

Government Property Strategy 25

A strategy for a more efficient, sustainable and regional future

Wednesday 10th September | thestudio | Manchester



An event by:

Timetable

08:30	Registration, refreshments and networking	Exhibition area
09:30	P1 Plenary and Q&A	Rise / Shine
11:00	Refreshments and networking break	Exhibition area
11:30	1 The Impact of Government Property on Place – a Greater Manchester Case Study Presented by Deloitte	Rise / Shine
12:00	2 Unlocking the Path to Government Office Estate Decarbonisation Presented by AtkinsRéalis	Rise / Shine
12:30	3 Beyond Server Rooms: A Smarter, Greener Public Estate Presented by Crown Hosting Data Centres	Rise / Shine
13:00	Lunch break	Exhibition area
13:50	4 Smaller, better, greener: Unlocking the power of the public estate Presented by Mills & Reeve	Rise / Shine
14:20	5 Heat Networks in Transition: Policy, Practice and Pan-European Learning Presented by Drees & Sommer	Rise / Shine
14:50	Refreshments and networking break	Exhibition area
15:15	P2 Panel debate and Q&A: Property at the Heart of Infrastructure Opportunities from the National Infrastructure Strategy Presented by Office of Government Property	Rise / Shine
16:00	Drinks reception Sponsored by JLL	Work
17:00	Conference close	

Welcome

#GovProp

Welcome to our Government Property Strategy 2025 conference. This annual gathering unites property professionals from across government and the wider public sector to showcase innovation, exchange transformative ideas, and tackle the defining challenges shaping our industry's future.

Today, we'll examine how property can become a strategic enabler for this Government's mission-led approach and the Plan for Change. What role must we play in supporting thriving places and driving economic growth across every region of the UK? How can we harness the full potential of the public estate to deliver tangible outcomes for communities and maximise value for taxpayers?

These critical questions will be explored, challenged, and advanced by colleagues from across the

Government Property Function alongside leading industry voices who are reshaping how we think about public assets.

We'll assess the significant progress made since launching our Government Property Strategy in this city three years ago, whilst charting the strategic direction needed for our next phase of delivery. Our expert speakers will address the priority areas that sit at the heart of our collective mission to optimise government property.

Take full advantage of the exhibitions, engage with our speakers, and contribute your insights. This is your opportunity to access cutting-edge thinking and collaborate with the leaders who are redefining government property's role in national renewal. We're confident this day will energise and inform your work ahead.



Office of
Government
Property

This conference is developed by the Office of Government Property (OGP). OGP works with central government and the wider public sector to help them manage their estates more efficiently and effectively, helping to create a smaller, better, and greener public estate and unlock the potential of property to transform places and services. OGP also supports the drive to build capacity and capability in the property function across government through leadership of the Government Property Profession.

Forthcoming events by Public Sector Connect:

NHS Property 2025 – 5th November, One Great George Street, Westminster

Digitech 2025 – 9th December, Manchester Central

Government Property 2026 – 4th February, QEII Centre, Westminster

Public Sector Connect, Lockside Mill, St Martins Road, Marple, SK6 7BZ | 0161 482 7850 | enquiries@publicsectorconnect.org | www.publicsectorconnect.org

Disclaimer: All details in this conference brochure were considered to be correct at time of going to press. The organisers reserve the right to change or cancel any details. Whilst every care is taken to ensure that all published information is accurate, Public Sector Connect accept no responsibility for any errors or omissions.

Host: **Cat Charker** [Government Property Fast Stream, Civil Service](#)



Mark Chivers

[Government Chief Property Officer, Cabinet Office](#)

Mark is responsible for providing senior, strategic leadership for the whole cross-government property function. He works with a wide range of senior stakeholders

within government and in the wider public sector promoting the intelligent use of property to deliver better public services at lower cost to the taxpayer. Mark provides strategic leadership for the Government Property Function, and holds senior leaders accountable to the Government Functional Standard. He leads on major change programmes, supporting the delivery of better and more integrated public services, overseeing – among others – the Places for Growth programme and supporting the regional growth agenda. Mark is presenting:

Powering Public Outcomes: A Strategic Vision for the Government Estate



Stephanie Walters

[Regional Director, Sector Head for Central Government, AtkinsRéalis](#)

