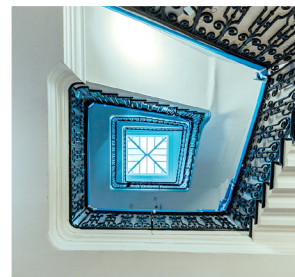


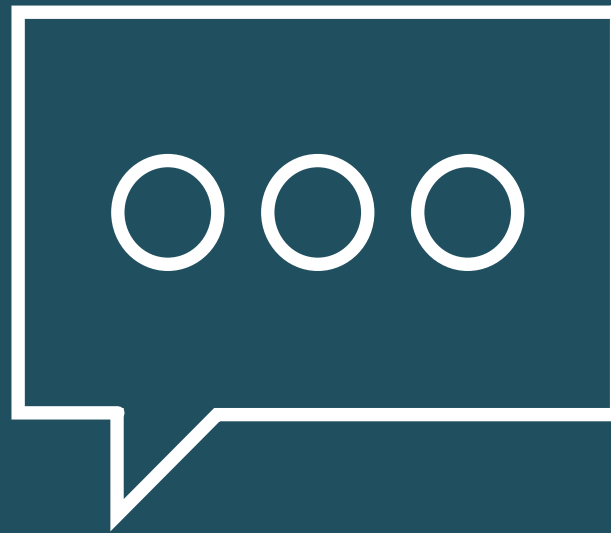


Government
Property
Agency



The Government Property Agency Business Plan 2024/25





FOREWORD

A year of stabilisation, continuous improvement and preparing for the future

As the Government Property Agency (the GPA) moves into its sixth year we have a lot to be proud of. We now manage 228 buildings across the UK from Aberdeen in Scotland to Truro in Cornwall, equating to over 53% of today's government office estate.

Our focus remains on working with our clients to create great places to work for civil servants everyday, ensuring we are delivering a transformed, shared, sustainable and value for money government office estate.

Much has been achieved in the past year. New workplace services contracts are embedding, helping us deliver excellent workplace experiences for civil servants. We have enabled regional growth and opportunities for people to work nearer to where they live by exiting 42 buildings in Whitehall and moving 15,000 roles (to date) out of London into new hubs and redevelopments in places like Darlington and Peterborough. We have also introduced new technology in both new and historical buildings to help civil servants work more productively.

We are playing a part in making the government office estate more sustainable, delivering a further 1,200 tonnes of carbon reductions in 2023.

We are ahead of a £1.6 billion 10-year target in delivering benefits to the taxpayer by rationalising the estate, playing an essential role at a time when public finances are tight.

However, the GPA is still a young organisation that has experienced continuous and rapid growth. Our current delivery model, which relies on a network of strategic partners to enable delivery, is in need of evolution to match our current and future operating needs. When coupled with client feedback, it has highlighted a need and opportunity to change. To continue to improve and deliver more efficiently and effectively, we will focus on joining up our offer, getting the basics right for government departments - our clients - and strengthening delivery. We also want to start to address challenges with the current delivery model, enabling a more commercial and sustainable operation in the future.

We enter 2024/25 against a backdrop of significant budget challenges, with delegated budgets of £81.3m RDEL (Resource Departmental Expenditure Limit) and £266.4m CDEL (Capital Departmental Expenditure Limit), some elements of which may be subject to further approval. Some of these are consistent with the wider public sector and some are unique to the GPA given our delivery model. There is a need for sharp focus on priorities and strong collaboration with our many partners to deliver well. We will need to be flexible and adaptable in delivering the business plan given the challenges ahead.

Our priorities this year sit in three themes:

Clients and customers: we will continue to put clients (government departments) and customers (civil servants) at the forefront of everything we do, looking to continuously improve our delivery and services to best support meeting their priorities and objectives whilst delivering on the government mandate.

People and partners: we deliver through brilliant, skilled, diverse and empowered people and partners. We must continue to build and develop our culture to create a high performing team which embodies a renewed set of GPA values, where people feel included, trusted and are set up to deliver effectively.

Continuous improvement: building on our successes and addressing the areas to improve. These include having a realistic and achievable scope of work that is right for clients and customers; having the right structures, governance and reporting metrics and frameworks in place; ensuring leadership and values reflects the culture we aspire to achieve; and having the skills and capabilities of our people that match our organisational goals. This will enable us to be ready for our next phase of growth while ensuring that we are well placed to operate within a more challenging funding environment.

This remains an ambitious agenda, but one that focuses on doing the right things and doing them well. It means stopping things that don't add maximum value and creating a sustainable and high performing organisation that is able to deliver for the Civil Service for years to come.

Pat Ritchie CBE, Chair
Mark Bourgeois, CEO



Pat Ritchie CBE, Chair



Mark Bourgeois, CEO



WHO WE ARE

The GPA is an Executive Agency of the Cabinet Office.

We are a public sector property holding company, creating great places to work for civil servants across the UK.

Founded in 2018 as an Executive Agency of the Cabinet Office, the GPA is overseen by a board with broad expertise in property management, customer service, and local government. Our mission is to create exceptional workplaces for civil servants, enabling public sector efficiency while delivering good value for taxpayers through applying our commercial acumen to management of the civil estate. Having continuously expanded in both scale and capability since our formation, we are now entering a phase of consolidation ahead of planned future expansion.

Our vision is to create a transformed, shared, sustainable and value for money government office estate supporting civil servants to work productively in every nation and region of the UK. Committed to relentless enhancement and targeted changes, we have achieved notable progress this year, significantly moving towards realising this vision.



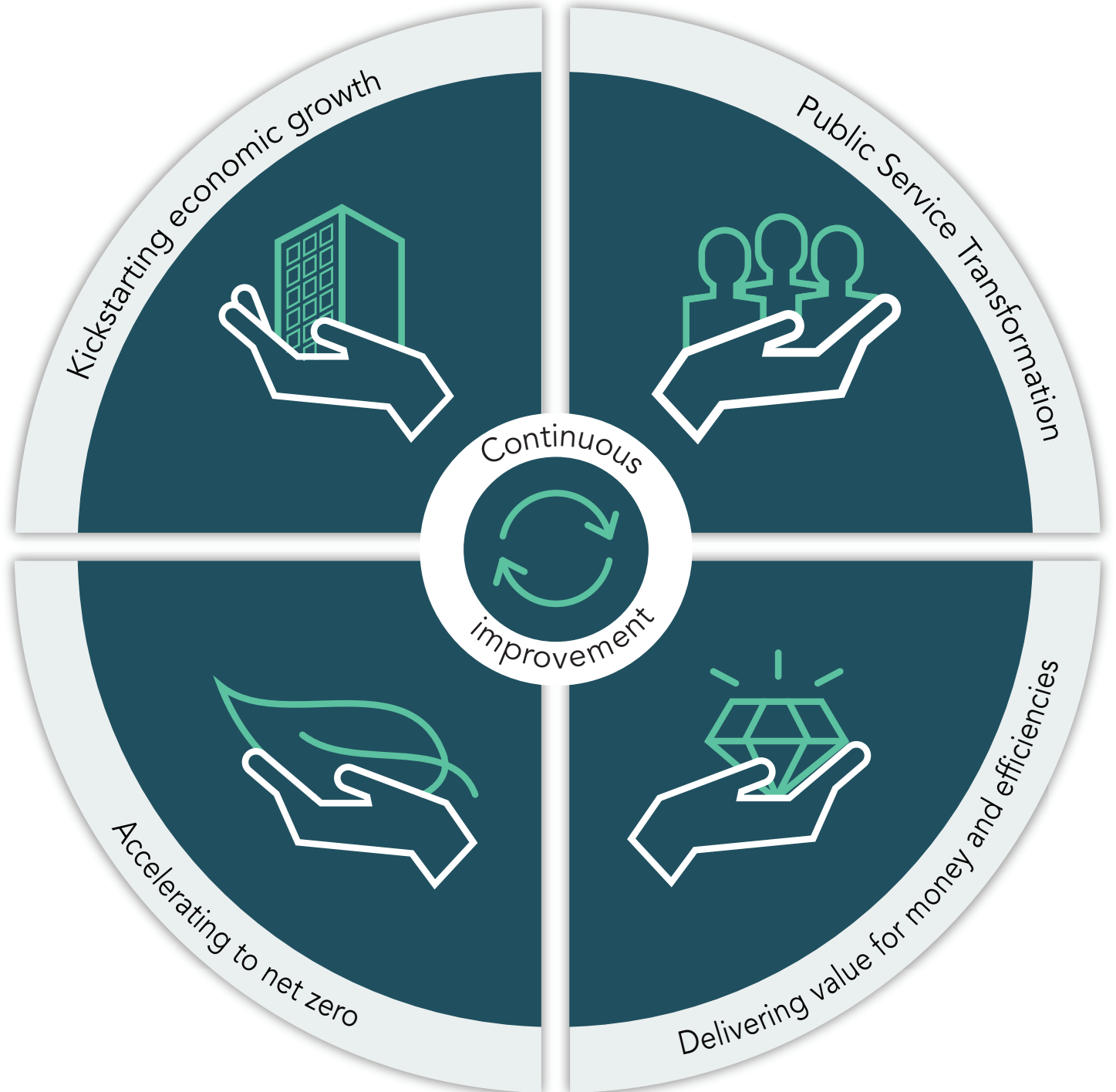
Our vision:

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

Our mission:

We work in partnership to deliver a smaller, better, greener public property estate. We stimulate economic growth across the UK, bringing civil servants closer to the communities they serve.

