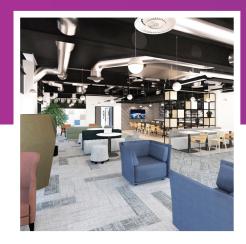


GOVERNMENT PROPERTY AGENCY BUSINESS PLAN 2021/22









FOREWORD

PAT RITCHIE CBE

CHAIR

Government Property Agency

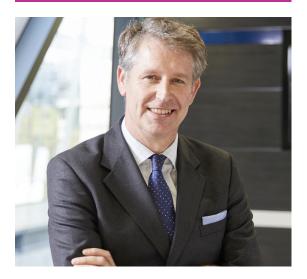
It has now been more than a year since the Government Property Agency found itself, along with the rest of the world, having to react to and manage the myriad of challenges posed by the coronavirus pandemic. I am proud to say that we have responded to the challenge and played our own role in delivering front line services, while also navigating workplace restrictions ourselves.

We were able to demonstrate how we can work quickly and effectively to find secure space for the departments that needed it most, as well as bolstering the Government's COVID-19 response. It is crucial that we deliver like this in the long-term and support the Government's key objectives However, what we do is less about property than it is about people; ensuring they have the best experience possible wherever they are in the country as we take advantage of the sea change in thinking around the world of work. The past year has been one of great

challenge, and looking ahead we will lead the way in this re-shaping of the workplace.

This Business Plan sets out how we will capitalise on what we have achieved so far by delivering a range of programmes that will continue to support new, flexible ways of working; leveraging our influence to secure post-COVID economic recovery for our regions, and creating fit for purpose workplaces that benefit the people and places they serve.

My personal ambition is to see the government working across the whole country, with civil servants embedded in the regions, supporting growth in regional cities and towns. This plan sets out how we will take these opportunities forward and how we will leverage from our unique selling point – that of commercially minded private sector expertise blended with insight into how Government works and what civil servants need.



FOREWORD

STEVEN BOYD MBE

CEO

Government Property Agency

The Government Property Agency is at the forefront of the government's transformation agenda and is crucial to delivering wider priorities; we have a real opportunity to make a huge difference to places, and to perceptions about the way we work.

Building on our significant work last year, we will continue to support our client departments through COVID-19, improve our service offer to them, and demonstrate quality and value for money across government offices.

Following the Spending Review 2020, we have a clear mandate from Government and we are ready to deliver for our clients, leading programmes that will support growth across the UK, enable the positive transformation of the Civil Service, contribute to carbon net zero targets, and deliver better value for the taxpayer.

To achieve the ambitious targets set out in this Business Plan, we will continue to grow our capability and capacity, scaling up to meet the challenge, and to add value for our clients.

We have already brought in experts from the property sector who will help us to be as commercial, knowledgeable and customer service driven as possible, and we will continue to recruit and develop the right people to deliver these programmes, creating a Government workspace portfolio that any private enterprise would be proud of and every civil servant wants to work in.



OUR MISSION

To provide great places to work for civil servants. We use our scale and commercial expertise to do this effectively, efficiently and sustainably, helping to support growth in all parts of the UK.



OUR SERVICE OFFER

This Business Plan is built on our ability to shape the government estate by taking a strategic response across multiple departments. Leveraging the strong Government covenant, we can work collectively with departments at the same time as bringing a sharp commercial property perspective to secure the best deals for our clients.

TWO CORE PACKAGES OF BUILDING-RELATED SERVICES ARE PROVIDED FOR ALL TENANTS:



LANDLORD SERVICES

Core landlord service for all tenants in GPA buildings as part of our role as landlord. 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

Additional workplace services for those clients who want this support.

Our workplace services include hard and soft facilities management, operational security and live ICT services.

AS WELL AS BUILDING RELATED SERVICES, GPA OFFERS FOUR GROUPS OF ADDITIONAL SERVICES:



PORTFOLIO SERVICES

For departments with 'onboarded' assets, strategic property advice is provided to support our clients' location strategies, aligning property with workforce to achieve value.



