



Government
Property
Agency

Briefing Pack for the position of Chief Executive Officer, Government Property Agency



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Welcome Letter from Alex Burghart MP, Parliamentary Secretary for the Cabinet Office



Thank you for your interest in the Chief Executive Officer role for the Government Property Agency (GPA). I believe this is the most exciting and challenging role in the UK real estate sector.

As CEO you will be responsible for **growing the size of the portfolio** managed by the GPA from its current one million m2, worth nearly £2bn, to over two million m2, which includes the historic Whitehall estate and regional hubs across all four nations of the UK; **delivering the UK's largest commercial property development programme**, which includes a £1bn digital hub in Manchester and flagship schemes in towns and cities such as Birmingham, Darlington, East Kilbride and

York, creating an attractive and inspiring estate across the country and; **meeting the accommodation needs of clients** which include government departments, agencies and bodies responsible for essential services to our citizens.

But beyond managing a collection of buildings, GPA is central to key policy ambitions for this government, including **Levelling up** – by facilitating the move of 22,000 civil service jobs out of London and into towns and cities across the UK; **Productivity** – by changing the way the public sector works; our new Hubs will be interoperable and will allow collaborative working across departments; **Efficiency** – delivering £3.2bn of benefits to taxpayers from a more efficient and modern estate which is digitally enabled and; **Greening Government Commitments** – contributing to the government's emission reduction targets through a more efficient estate.

GPA needs a strong CEO to build trusting and collaborative relationships with clients, deliver internal cultural and capability transformation and empower and inspire the organisation to perform at a high-level in order to deliver real benefits to the taxpayer and government.

This is a critical role to enable GPA to succeed – I wish you the best with your application.

Yours sincerely,

Alex Burghart MP
Parliamentary Secretary for the Cabinet Office

Chair Introduction



Thank you for your interest in this role.

In his welcome letter, Minister Burghart has illustrated the scale of the property and policy ambition for GPA – this is undoubtedly an exceptional opportunity, in a unique business, which has a truly radical vision for changing the way property is managed and delivered in government.

However, at its heart GPA is a people business – it can only succeed by attracting the best people from the public and private sectors and creating a hybrid which applies private sector disciplines in a public sector context.

We are looking for a Chief Executive who will take GPA through the next phase of its transformation. You will cultivate a commercial, client-focused culture. You will promote GPA across government, amongst ministers and permanent secretaries, and more widely across the real-estate sector. You will need to successfully lever GPA's strategic partners and forge strong relationships with local government to deliver the ambitious programme of growth and development which the Minister has described.

A programme of this scale and complexity will inevitably bring challenges, as GPA disrupts ways of working to build a more efficient, collaborative and inter-operable estate, and you will need to be highly sensitive to the concerns of our clients, whose primary focus is on delivering for citizens.

You will be supported by a highly experienced board, and a management team which reflects the breadth of GPA's responsibilities, being expert in development, landlord services, FM, transactions and client solutions, as well as core corporate services.

GPA is changing the way that the Government does property for the better, and we are resolved to do this in a way that delivers for our clients. If you are someone with commercial edge, can champion transformation and see yourself as the real estate partner of government, I would encourage you to apply.

I am grateful for your interest and I hope that you will apply for this key role.

Yours sincerely,

Pat Ritchie CBE
Chair of GPA

Background to the Government Property Agency

The GPA exists to provide a single Civil Service estate managed for the benefit of departments. Creating the GPA in 2018 represented a change in the way that the Central Government Office estate is managed and the GPA mission is to deliver best-in-class property and workplace solutions across government. An Executive Agency of the Cabinet Office, it currently manages around 48% of the Government office estates, and has the aspiration to increase this significantly in the coming years.