Delivered through brilliant, skilled, diverse and empowered people and partners who embody the values of the GPA.

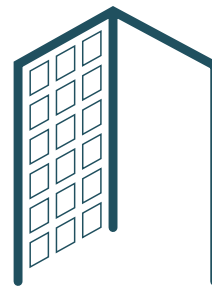




OUR SUCCESSES



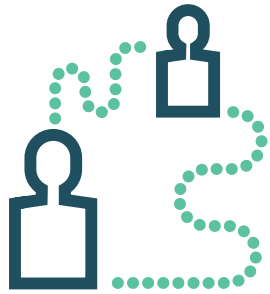
Supported
15,000
 roles to be relocated
 out of London under
 Places for Growth



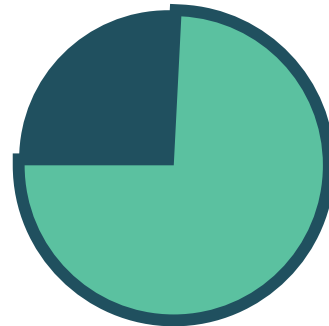
Transferred over
53% of the
 property portfolio
 into our ownership



London
 refurbishments
 and closures



Capturing occupancy
 data from more than
600,000m²



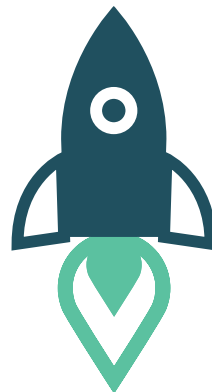
74%
 Supplier
 satisfaction

Less than

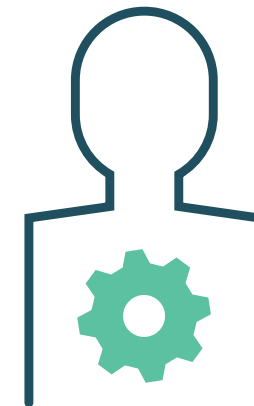
3%
 vacant space



5 strategic partnerships
 with leading industry experts



Launched Client
 Relationship
 Management
 System



Reduced our
 skills gap by
10%

18

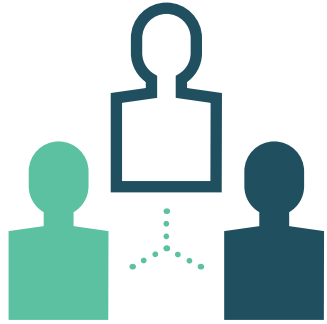
regional hubs delivered under the Government Hubs programme



Creating sustainable and tech-enabled workspaces

B+

Over 60% of our properties are rated Condition B or better



Improved systems and skills of our people



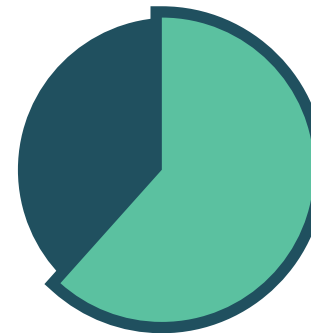
Strengthened our Board



Launched our National helpdesk



Published our first ESG report
Environmental, social and governance



Customer satisfaction of 68%



OUR EXECUTIVE TEAM



**Mark Bourgeois,
Chief Executive Officer**

The Chief Executive Officer (CEO) is accountable to our Chair and Board for strategic direction and performance, and to the Permanent Secretary of the Cabinet Office in respect of their Accounting Officer responsibilities.

The CEO is responsible for the day-to-day management of the our organisation, including the efficient running, financial management, corporate governance and compliance, overall performance and strategic planning. As Accounting Officer for the GPA, the CEO is personally responsible for safeguarding the public funds for which they have charge.



**Lisa Commane,
Chief Operating Officer**

The Chief Operating Officer (COO) enables us to deliver our outcomes, coordinating performance and providing support in commercial, legal, technology, data, security, HR and marketing and communications.



**Nick Brown,
Chief Financial Officer**

The Chief Financial Officer (CFO) develops our financial plans and manages our budget with appropriate controls to enable us to deliver our outcomes at best value. The CFO works with clients to agree their property budgets and manages timely and accurate billing for our services.



**Yvette Greener,
Client Director**

Our 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 to shape estates strategies and manage occupancy to match their workforce plans.

The Client Director role is currently the Senior Responsible Owner (SRO) for our Capital Programme.



Carly Ersser,
(Interim) **Workplace Services
Director**

Our Workplace Services Director supports customers in moving to, and using, our workplaces in a way that is both popular with customers and enhances client satisfaction.



Michael Wu,
**Deputy Director, Head of Legal
and Compliance**

Our Head of Legal and Compliance provides strategic and operational guidance on legal matters procurement and corporate governance promoting a culture of compliance.



Martin Keeler,
HR Director

Our HR Director is responsible for developing HR strategies, overseeing operations, and ensuring compliance on people-related issues. Martin is the lead on all people initiatives within the GPA.



Georgina Dunn,
(Interim) **Capital Projects Director**

Our Capital Projects Director delivers our office development and optimisation programmes, generating growth in every nation and region of the UK, through investment in a transformed, sustainable and value for money estate for civil servants.



Dominic Brankin,
Property Director

Our Property Director manages our property portfolio and undertakes transactions at best value, leveraging the Government Covenant to meet client needs. Maintains our relationships with local authorities and other public sector property organisations.

Our Property Director also leads our workplace experience and projects teams to ensure we deliver strategic value for government departments.



OUR SERVICE OFFERS

We are creating great places to work across the UK, by putting our clients and customers at the heart of everything we do

For our customers

The people who occupy our buildings - we're delivering modern, customer-focused, digitally connected and inclusive workplaces to enable people and departments to thrive in our shared space and work productively.

For our clients

The Government Ministerial Departments, their agencies and public bodies along with some non-government occupiers - we use both our commercial expertise and insight from the central government estate to help our clients meet their strategic property needs and secure the best deals.

Our service offer

Our service offer remained consistent for the last few years, but this year we have refined and clarified our offer, focusing on three core service bundles.

1



Curated Space

Landlord Services + Portfolio Services

2



Serviced Space

Curated Space package
+ Workplace Services + Project Services
+ Property Services

3



Fully Serviced Space

Serviced Space package + Property
Technology Services

We combine a number of our services into packaged solutions designed to maximise property performance, create cost efficiencies and enhance employee productivity and connection:



Landlord Services

A single landlord working alongside building owners to manage leases, transactions and billings.



Portfolio Services

For those clients who have transferred their property assets to the GPA, we support client estate strategies, and provide enhanced data and reporting.



Workplace Services

Facilities management solutions that place customer comfort, community and safety at the core.



Project Services

We support with delivery of major projects, project planning and relocations.



Property Services

We support space and site finding, property acquisitions and disposals, as well as design and fit-out. We also lead relocations to ensure an effective transition.



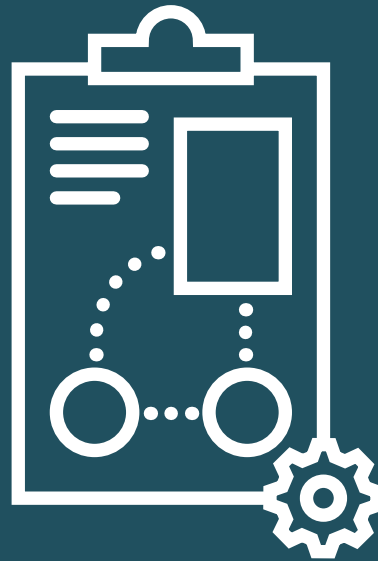
Property Technology Services

Integrated property technology including IT network, GovWifi, GovPass, GovPrint, audio visual equipment, room booking systems and occupancy reporting.



Consultancy Services

We also offer Consultancy Services to the public sector in addition to our bundled solutions.



OUR PROGRAMMES

In addition to the services we provide to our clients and customers, we are also delivering our strategic objectives through a number of inter-related programmes:

Government Hubs and Whitehall Campus Programmes:

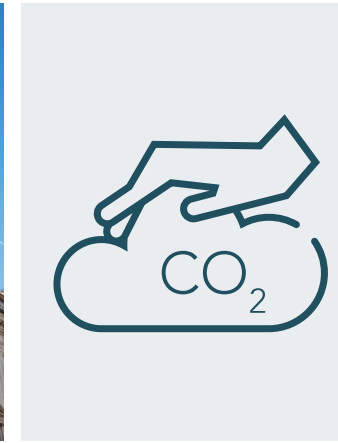
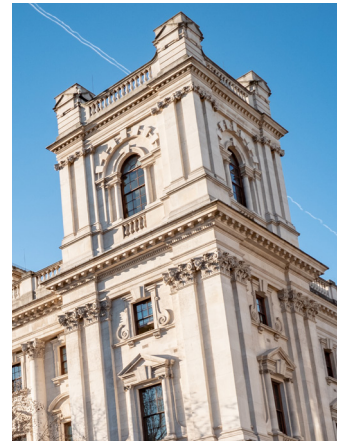
The Government Hubs and Whitehall Campus (WHC) Programmes are transformative in delivering a smaller, better and greener public estate. The Hubs Programme plays a pivotal role kick starting economic growth by accommodating departmental workforces in shared regional hubs across all four nations of the United Kingdom. These modern facilities support the Places for Growth Programme by enabling 22,000 roles to be relocated outside of Central London, bringing civil servants closer to the communities they serve. The Whitehall Campus programme will consolidate the Central London estate into a smaller, inclusive and interoperable campus. All this supports wider sustainability commitments and the ambition to reach net zero carbon emissions by 2050.