ADDITIONAL PROPERTY AND PROJECT SERVICES

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



TRANSFORMATIONAL SERVICES

Working with departments on four transformational programmes: Smarter Working; Whitehall Campus; Government Hubs and the Net Zero Programme.



ADDITIONAL CONSULTANCY SERVICES

A range of consultancy services such as smarter working, inclusive design, sustainability and physical security.

ABOUT US

OUR TEAM

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



Responsible for securing new clients, engaging and informing current clients, and defining an integrated property requirement to satisfy their collective needs.

PROPERTY AND COMMERCIAL

Responsible for managing our property portfolio and undertaking transactions at best value, using the Government Covenant to meet client needs, and delivering commercial solutions in support of every part of GPA to enhance client satisfaction.

WORKPLACE SERVICES

Responsible for supporting customers in moving to and using our workplaces in a way that is popular with customers and enhances client satisfaction.

CAPITAL PROJECTS

Responsible for the design and construction of capital projects to create 'Great Places to Work' that meet client needs - including the Government Hubs and Whitehall Campus Programmes.

FINANCE AND CORPORATE

Responsible for creating business insight, planning ahead and providing the corporate services that every part of GPA needs to be successful.



VALUES AND BEHAVIOURS AT GPA

We are proud to be part of the Civil Service tradition and consequently our core values are those of the Civil Service Code: integrity, honesty, objectivity and impartiality.

In addition, we have GPA agreed standards of behaviour that we are all measured against. These behaviours shape our culture, our relationships with colleagues and customers, and are at the heart of how we operate as an organisation.



WE TREAT EVERYONE WELL

We are professional, respectful, empathetic and value diversity.



WE UNDERSTAND AND SUPPORT OUR CLIENTS

We understand what our clients and customers really want and respond to it.



WE VALUE OUR COMMERCIAL EDGE

We are commercially focussed and not afraid to take managed risks.



WE TRY NEW IDEAS AND WAYS OF WORKING

We challenge existing processes and offer innovative solutions to make improvements.



WE SUPPORT EACH OTHER

We support each other to develop and reach potential.



WE ARE OPEN, HONEST AND FAIR

We believe in transparency, fairness and ethical behaviour.



WE TAKE RESPONSIBILITY

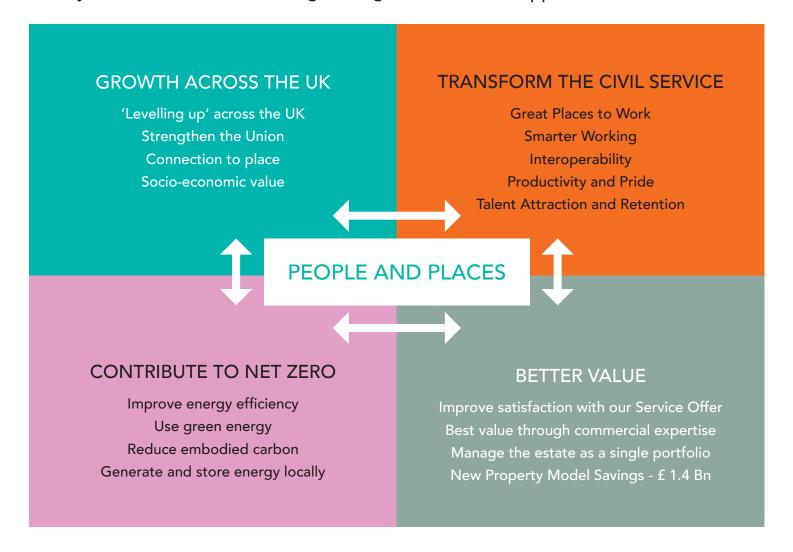
We take ownership, collaborate and deliver.

STRATEGIC OBJECTIVES

GPA exists to provide a single Civil Service general purpose estate managed for the benefit of departments.