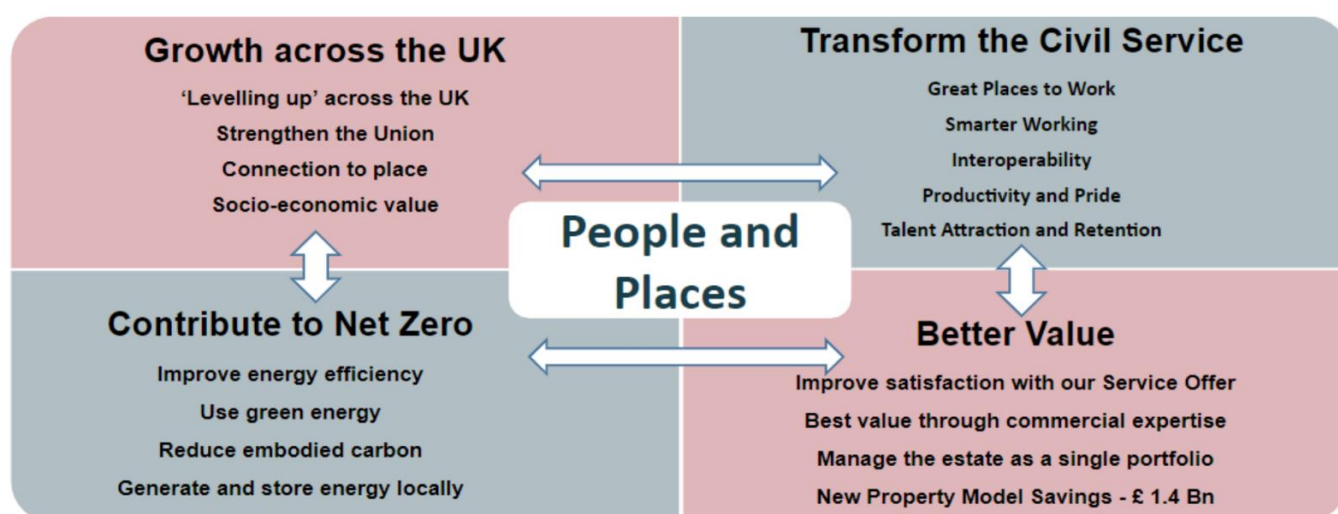
The GPA delivers a commercially driven approach to land and property asset management across the central government estate, ensuring that:

- the Central Government Office estate is amongst the most efficient, effective and flexible in the world;
- civil servants are working in fit for purpose accommodation that supports flexible, collaborative working and promotes productivity;
- property risks are transferred away from departments so they can focus on their core business;
- departments' transformation plans are enabled, and;
- the GPA is the place to be for UK's leading professionals in estates, commercial, project management and beyond.

The primary vision of the GPA is to mirror a commercial property organisation by strengthening commercial incentives and implementing cross-government strategies; substantially more value can be realised from the central government general purpose estate than departments can deliver on their own. This will be done through a portfolio approach to property asset management, maximising returns and minimising waste through the identification and implementation of rationalisation opportunities. The outputs for Government will be transformative.

This is a hugely exciting opportunity to lead the organisation through a significant period of change. The GPA is a transformation agent for workplaces, workspaces and work practices. Working closely with local authorities and government departments, the GPA will help move Civil Service roles from London to towns and cities across the UK - in particular through the Whitehall Campus and Government Hubs programmes.

And the GPA takes a strategic approach to IT, security, facilities and other property services to meet the operational property requirements of departments – enhancing user satisfaction and increasing performance and delivering efficiency savings.



The Role

This is an incredibly exciting time for government property – real estate is at the heart of reinventing Government, and the GPA is central to delivering on the vision of a 'Modern Civil Service'. As an experienced commercial property leader, this is a challenge you'll not want to miss!

As CEO you will provide leadership to the GPA by setting the cultural tone from the top, by delivering excellent outcomes for clients by driving financial benefits, optimising asset efficiency and releasing surplus estate. You will champion transformation, providing government departments and agencies with innovative solutions and specialist asset management and commercial property expertise that enables them to deliver wider business change. And the GPA's UK-wide presence will enable you to support the Government's agenda for regional growth and strengthening the Union.

This role is not only about delivering commercial property deals on a large scale, and providing excellent estate and facilities management services to hundreds of thousands of civil and public servants, but this is also your opportunity to shape the culture – and build the reputation – of an innovative public sector real estate organisation.