Lifecycle Replacement Programme:

The LCR Programme invests in our estate to improve its condition, and our customers experience. The programme focuses upon safety, security and property technology, benefiting departments across government.

Net Zero Programme:

The Net Zero Programme is reducing carbon emissions and energy consumption across the Government's office portfolio refurbishments, renovations and retrofitting, using low carbon interventions to contribute to the Government's target of 50% reduction in carbon emissions by 2027.



Interoperability Programme:

We are leading the "OneEstate" element of the Civil Service Interoperability Programme. Our work provides modern interoperable property technology and improved service standards in our offices to meet customer needs. This includes improving the audio visual equipment, networks, Wifi (GovWifi), print services (GovPrint), secure access control (GovPass), occupancy data reporting and customer service portal to deliver a seamless interoperable experience.



CASE STUDY

Manchester, First Street

A new build government hub on First Street in Manchester is currently under construction. It is the first northern hub to open as part of Phase 2 of the Government Hubs Programme; continuing to support economic growth across the UK. The project will accommodate staff from 14 departments comprising a total of 2,600 full time equivalent (FTE) employees with space to allow for the relocation of circa 700 FTE employees from London to Manchester through the Places for Growth programme.

In keeping with the Government Hubs design principles, the building design recognises that different types of work require different spaces to enable collaboration, creativity and community regardless of how people choose to work.

Key Information:



Type: New Build



Total Budget: £132.8m



Net internal area (NIA): 12,161 m²



Projected FTE: 2,600



Artists impression of the external of the building upon completion



Minister Jeremy Quinn breaks ground



Building works progress with steel works now several floors tall.



2024/2025 TARGETS

A year of stabilisation, continuous improvement and preparing for the future

Target 1
Demonstrate Places for Growth (PfG) momentum through delivering the Government Hubs and Whitehall Campus Programmes, and office and commercial portfolio plans within existing spending review (SR) allocation and plan for SR24

Target 2
Demonstrate progress in delivering a value for money office estate across government

Target 3
Demonstrate progress in delivering a more sustainable office estate for government

Target 4
Demonstrate momentum in transfer of government office portfolio on a sustainable basis

Target 5
Evidence further demonstrable improvement in the relationship at all levels with departmental clients

Target 6
Test options and recommend a more sustainable client charging policy within the boundaries of the existing GPA model

Target 7
Deliver improved strategic city/regional property strategies across high impact regions

Target 8
Demonstrate greater productivity through effective and efficient workplace services to our customers

Target 9
Demonstrate progress in delivering interoperability for partner departments across the GPA estate

Target 10
Demonstrate improvement in approach to digital, data and security

Targets 1-10:
Encompassing bottom up improvements and innovation

Target 11
Demonstrate progress in development of the GPA's people capability, capacity and culture to create a highly-performing organisation

Target 12
Review, redesign and implement the GPA's governance arrangements

Target 13
Demonstrate refinement in corporate performance management of key performance indicators (KPI's)

Target 14
Review targeted aspects of the GPA's structure and implement changes identified in the review

Target 15
Deliver an impactful programme of quick wins, continuous improvement and delivery model preparations

Targets 11-15:
Top down continuous improvement activity to help embed and stabilise our operating model

Targets 11-15:
creating organisational change capability to enable bottom up improvements/innovations

Continuous Improvement Programme Overview

Programme management	Task and Finish group
	Programme management
	Communications, engagement and change
Quick wins	Improved billing
	Pace of property transactions
	Workplace services (London)
	Managing the risks of key projects visibly
	Client reporting
Continuous improvement	Charging model
	People and capability
	Governance
	Targeted structure change
	Performance management and KPIs
	Future transformation options/delivery model, Spending Review preparation

Quick wins - demonstrable improvements delivered at pace

- 1 Improved billing; With strategic partner BNP Paribas Real Estate (BNPPRE), clear end-to-end process (underway)
- 2 With BNPPRE, improved pace of property transactions and documentation (full year 23/24 end audit review with more to come)
End-to-end process mapping for Landlord transactions (new lease/rent reviews/lease renewals etc - process started)
- 3 Workplace services in key locations with increased focus on Whitehall due to high profile, high volume (improve data to drive improvement, share performance dashboard with clients)
- 4 Managing the risks of key projects visibly:
 - 22-26 Whitehall Place, London
 - 3-8 Whitehall Place, London accessibility issues
 - Ruskin Square, Croydon
 - Temple Quay House, Bristol
 - Northern Ireland inquiry
- 5 Improving client reporting






Introduction to our targets

Our 2024/25 business plan contains cross cutting targets which contribute to our strategic objectives and to our continuous improvement ambitions.

The following pages show a breakdown of each of our fifteen targets. These targets impact multiple strategic objectives and icons indicate where this is relevant.

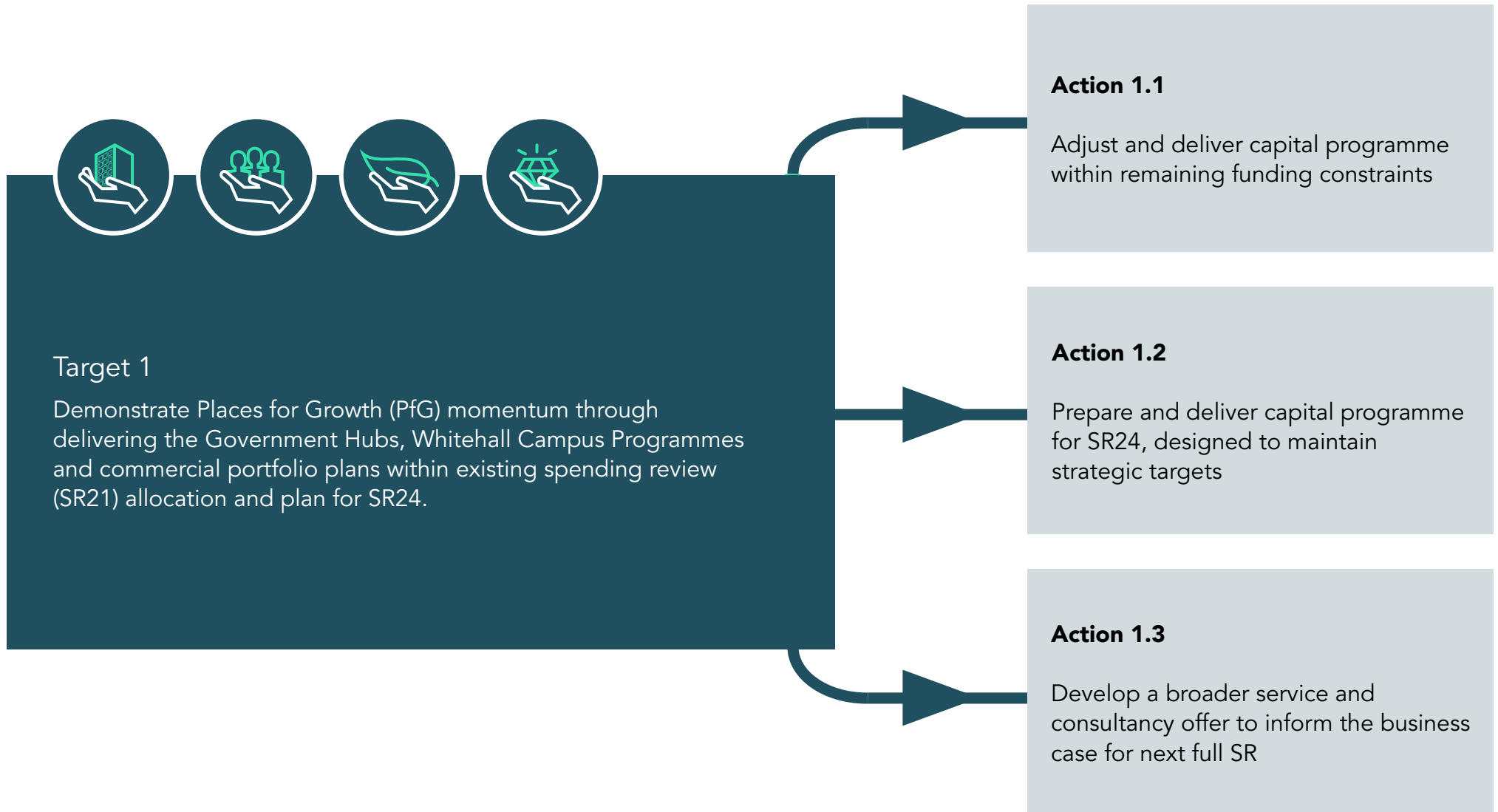


Icon Key

-  SO1
Kickstarting economic growth
-  SO2
Public Service Transformation
-  SO3
Accelerating to net zero
-  SO4
Delivering value for money and efficiencies
-  CI
Continuous improvement