The concentration of property and commercial expertise within our organisation allows departments to focus on their core business of delivering public services, whilst we work across departmental boundaries to transform the Government 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 performance.

We will do this in a way that achieves the following strategic outcomes in support of the Government Estate Strategy:



PERFORMANCE AGAINST OUR STRATEGIC OBJECTIVES IN 20/21



GROWTH ACROSS THE UK

- Construction started at our Peterborough and Croydon 2 Hubs, supporting Home Office, Defra, and other clients: providing space for c6,000 FTE and saving £8m a year.
- Progressed our new Hub at Birmingham, Platform 21 which will provide new space for 16 clients in summer 2021.
- Reduced costs for our clients by closing eight buildings in London.
- Project handover for London, Old Admiralty Building completed. A state-of-the-art new HQ for the Department of International Trade providing space for 2,500 FTE for occupation from spring 2021.



TRANSFORM THE CIVIL SERVICE

- Supported home working for our clients during COVID-19, creating a working from home wellbeing and productivity 'toolkit' paving the way for future ways of working, including a hybrid working model comprising a mix of home, office and other locations.
- Provided valuable insight for our clients on productivity, future workspace design and hybrid working during the Covid pandemic through a survey of 26,000 civil servants completed with Leesman.
- Introduced pilots for occupancy monitoring to help our clients make best use of their space.
- Made significant progress towards interoperability for our clients by strengthening GovWifi and completed successful GovPass pilots for secure building access- including at London, 10 South Colonnade.



CONTRIBUTE TO NET ZERO

- Completed an analysis of all government offices to plan our Net Zero interventions.
- Investment of £5m secured to contribute Net Zero, with work already started on LED installation in 26 buildings.
- Selected a partner to plan and deliver future net zero and lifecycle replacement works to improve building condition and reduce carbon emissions for our clients.
- Improved our sustainability reporting to clients to help them deliver their commitments.



BETTER VALUE

- 22% of government office portfolio now onboarded to GPA.
- Reduced costs for our clients through lease re-gears including at London, 3-8 Whitehall Place.
- Enabled NHS Track and Trace to get up and running by providing space in existing government space saving c.£4m per annum compared with other options.

DELIVERY PLAN FOR FY 21/22

GROWTH ACROSS THE UK

We will support economic recovery post-COVID, providing a catalyst for growth and delivering social value across the UK. We will:

GOVERNMENT HUBS PROGRAMME

- Continue to refine our workplace standards to meet client needs.
- Create space to help our clients relocate from London as required.
- Open Birmingham, Platform 21 to 16 clients, and advance Croydon and Peterborough hubs to cost and schedule.
- Take steps towards creating great spaces for our clients by negotiating agreement for lease (AfL) for at least 4 more hubs, including the new Economic Campus for Her Majesty's Treasury and other

Departments.

- Undertake due diligence for potential further Hub options.
- Work with our clients to achieve outline business case approvals for at least 4 further hubs.

WHITEHALL CAMPUS PROGRAMME

- Reduce client costs by exiting at least 10 buildings.
- Create a modern, sustainable working environment for clients by re-fitting London, 3-8 Whitehall Place / 55 Whitehall.
- Plan to create the spaces our clients need through

early work to achieve outline business cases for 6 further buildings.

LOCAL AUTHORITIES

- Work with local authorities to maximise social value and whole government benefits across all Places for Growth strategic locations, helping to deliver best client value in great locations.
- Work with local authorities to contribute to wider regional regeneration beyond big cities, in line with the Places for Growth thinking around central government office relocation strategies.









CONTRIBUTE TO NET ZERO

We are helping our clients reduce their carbon footprint by targeting a 50% reduction in carbon emissions from government offices by 2027. To continue progress towards this, we will:

NET ZERO

- Produce a Net Zero Programme toolkit for our clients' use.
- Deliver net zero carbon heating, ventilation and air conditioning (HVAC) and decarbonisation interventions in at least 20 offices.
- Install LED lighting in at least 20 buildings, reducing client costs.
- Generate local green energy in at least 20 buildings, reducing client costs.