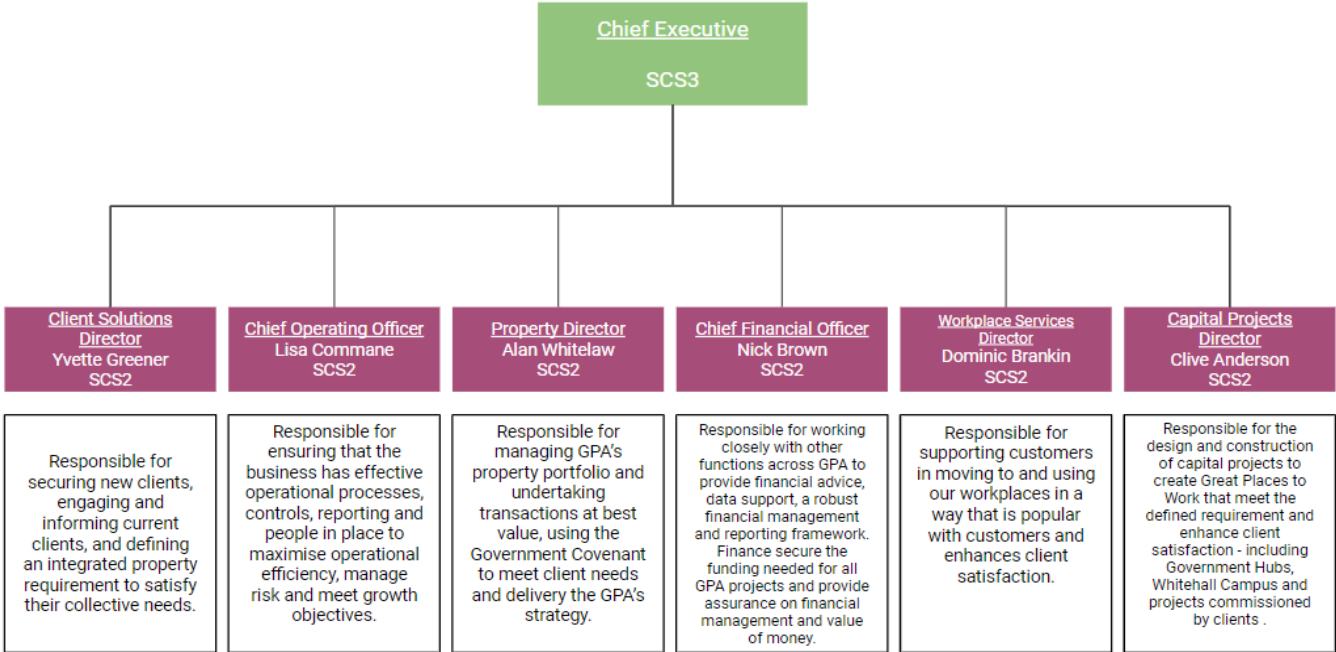
This is a unique role with far reaching impact and influence. The Chief Executive (CEO) will shape and grow the organisation, building its capacity and capability, establishing its brand and enhancing its reputation – and delivering the promised benefits. Influencing across government, with tangible benefits to staff in the public sector and to the public, this role requires a dynamic balance of strategic vision and pragmatism.

Beyond inspiring new colleagues, the CEO is responsible for the day-to-day management of the GPA, leading the senior executive team in ensuring that the agency is fit for purpose and delivering on its commitments to Ministers, customers and suppliers. Specifically, the CEO is responsible for:

- Leading the Agency (of around 400 staff) with a clear identity in terms of its flexible and responsive ways of working, inclusive and diverse culture, and high levels of staff engagement in order to encourage commitment. Attracting, developing and retaining staff with the right skills and experience will be key. It is really important that candidates are able to demonstrate leadership experience at this level and an ability to shape the culture, leadership and talent of an organisation;
- Building and leading a highly competent and delivery focused Executive team and ensuring high levels of performance and inclusive leadership behaviours;
- Maximising the value and efficiency of assets managed by the agency including through strategic partners, transforming the central government general purposes estate and delivering the business case benefits. This includes leading significant capital projects, consolidating the portfolio, managing and maintaining the existing estate, and driving interoperability;
- Exerting influence at the most senior levels across an extensive range of government departments and public bodies and suppliers – establishing credibility and building the GPA business and its reputation;
- Advising the Board on the strategic direction and performance of the agency;
- Maintaining effective corporate governance, financial, performance, risk and assurance systems and processes;
- Maintaining networks, through reputation and achievement, across an extensive field of stakeholders covering the Property, Estates, Commercial, Financial and Legal sectors.

The CEO is a full member of the [GPA Board](#) and is accountable to the Board for the strategic direction and performance of the GPA and, through the Board, to the Cabinet Office Sponsor and Ministers. The CEO is the formal Accounting Officer for the agency and is directly accountable to the Permanent Secretary of the Cabinet Office, as the Principal Accounting Officer, for the efficient running, financial management, value for money and regularity of its spending.

Organisation Chart



What experience will you need?

