering satisfaction across the GPA's clients.

# Capability and capacity

We will continue to build our capability and capacity to improve service to our clients and grow confidently for the future. We will:

## Clients and customers

- Develop and implement a client satisfaction plan to strengthen our client service culture.
- Continue to work towards achieving 'Customer Service Excellence' accreditation.
- Improve our client billing process to improve accuracy and timeliness.
- Develop and review the GPA service offer and associated documentation, for all current and future clients.

## Commercial partners

- Achieve the appropriate 'Government Commercial Function' qualification for 95 per cent of our contract managers.
- Award a new, client-focussed 'Property Partner' contract.
- Agree and implement a behavioural charter with all our strategic partners.
- Agree and introduce transformational KPIs across all strategic partners.
- Implement regular supplier relationship surveys.



## Organisation, culture and skills


- Restructure to cope with our growing portfolio and to align major new service contracts.
- Align our reward offering to benefit individuals and teams who have high achievement levels and demonstrate the GPA's behaviours.
- Benchmark our core skills against industry best practice and take action to close identified gaps.
- See 40 per cent of people achieve chartered status for their specialism.

## Business systems & data

- Upgrade our property database, Horizon.
- Introduce a more powerful financial accounting system.
- Develop our data warehouse and expand access to reports.
- Automate client quarterly reporting.
- Implement a data quality index.



# Key performance indicators (KPIs)

	Area	KPI/target
1	 Health and Safety	RIDDOR - aspire to zero
2	 Customer Satisfaction	Establish a baseline through a customer satisfaction survey
3	 Client Satisfaction	Average client satisfaction survey score of at least 7/10 to include the views of all the GPA clients
4	 Property Data	95 per cent property data accuracy
5	 Vacant Space	Vacant space less than 2 per cent (by income)
6	 Building Condition	Develop plans for all condition C and D properties
7	 Net Zero Carbon	Carbon savings 1,000 tCO2e pa and utility cost savings of £400,000 pa
8	 Project Delivery	90 per cent of capital projects to be either delivered or on track to be delivered to time and cost
9	 People	Level 7 accreditation for 40 per cent of our people
10	 Supplier Relationships	Establish a benchmark through a supplier relationship survey
11	 Invoice Accuracy	Clients pay 95 per cent invoices without query
12	 Debt	Average debtor days less than 30 days
13	 Benefit realisation	Total booked cashable benefits to Government to be at least £1bn (20yr NPV) by year-end



Financial  
plan

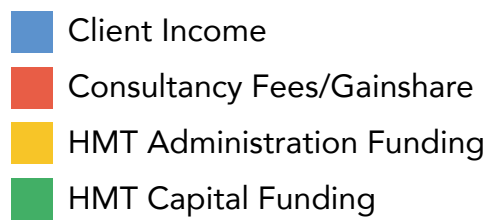


# Financial plan

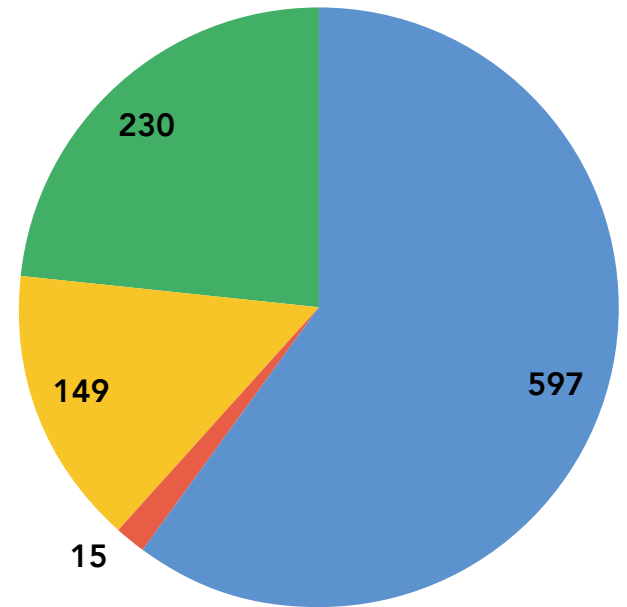
The GPA obtains HM Treasury funding to deliver strategic objectives for 22-23, recharges clients their property operating costs while also generating a surplus to cover the balance of support costs. The charts below summary income and expenditure before IFRS 16 implementation.

## INCOME

	INCOME (£m)
Client Income	597
Consultancy Fees/Gainshare	15
HMT Administration Funding	149
HMT Capital Funding	230
<b>TOTAL INCOME</b>	<b>991</b>

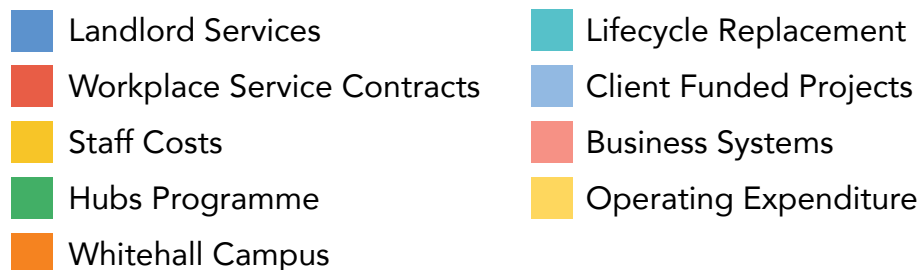


## Income (£m)

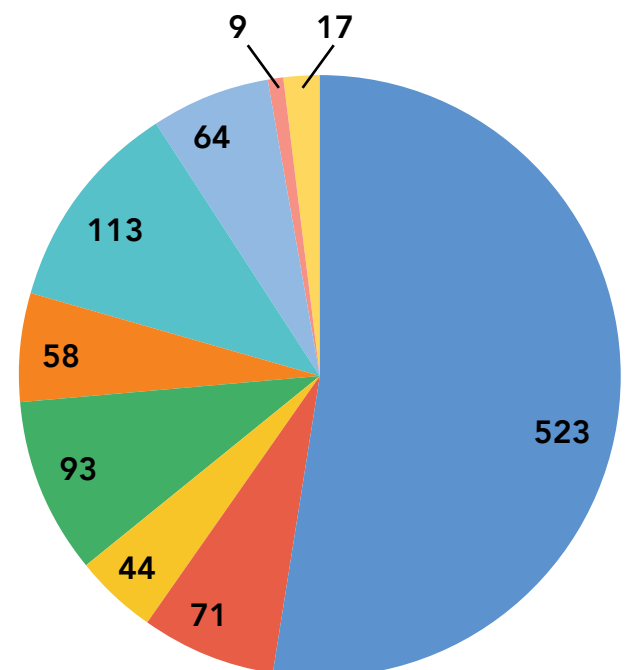


## EXPENDITURE

	EXPENDITURE (£m)
Landlord Services	523
Workplace Service Contracts	71
Staff Costs	44
Hubs Programme	93
Whitehall Campus	58
Lifecycle Replacement	113
Client Funded Projects	64
Business Systems	9
Operating Expenditure	17
<b>TOTAL EXPENDITURE</b>	<b>992</b>



## Expenditure (£m)





Government  
Property  
Agency