SUSTAINABILITY

■ Deliver enhanced client sustainability reporting from operations and programmes to demonstrate reduced carbon emissions.

- Increase green electricity supply to our clients to over 90%.
- Procure a utilities bureau to deliver improved client service through better data quality, bill validation and invoicing.
- Work with Crown Commercial Service to explore innovative renewable energy supply opportunities to reduce cost for clients.

WHITEHALL DISTRICT HEATING SYSTEM

■ Deliver improved thermal insulation and reduced operating temperature to reduce system emissions by a further 17% and reduce client costs.

TRANSFORM THE CIVIL SERVICE

We will help our clients attract and retain talent by delivering more 'Great Places to Work' that support wellbeing and productivity. We will lead the way in reshaping the workplace post-COVID to support these new ways of working. We will:

CUSTOMER EXPERIENCE

- Introduce routine measurement of customer satisfaction, starting with Hubs pre- and post-occupancy evaluations in at least 2 buildings.
- Measure impacts on customer productivity, health, wellbeing and inclusivity before and after major building moves.
- Develop Hybrid Working strategies that meet customer needs informed by Leesman data on ways of working during COVID-19.
- Develop the first phase of a digital service platform for customers.

INTEROPERABILITY

- Simplify secure access to our properties for circa 10,000 customers by extending GovPass into other properties in addition to hubs.
- Support best use of space for our clients by beginning to roll out occupancy monitoring in existing properties.
- Consult on and refine our portfolio of customer support technology products.

WORKPLACE SERVICES TRANSFORMATION

■ Develop the Outline Business Case and go out to tender for the contracts for a programme to improve service and productivity for our customers through new workplace services contracts, replacing inherited, fragmented ones.

SMARTER WORKING

departments to improve ways of working for their people through embedding smarter working. 12 departments to undertake maturity assessments, with the aim to reach a total of 20 departments reaching maturity (includes 8 from 20/21).





Government Property Agency Business Plan 2021-22



BETTER VALUE

We will deliver financial and non-financial value to or our clients by using our commercial expertise to secure great deals and enhance portfolio planning to meet changing client requirements post-COVID. We will:

CLIENT SATISFACTION

- Improve client satisfaction scores by 20%.
- Provide clients with improved quarterly financial reporting.
- Support clients to develop their estate requirements post COVID-19. Monitor space utilisation, workplace trends and changing market value to help make cost savings, support changing ways of working, and deliver solutions tailored to the specific needs of each client.

PORTFOLIO

■ Increase our share

- of Government offices under GPA control to 40%, delivering a high quality of service and better value for money for our clients.
- Update portfolio plans, working with clients to use their space more effectively in a post COVID-19 world, allowing for cost savings through planned space reduction, enhanced productivity and customer wellbeing.
- Provide an asset management and payment service for Defra and the Environment Agency.
- Reduce client costs by managing lease events effectively, leading to

space consolidation via building exits.

LIFECYCLE REPLACEMENT

Improve the experience for our customers through service availability and minimise dilapidation liability for clients by investing over £60m to improve the condition of the GPA managed estate.

WAREHOUSES

Produce a Warehouse Strategic Asset Management Plan, setting out plans to help clients reduce costs and streamline logistics.

BUILDING GPA CAPABILITY AND CAPACITY

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



- Provide customer service training to GPA staff with all client managers trained to the highest level by Sep 21.
- Make strides towards a customer service accreditation to further a develop a service culture.

COMMERCIAL PARTNERS

- Select a Workplace Performance Partner by Sep 21.
- Deliver training to all contract managers by Sep 21.

ORGANISATION, CULTURE AND SKILLS

■ Continue to refine our structure for the future and transition towards this.