An excellent candidate for this role must be able to:

- articulate a clear, long-term vision for the GPA, and fully engage with stakeholders including clients, government, staff, supply chain and the wider property market to promulgate this vision;
- create new relationships with clients based on trust and collaboration which are genuinely rooted in a client-centric organisation;
- deliver cultural transformation of the GPA, so that it is client and commercially focused and is a hybrid of the best of the public and private sectors;
- change ways of working, developing a matrix structure in the business, breaking down vertical silos and ensuring a complete, single property solution for clients;
- develop a strong, empowered and autonomous senior team so that GPA can truly scale up to meet the challenges of the next phase of growth;
- implement structures which allow the GPA to manage increasingly complex delivery across a growing portfolio, and;
- embed GPA's strategic private sector partnerships in order to leverage the partnership model to drive innovation and learning in the GPA.

All candidates must demonstrate in their CV and covering statement how they meet the following criteria, through their knowledge, skills and experience in order to meet the challenges as GPA continues to grow and evolve.

Essential criteria to deliver this successfully include:

- A senior executive with a strong track record of leadership in the property sector;
- The ability to inspire and motivate a disparate workforce dealing with challenging programmes;
- Capability to create a culture of delegated leadership;
- Communication skills in order to articulate a clear vision for the GPA;
- Skills and experience of working effectively with a range of stakeholders including at board level;
- Adaptability in order to deal with an evolving environment;
- An understanding of public sector culture and ways of working.

Desirable but not essential criteria:

- Experience of involvement with major infrastructure projects and complex technology.

Diversity is vital to the success of this role, and to the Civil Service as a whole. We actively welcome applications from candidates from all backgrounds, with different experiences and perspectives – and we are committed to ensuring that we work in an inclusive way that means everyone in the Civil Service can perform at their best.

Detailed Terms

- This role is being offered on a **permanent** basis;
- If you are successful and are from outside of the Civil Service, you can expect your salary on appointment to be up to **£220,000 per annum, plus a bonus of up to £30,000** based on the meeting of target objectives and milestones to be set by the GPA Remuneration Committee. If you're an existing Civil Servant, your salary will be agreed in line with the Civil Service pay rules in place on the date of your appointment;
- This is a **full-time** role, but all flexible working arrangements are welcomed and will be considered (including existing job share arrangements). We operate an expectation of working at least 60% of time in the office;
- GPA is a national organisation, working with client departments across the country. Headquartered in **Birmingham**, the agency currently has presence in **Swindon, Coventry, Newport, Manchester, Leeds, Norwich and London** – the role will require some attendance in the London office but much of the role can be done from any of these hubs.

Please note that:

- **Civil Service pension** arrangements will apply, and you will have the option of joining the Civil Service Alpha Pension Scheme, a defined benefit (DB) pension scheme. The current employer contribution rate for this salary level is in excess of 28% of salary as explained at [Civil Service Pension Scheme](#);
- The role includes **25 days annual leave**, increasing on a sliding scale to 30 days after five years' service. (This is in addition to eight public holidays and one privilege day);
- If successful you must hold, or be willing to obtain, security clearance up to **SC level**. More information about the vetting process and what SC means can be found [here](#);
- Unfortunately, we will not be able to reimburse you for any expenses incurred as part of this recruitment process.

To ensure the integrity of the judgements and decisions they make every day, all civil servants must make sure that no conflict arises – or could be perceived to arise – between their public duties and their private interests when joining, or leaving, the civil service. This is a requirement of our [Civil Service Code](#) and is designed to protect both individual civil servants and their employing departments.

If you believe you have any interests that might be relevant (or be perceived as relevant) to your ability to undertake this role, please let Russell Reynolds Associates (RRA) know early in the process. Such interests may be financial or may be related to the relationships you have with specific individuals, organisations, or employers. RRA will be able to discuss those interests with you and help work through potential next steps.

Selection Process

Civil Service recruitment processes at Director General level are regulated by the Civil Service Commission, and we follow clear guidelines to ensure that our recruitment is fair and open. More detailed information about the Civil Service Commission and their role can be found [here](#).

The Selection Committee for this role will be Chaired by **Martin Spencer**, a Civil Service Commissioner and will include **Alex Chisholm**, Permanent Secretary of the Cabinet Office, **Pat Ritchie** Chair of the GPA, **Mark Chivers**, Government Chief Property Officer and, **Bidesh Sarkar**, Chief Finance Officer at the Department for Business and Trade.