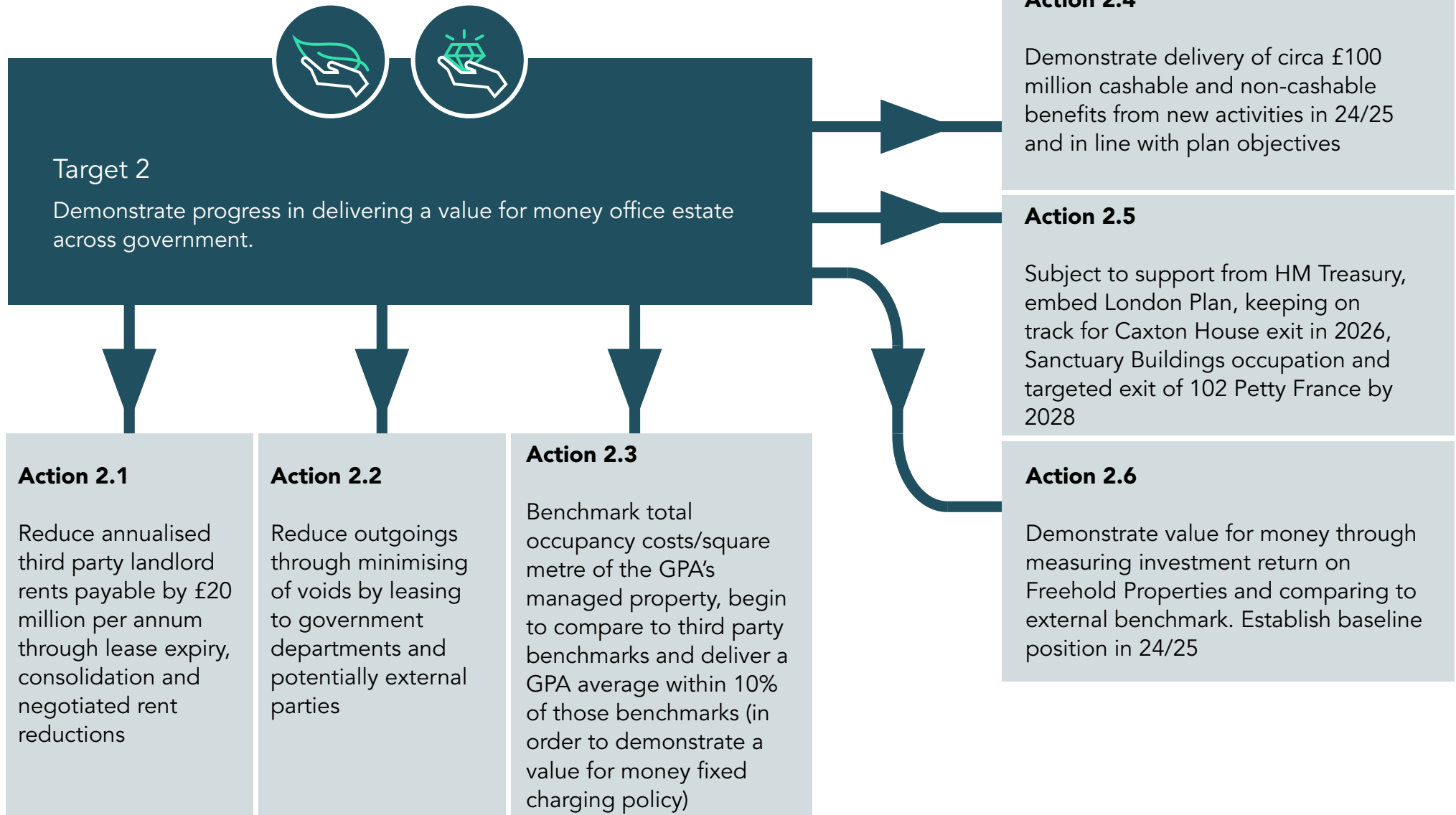
2024/2025 Business Plan targets:

Target 1



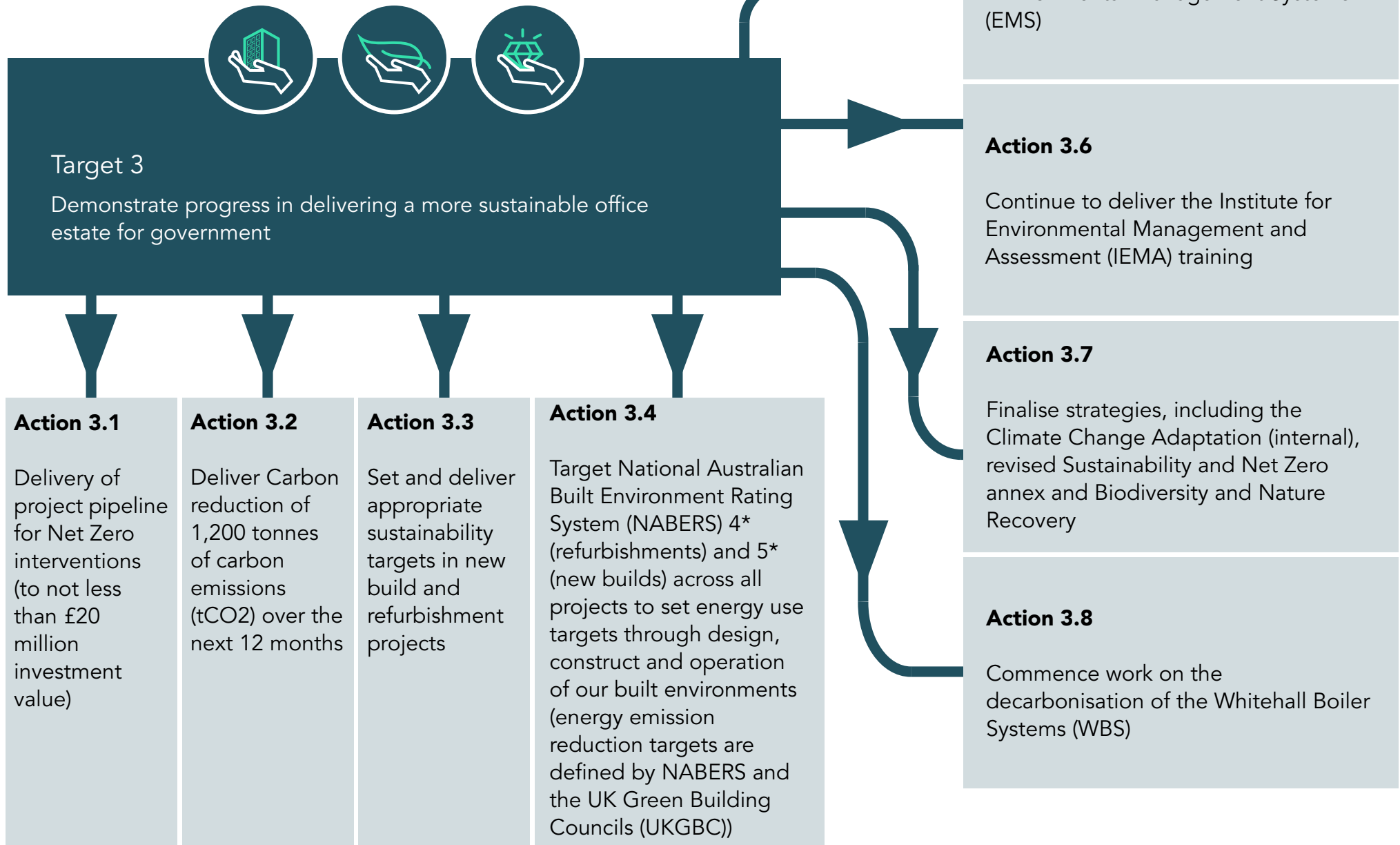
2024/2025 Business Plan targets:

Target 2



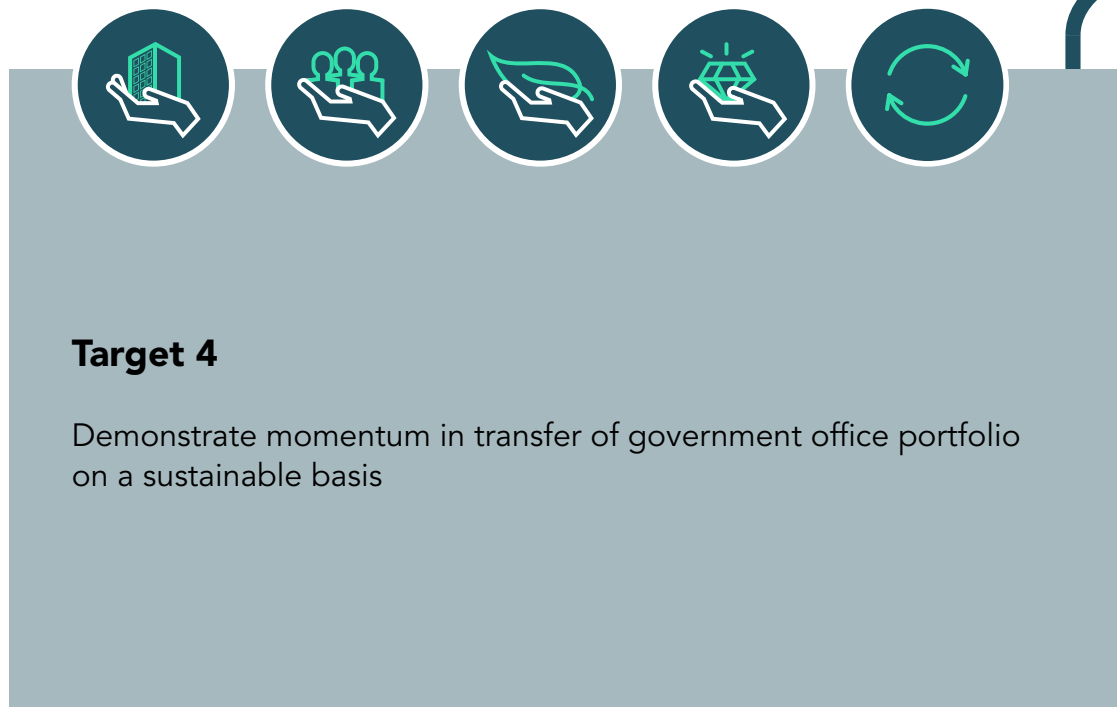
2024/2025 Business Plan targets:

Target 3



2024/2025 Business Plan targets:

Target 4



Action 4.1

Review and circulate a revised full business case (FBC) template to demonstrate the full benefit/impact of onboarding

Action 4.2

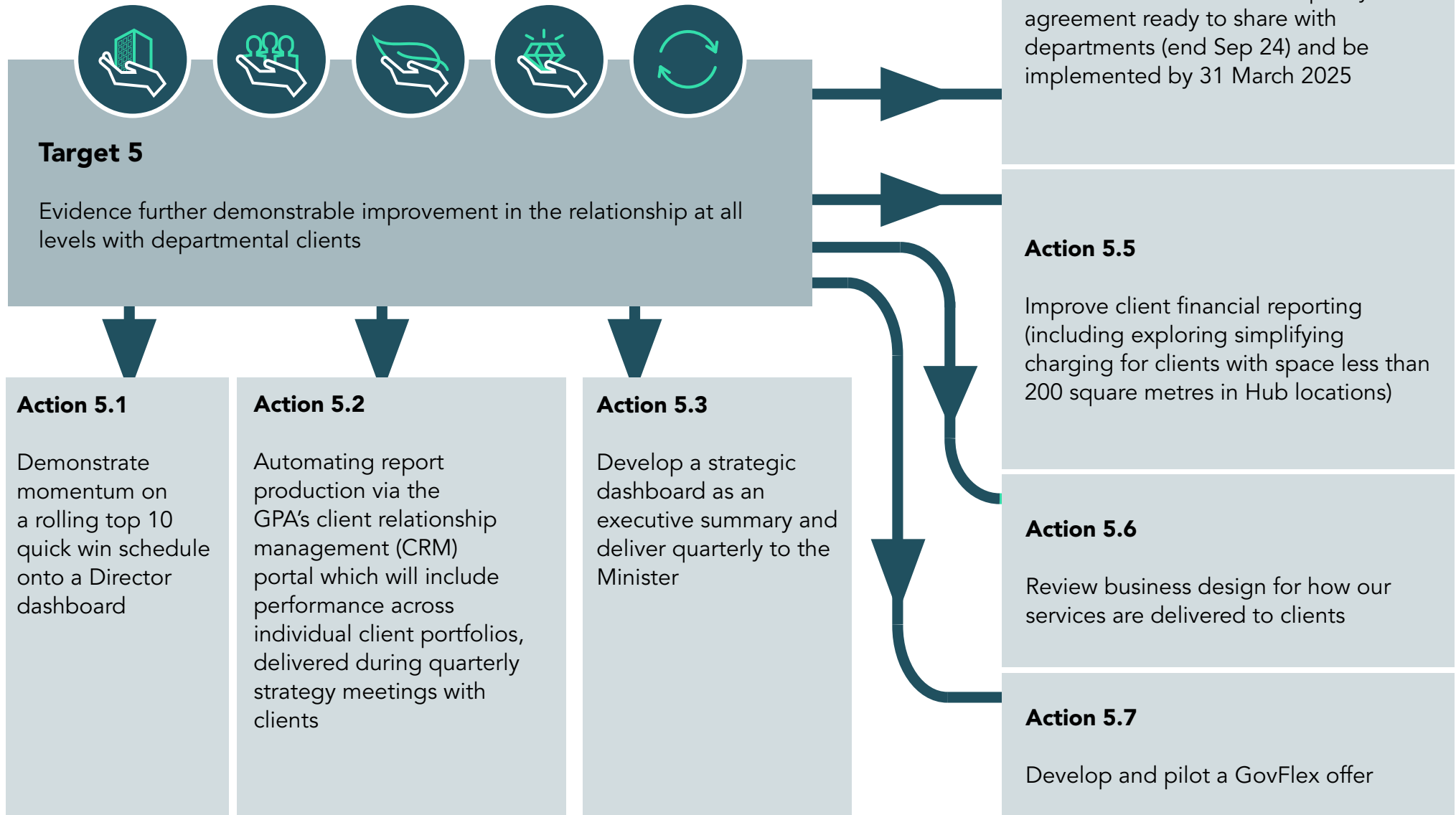
Engage departments in line with 24/25 asset transfer programme plan, to include: Department for Science, Innovation and Technology (DSIT), Health and Safety Executive (HSE), Department for Transport (DfT) and freeholds of HM Revenue and Customs (HMRC). The additional space, subject to FBC analysis, would be c60,000m²

Action 4.3

All new onboarding to be rigorously tested against the GPA's business impact with due diligence reports. Where deviates from policy, presents a risk that is not backed off by clients or is counter to agreed plans for the year, it is taken to Exco prior to onboarding

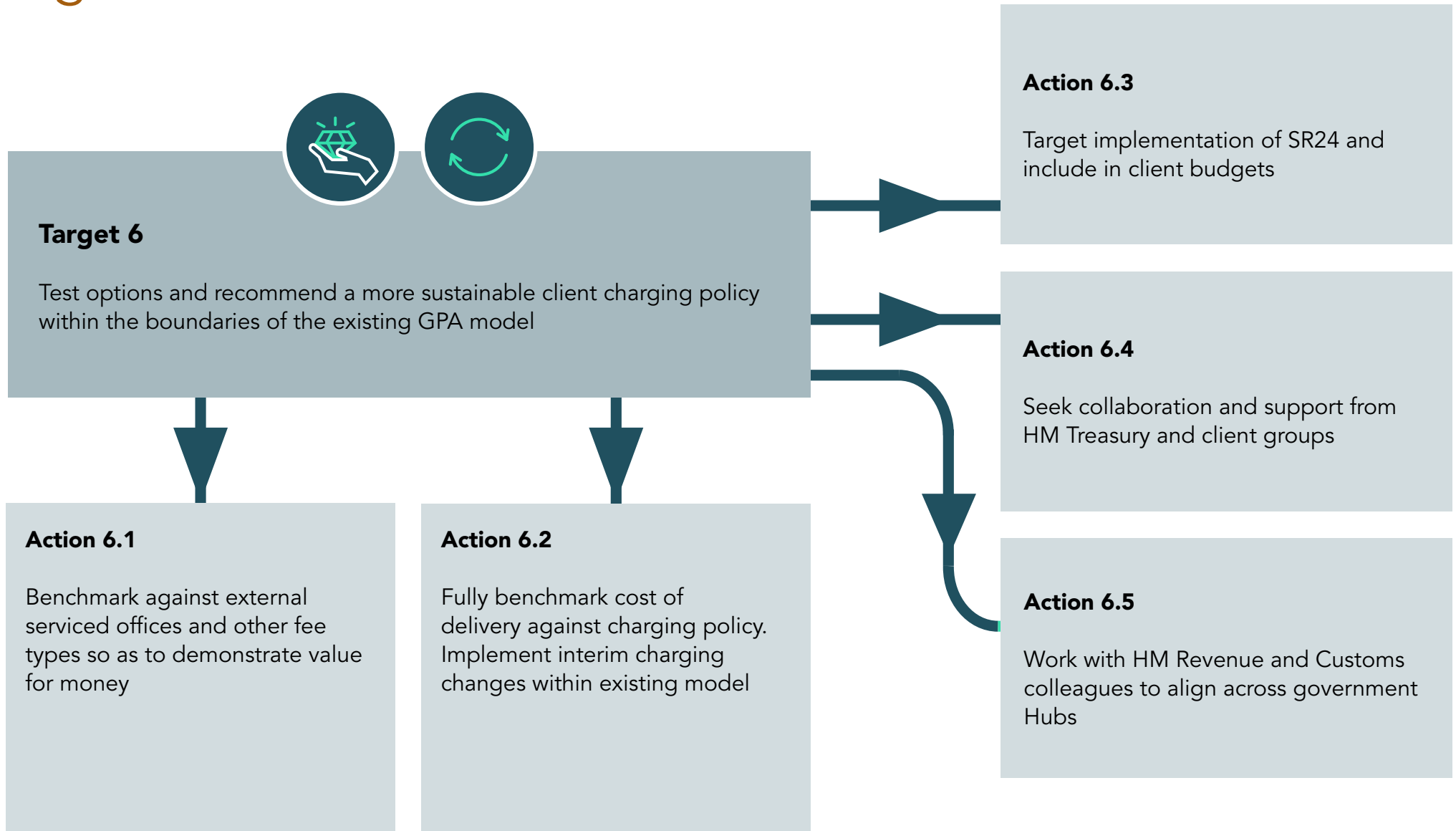
2024/2025 Business Plan targets:

Target 5



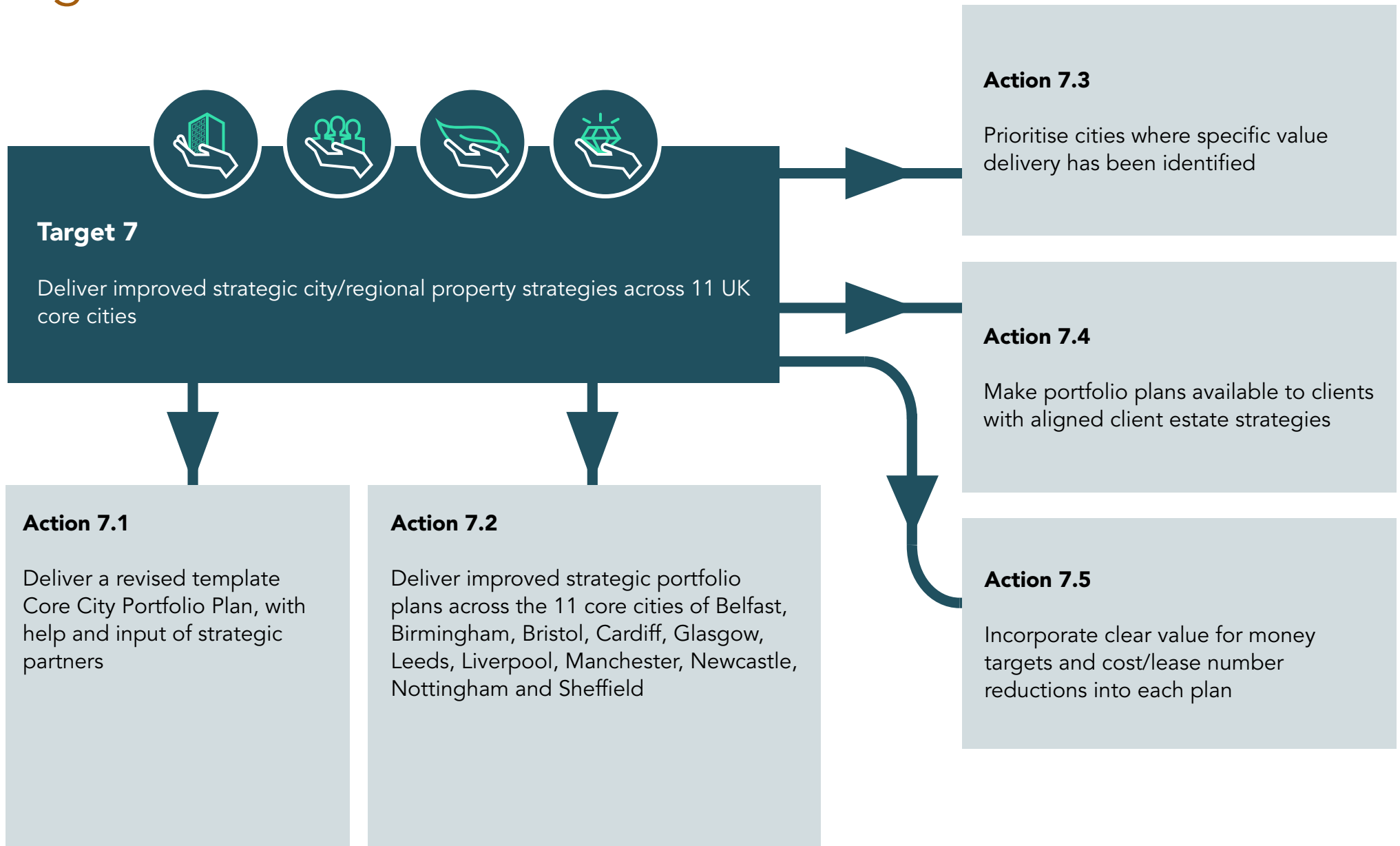
2024/2025 Business Plan targets:

Target 6



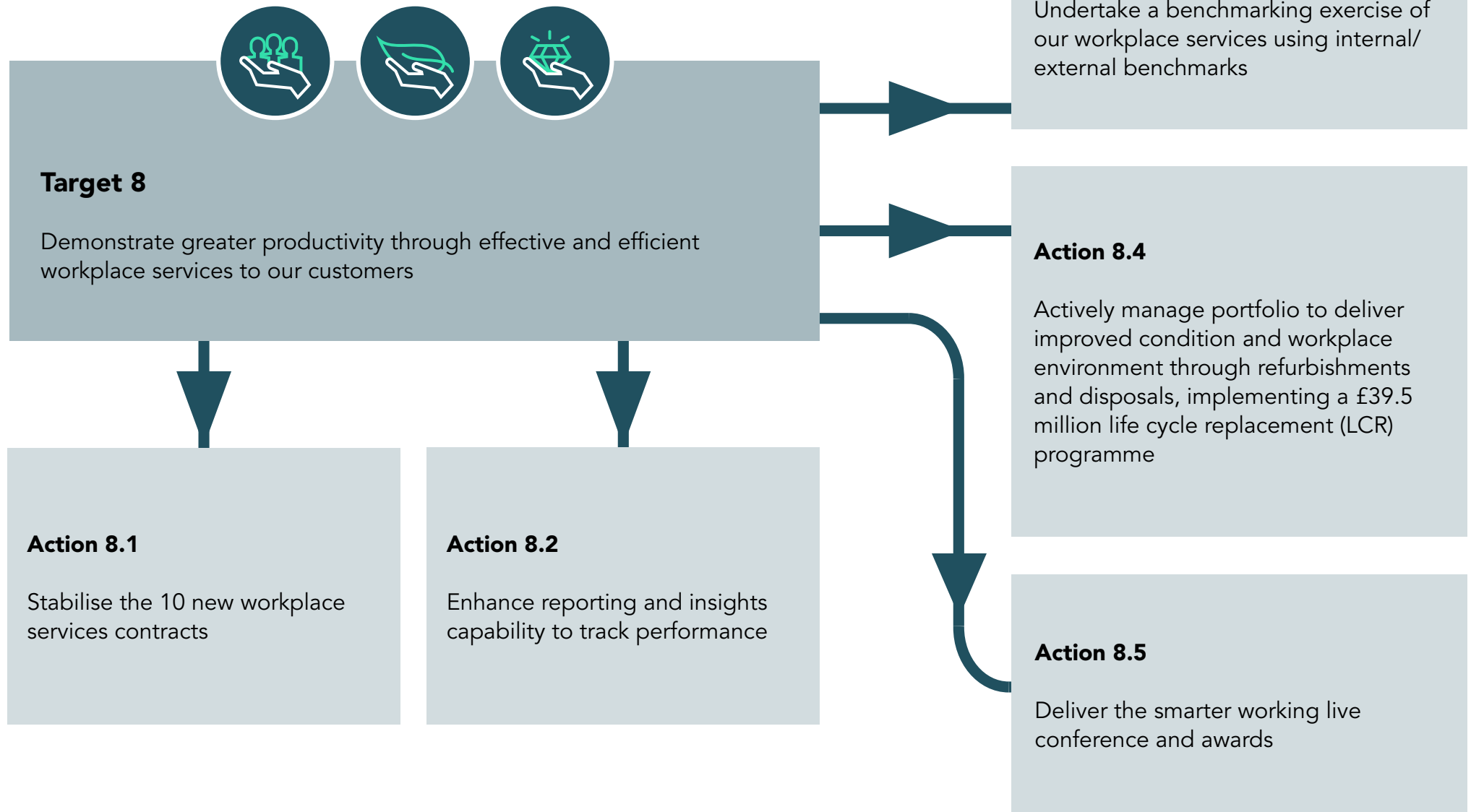
2024/2025 Business Plan targets:

Target 7



2024/2025 Business Plan targets:

Target 8



2024/2025 Business Plan targets:

Target 9



Target 9

Demonstrate progress in delivering interoperability for partner departments across the GPA's estate

Action 9.2

Occupancy - Continue to increase our occupancy data across our onboarded estate. Increase automated, high confidence GovPass (application programming interface - API) occupancy data reporting from three sites to 13 sites