- Define GPA Core Skills, and take action to enhance these based on a gap analysis.
- Set out career development pathways to gold standard professional accreditations.

DIGITAL, DATA AND AUTOMATION

- Incrementally automate billing and the production of client financial reports.
- Create a digital platform to integrate property and people data to provide valuable insight for our clients.
- Deliver the first phase of a Client Relationship Management (CRM) tool to support improved client service delivery.







OPERATIONAL KPIs

From this financial year, UK Government Investments (UKGI) will work with GPA and our parent department, the Cabinet Office, to create a more robust system of reporting through quarterly Key Performance Indicators (KPIs). These KPIs will fall into four categories, and will be used to help us maintain strategic focus as we deliver our Business Plan.

CLIENTS AND CUSTOMERS

HEALTH AND SAFETY (RIDDOR) Zero

QUARTERLY
CLIENT
SATISFACTION
20% improvement
targeted this year

CUSTOMER
SATISFACTION
To be
benchmarked

CAPABILITY AND CAPACITY

% OF GPA STAFF WITH 'GOLD STANDARD' QUALIFICATIONS Work towards target of 50% of organisation

SUPPLIER
RELATIONSHIPS
To be benchmarked

DATA
QUALITY
To be
benchmarked

FINANCE

FINANCIAL MANAGEMENT Income to exceed expenditure

BENEFITS

Progress against £1.4 billion over 10 years target in New Property Model Business Case

PROPERTY

GOVT OFFICES UNDER
MANAGEMENT
40% target this year

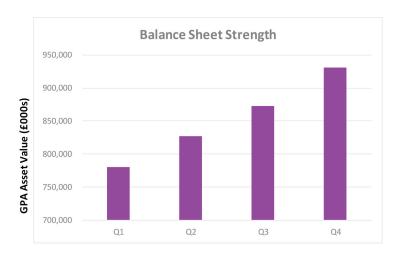
% OF GOVT ESTATE VACANT Maintain 0.05% rate

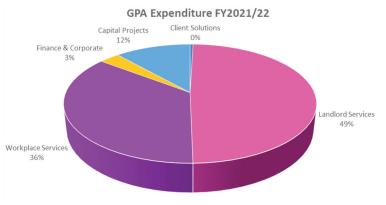
REDUCED GOVT OFFICES
CARBON EMISSIONS
Progress towards 50%
reduction target by 2027

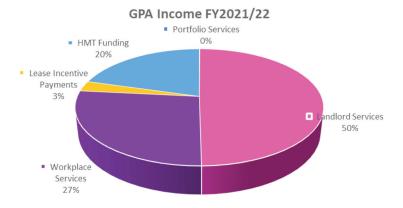
BUILDING CONDITION

To be benchmarked

FINANCIAL PLAN







Note: 0% shown in both income and expenditure represents a percentage less than 1%.

GPA'S FINANCIAL PLAN FOR 2021/22 IS TO:

- GROW ACROSS THE UK invest circa £107 million in supporting economic development post COVID-19 to Build Back Better, improving efficiency and effectiveness and the quality of office accommodation.
- CONTRIBUTE TO NET ZERO invest circa £35 million in net zero interventions to accelerate delivery of the Government's target of 50% carbon reduction in its offices by 2027.
- TRANSFORM THE CIVIL SERVICE invest circa £15 million in interoperable technology, Smarter Working and Workplace Service Transformation to encourage modern, flexible ways of working, improving productivity and wellbeing for clients and customers.
- ACHIEVE BETTER VALUE We will continue to grow the GPA business in 2021/22, onboarding additional assets and increasing turnover from £400 million in 20/21 to £1.3 billion in 21/22. To support improved productivity and wellbeing we will also invest circa £70 million in Lifecycle Replacement across the GPA managed estate.

Working in the context of COVID-19, this Business Plan delivers the next steps in GPA's 10-year Strategy which will realise the New Property Model benefits target of £ 1.4bn of savings over 10 years (to Mar 2027).



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