We expect the process for this role to be as follows:

- **The closing date for applications will be 23:55 on Sunday 25 February 2024;**
- A longlist of the applications will take place during the w/c 4 March;
- Longlisted candidates will be invited to meet with the Russell Reynolds team for a preliminary interview;
- A shortlist of the applications will then take place during the w/c 25 March;
- Shortlisted candidates will then be invited to
 - Participate in a **staff engagement panel** with a selection of people from across GPA
 - Undergo an **Individual Leadership Assessment (ILA)**
 - **Meet with key stakeholders**, potentially including non-executives.
- Inputs from all of those steps will then form the basis of a panel interview sometime during the w/c 22 April.

How to apply

Russell Reynolds Associates have been retained by GPA to support this recruitment process. To apply for this role, please submit the below materials via email to responses@russellreynolds.com.

The closing date for applications will be 23:55 on Sunday 25 February 2024. Your application should include:

- The reference number **P2311-161L** and role title in the subject line of your email;
- Your **CV**, with educational and professional qualifications and full employment history, including an explanation of any gaps in your employment history, and details where possible of budgets and numbers of people;
- A **short covering statement of no more than two A4 sized pages** explaining why this appointment interests you and how you can evidence your suitability for the role, with particular reference to the criteria referenced in the 'what experience will you need' section;
- A **Diversity Monitoring Form**. All applicants are invited to complete this information to assist the Civil Service with monitoring its recruitment process. All data is reported in an anonymous and aggregate format and will not be seen by anyone assessing your application. [The form is available here](#).

This vacancy is part of the [A Great Place to Work for Veterans](#) initiative. For further information on whether you are eligible to apply under this scheme please follow the link above.

In addition to this, GPA is an accredited 'Disability Confident Employer' under the government's **Disability Confident Scheme**, which denotes organisations that have a positive commitment towards disabled people. We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role, as outlined on page 6 of this pack. If you wish to claim a guaranteed interview, you should declare so at the point you submit your application.

Appendix I

Due Diligence

Please note that due diligence will be carried out on shortlisted candidates. Candidates should expect this to include searches of previous public statements and social media, blogs or any other publicly available information. Prior to interview, you will be asked to provide details of two professional referees together with a brief statement of their capacity and over what period of time they have known you.

Given the nature of public appointments, it is important that those appointed as Members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel (“Panel”) and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs, public registers (e.g. Individual Insolvency Register, Removed Trustee Register, Financial Services Prohibited Individual Register and Disqualified Directors Register) or any other publicly available information.

The Panel must satisfy itself that all candidates for appointment can meet the standards set out in the Seven Principles of Public Life and, have no outside interests which present a conflict of interest or otherwise call into question their ability to perform the role. Any actual, reasonably perceived or potential conflicts of interest identified during the appointment process and potential mitigations will be explored with the candidate at interview. This information will also be included in the final advice to Ministers at the end of the appointment process.

If you have any interests that might be relevant to the work of GPA, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further, please do so by emailing responses@russellreynolds.com. A potential conflict will not preclude you from being shortlisted or appointed. However, arrangements may need to be put in place to manage the real or perceived conflict.

Political Activity

Members of the GPA will need to show political impartiality during their time on the Board and must declare any party-political activity they undertake in the period of their appointment.

Due to the nature of the GPA it is not appropriate for members of the GPA to occupy paid party-political posts or hold sensitive, senior or prominent positions in any political organisation. Nomination for election to political office, for example, the House of Commons, the Northern Ireland Assembly, Scottish Parliament, the European Parliament, is not considered compatible with membership of the Government Property Agency.

Subject to the above, staff members are free to engage in political activities, provided that they are conscious of their general responsibilities and standards for public life and exercise proper discretion. You are required to fill out a Political Activity Declaration as part of your application which will be kept separate from your application and will only be seen by the selection panel prior to interview. However, it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision-making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you should include it separately in the main body of your application.

If you are successfully appointed to the post, details of your response to the Political Activity Declaration will be included in any announcement of your appointment.

The Seven Principles of Public Life

Board members are subject to the Cabinet Office’s code of conduct for public bodies which also requires us to understand and comply with these principles.

The principles are:

- **Selflessness** – holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family or their friends.
- **Integrity** – holders of public office should not place themselves under any financial obligation to outside individuals or organisations that might influence them in the performance of their official duties.
- **Objectivity** – in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

- **Accountability** – holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness** – holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **Honesty** – holders of public office have a duty to declare any private interests relating to their public duties and take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership** – holders of public office should promote and support these principles by leadership and example.

Appendix II

UKGI Data Privacy Notice

This notice sets out how UKGI (the shareholder representative) will use your personal data for the purpose of this recruitment campaign and explains your rights under the General Data Protection Regulation. UKGI is committed to being transparent about how it collects and uses personal data and to meeting its data protection obligations.