Action 9.1

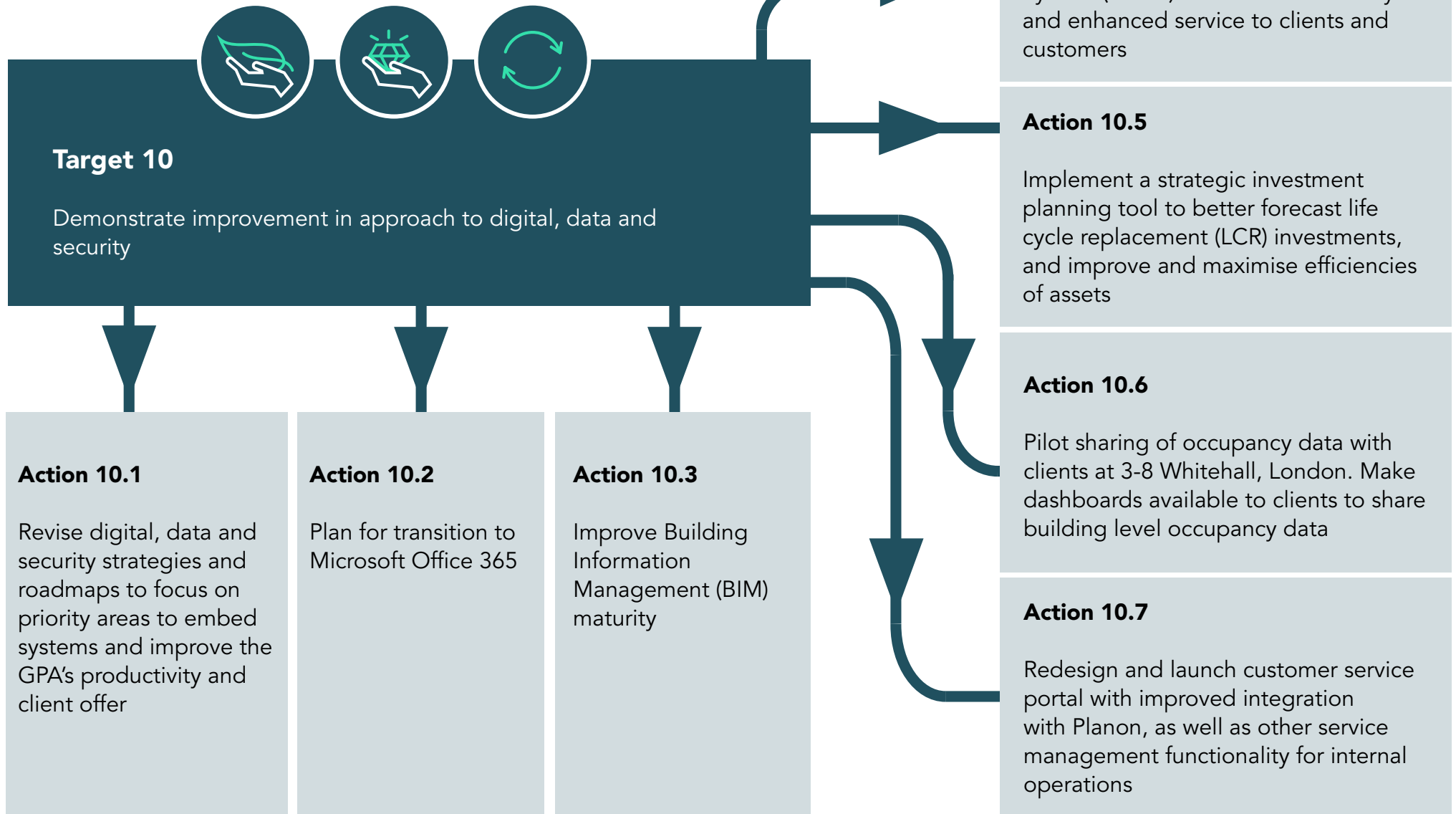
Actively deliver and embed the GPA's set of interoperability products, i.e. shared network, GovWifi, GovPass, audio visual, space booking, GovPrint across the pipeline of projects (based on demand from Capital Projects and Workplace Services) and existing interoperable estate

Action 9.3

GovPass - Complete GovPass stabilisation and transformation (transitioning from pilot to business as usual with operational policies in place)

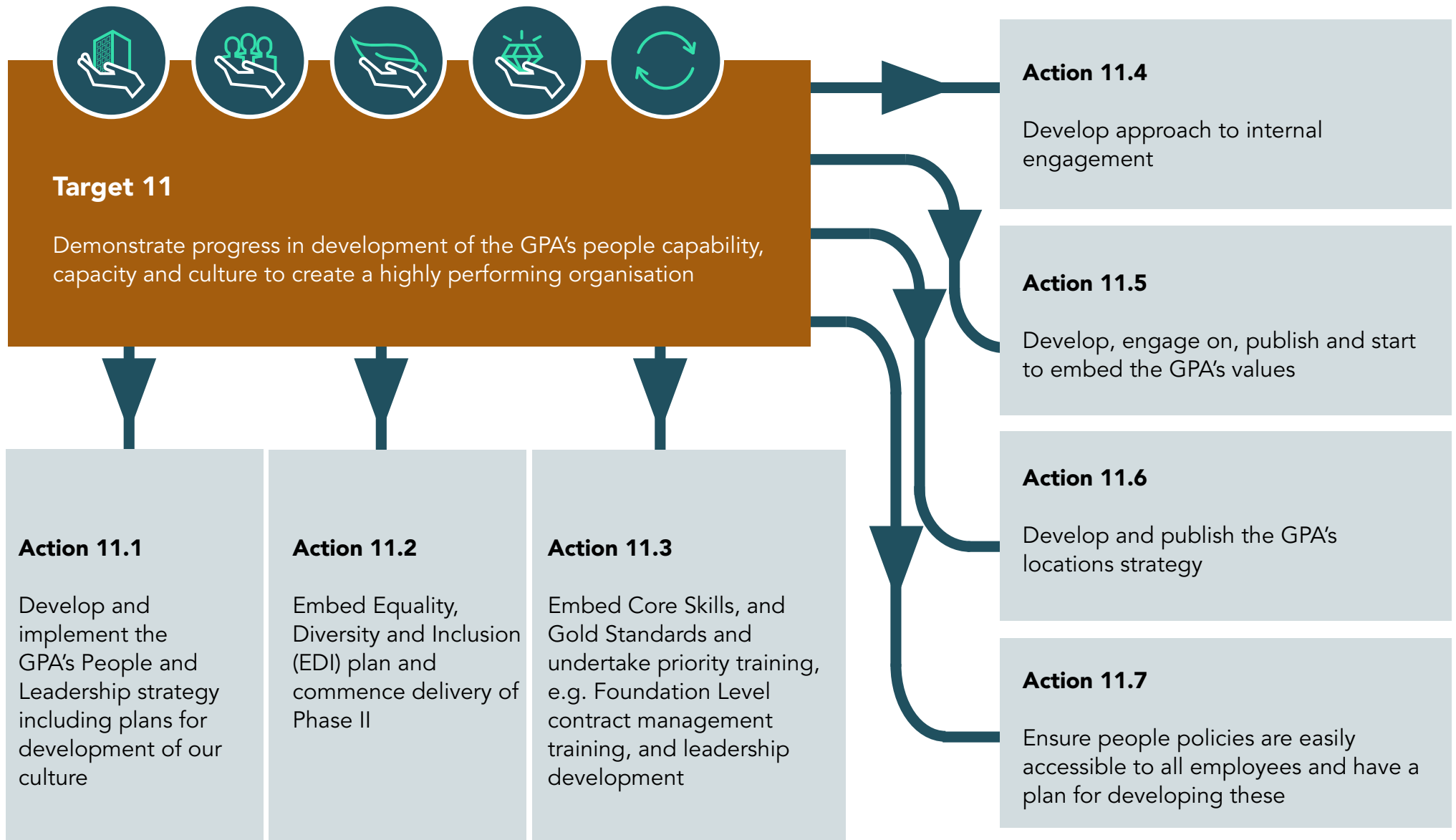
2024/2025 Business Plan targets:

Target 10



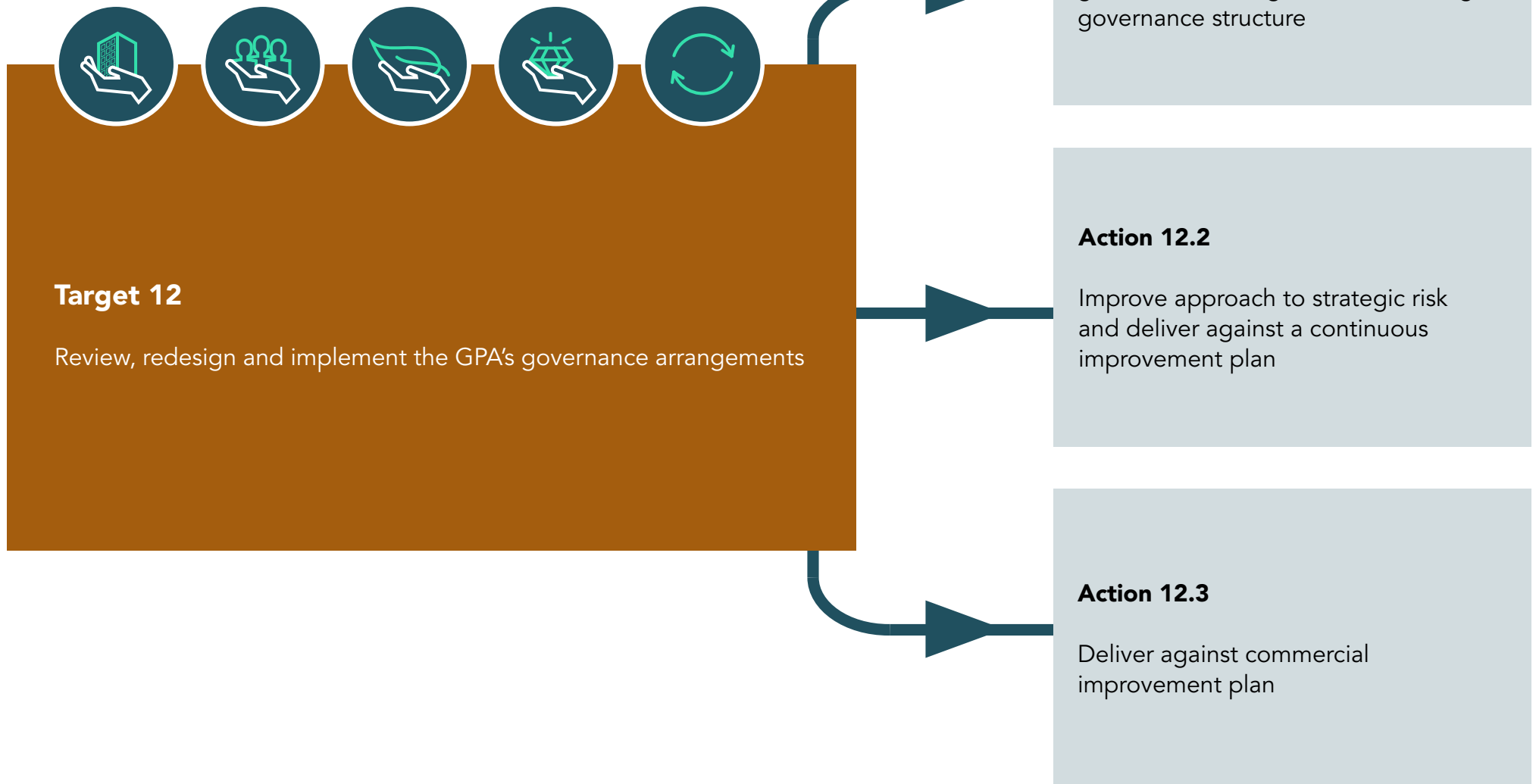
2024/2025 Business Plan targets:

Target 11



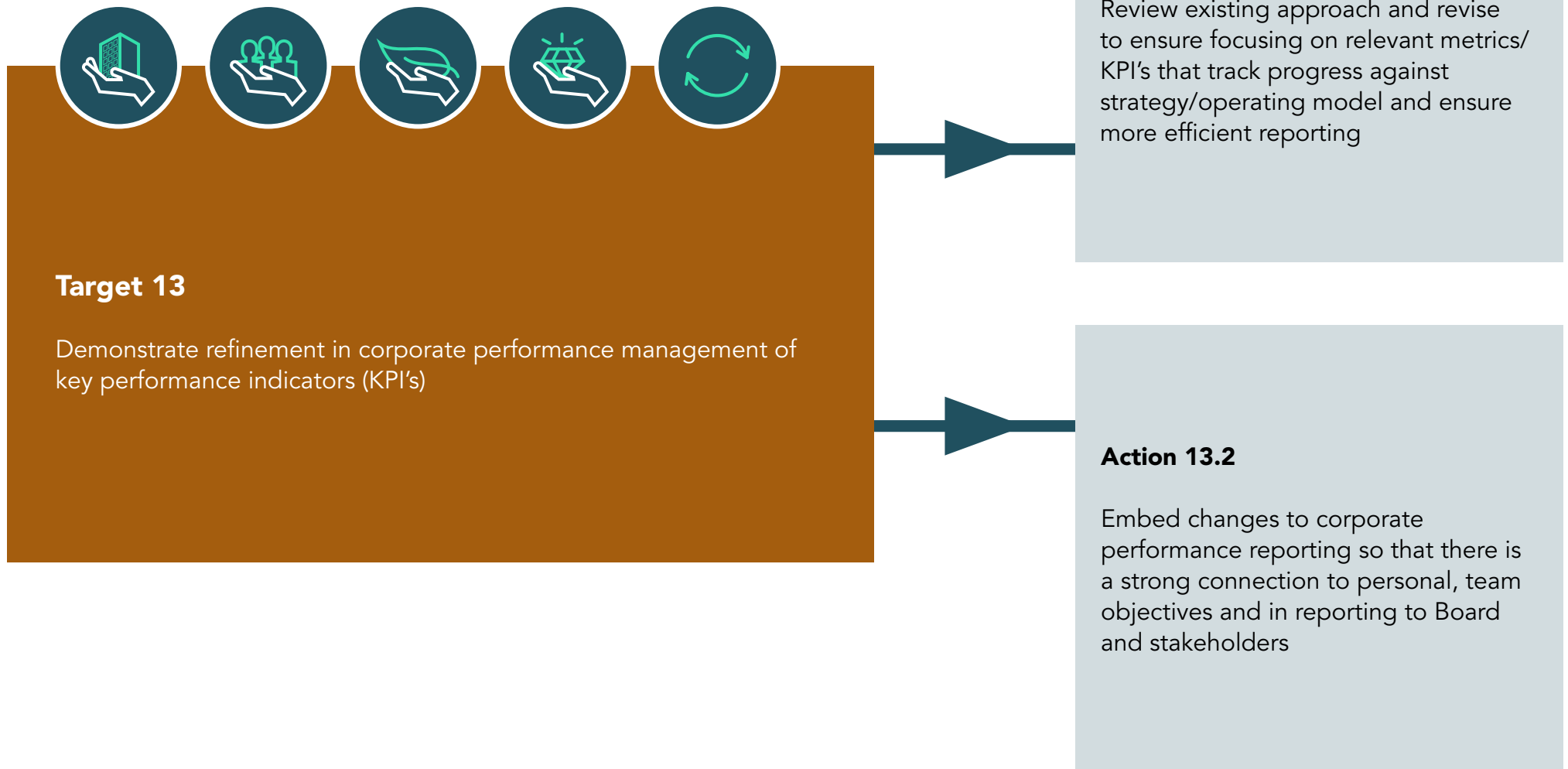
2024/2025 Business Plan targets:

Target 12



2024/2025 Business Plan targets:

Target 13



2024/2025 Business Plan targets:

Target 14



Target 14

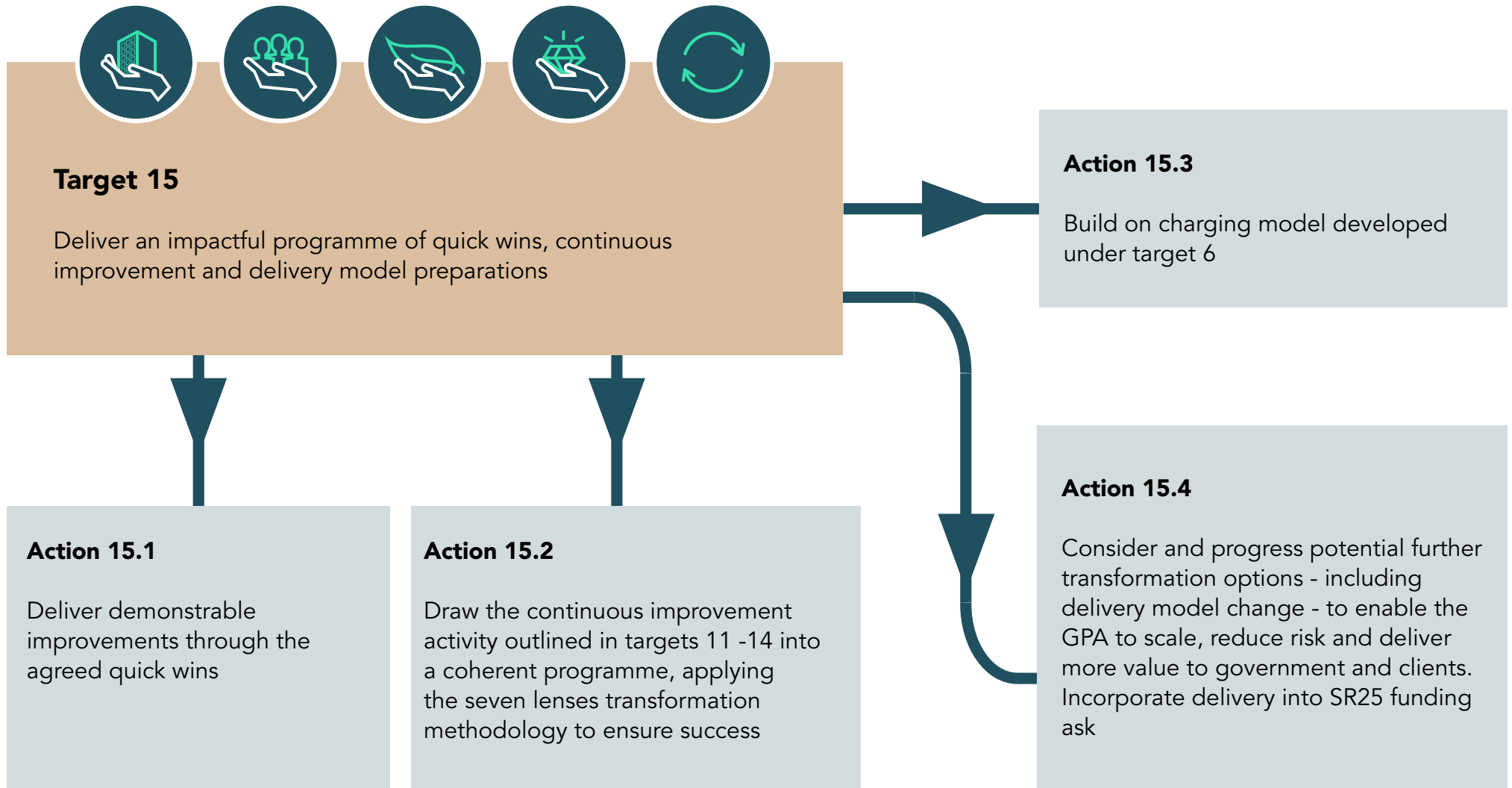
Review targeted aspects of the GPA's structure and implement changes identified in the review

Action 14.1

Review aspects of the GPA's organisational structure. Recommend and implement relevant changes to join up and make more effective. Target duplications, excessive spans of control, and shadow teams within clients or strategic partners

2024/2025 Business Plan targets:

Target 15





Government Property Agency



[gov.uk.../government-property-agency](https://www.gov.uk/government-property-agency)



[/government-property-agency](https://www.linkedin.com/company/government-property-agency)



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