1. Data Subject categories

As part of any recruitment process conducted on behalf of any Government Department or any Arm's Length Body (ALB) of any Government Department, UK Government Investments Ltd (UKGI) collects and processes personal data relating to individuals who apply for public appointments.

2. What categories of information does UKGI collect?

UKGI collects a range of information about you. This may include:

- your name, address and contact details, including email address and telephone number
- date of birth
- references
- details of your qualifications, skills, experience and employment history
- information about your current level of remuneration, including benefit entitlements
- whether or not you have a disability for which UKGI needs to make reasonable adjustments during the recruitment process (where applicable)
- information about your entitlement to work in the UK (where necessary); and
- equal opportunities monitoring information, including information about your ethnic origin, sexual orientation, health and religion or belief and socio-economic data; and
- results from due diligence searches (including checks on social media and personal websites, potential conflicts of interests, media statements, political activities as well as checks to see if the individual appears on the disqualified director, bankruptcy and insolvency, removed trustees or financial services register)

This list of data categories is not exhaustive and may vary depending on the appointment you are applying for.

UKGI collects this information in a variety of ways. For example, data might be contained in application forms and letters, CVs or resumes, obtained from your passport or other identity documents or those that give proof of address, or collected through interviews or other forms of assessment which may include online tests.

Data will be stored in a range of different places, including on your application record, in HR management systems and on other IT systems (including email).

3. Why does UKGI process personal data and what is the legal basis for doing so?

UKGI may work with suitably selected partners to carry out certain activities for this application process. Where it is necessary to use third parties to do this, these third parties should contact you separately with regard to the way in which they will process your personal data for the purpose of the recruitment process.

These activities include, but are not limited to:

- processing your application
- advising candidates of the outcome of their application
- arranging interviews for successful candidates; and
- equality and diversity monitoring

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department.

UKGI may also keep your personal data on file in case there are future roles for which you may be suited. UKGI will ask for your consent before it keeps your data for this purpose, and you are free to withdraw your consent at any time.

4. Recipients of Personal Data

Personal data of applicants will only be made available to those in the appointments process and to the organisations listed below.

The organisations with whom this information will be shared will vary depending on the position being applied for. They include, but are not limited to, the following:

- The Office of the Commissioner for Public Appointments
- Cabinet Office as Sponsor Department
- Relevant appointing Arm's Length Body
- HM Treasury
- Office of the Prime Minister

The legal bases for the sharing of this personal data with these relevant organisations are the same as those set out in section (3) above.

5. Protection of Personal Data

UKGI takes the security of your data seriously. It has internal policies and controls in place to ensure that your data is not lost, accidentally destroyed, misused or disclosed, and that it is not accessed except by our employees in the proper performance of their duties.

6. Retention of Personal Data

If your application is unsuccessful, UKGI will keep your personal data on file for 24 months to allow it to provide feedback on request and to defend itself against any legal challenge, as well as to allow it to evidence its fulfilment of its obligations to the relevant instructing Minister/Department.

At the end of that period, your data will be deleted or destroyed. A small amount of basic information on the recruitment (candidate name, position applied for, year of application, outcome) will be retained for such time as is required to allow UKGI to properly provide full and comprehensive information to Ministers in respect of ministerial appointments or for 9 years, whichever is shorter.

If your application is successful, personal data gathered during the recruitment process will be shared with the relevant ALB which will retain this information during your appointment. The periods for which your data will be held will be notified to you by the ALB in a new privacy notice. UKGI will also retain this information for the period of your appointment.

7. Your data protection rights

You have the right to request:

- information about how your personal data is processed and to request a copy of that personal data;
- that any inaccuracies in your personal data are rectified without delay; and
- that your personal data is erased if there is no longer a justification for it to be processed.

You also have the right:

- in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted; and
- to object to the processing of your personal data where it is processed for directing marketing purposes.

8. To submit a Data Subject Access Request

To request access to personal data that UKGI holds about you, contact the UKGI Data Protection Officer:

Email: Privacy@ukgi.org.uk

9. Complaints

If you are dissatisfied with the handling of your personal data, you have the right to ask for an internal review. Internal review requests should be submitted to the UKGI Data Protection Officer at Privacy@ukgi.org.uk.

If you still consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at:

Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF (0303 123 1113).

Any complaint to the Information Commissioner is without prejudice to your rights to seek redress in the courts.