Stephanie brings 17 years of experience at AtkinsRéalis to her role as the National Head of Sector for Central Government. She plays a

pivotal role in supporting government clients to align strategic estate planning with departmental objectives to develop, maintain, and operate agile, fit-for-purpose facilities. A Chartered Building Surveyor by background, Stephanie has overseen complex multi-disciplinary technical delivery across Central Government, Education, Local Government, and Commercial sectors. Her approach centres on creating sustainable, future-ready environments that empower occupants and enhance public service outcomes. Stephanie is presenting:

Proud Partners in Progress: Supporting the Future of Government Property



Lynda Rawsthorne

[Government Head of Property Profession, Cabinet Office](#)

Lynda is head of the Government Property Profession, the community of property professionals across government. She provides

professional leadership across a diverse range of government departments and arms-length bodies which deliver the government's property ambitions. Lynda is responsible for the Government Property Strategy and the Government Property Functional Standard. The strategy sets out the government's plans for a public sector estate for public benefit, ensuring it enables the best possible public services, is efficient and sustainable and supports the government's levelling up ambitions. The Functional Standard sets expectations for how government property is acquired, managed and disposed of. Linda is presenting:

Raising the Bar: Building Capability Across the Property Profession



Mark Bourgeois

[Chief Executive Officer, Government Property Agency](#)

Mark was appointed CEO of the GPA in October 2024. He is an established corporate leader with over 30 years of strategic and operational

real estate experience across asset management, investment, development and operations. Mark was previously Managing Director UK and Ireland at Hammerson plc, Executive Director at Capital & Regional plc and Interim Corporate Director City Development at Liverpool City Council. He studied Industrial Economics at Nottingham University and began his career in Audit at KPMG. Mark is presenting:

Strategic ambitions from the Government Property Agency

1

The Impact of Government Property on Place – a Greater Manchester Case Study

Presented by Deloitte

11:30

- ▶ Ed Britton, Director, Deloitte
- ▶ Mel Wilson, Director, Deloitte

This case study will explore:

- The benefits of place to a department in choosing its location
- The benefits to government of

departmental co-location in a place, with a skills specific focus

- The benefits for the place arising from government location
- And how these come together in the project business case and town planning. This will include considering skills, talent attraction and economic development.

2

Unlocking the Path to Government Office Estate Decarbonisation

Presented by AtkinsRéalis

12:00

- ▶ Jack Saunders, Associate Director, AtkinsRéalis
- ▶ Stephanie Walters, Regional Director, Sector Head for Central Government, AtkinsRéalis
- ▶ Stephanie Wright, Regional Director, AtkinsRéalis
- ▶ Richard Treanor-Smith, Net Zero Programme Manager, Government Property Agency (GPA)

This session explores strategic approaches to

planning and prioritising decarbonisation across estates. Learn how to build compelling investment cases, leverage data to guide decisions, and demonstrate long-term ROI. Discover effective methods for measuring success through operations and maintenance, and review evidence supporting proven strategies. The session also highlights key lessons learned from previous programmes and how these insights are shaping future decarbonisation efforts.

3

Beyond Server Rooms: A Smarter, Greener Public Estate

Presented by Crown Hosting Data Centres

12:30

- ▶ Michael Ferris, Central Government & ALBs, Crown Hosting

Could one overlooked room in your building be quietly inflating your costs and carbon footprint? This session explores how server rooms, often tucked away in repurposed spaces, are impacting public sector estates more

than you might realise. From hidden energy costs and maintenance burdens to barriers in estate rationalisation, these rooms are quietly undermining efficiency and sustainability goals. Whether you're managing a single building or a national portfolio, this session will help you identify practical opportunities to drive smarter, greener, and more cost-effective estates.

13:00

Lunch break

Please note: agenda, session times and speakers are subject to change

Work sessions

4

Smaller, better, greener: Unlocking the power of the public estate

Presented by Mills & Reeve LLP

13:50

► **Robbie Turner, Principal Associate,**
Mills & Reeve LLP

A 'smaller, better, greener' government estate and the localism agenda are key drivers of the Government Property Strategy, which will require all government departments to review their property needs.

With the overall themes of (1) the condition and maintenance of the public estate and its productivity, (2) the estate as a driver of economic growth, and (3) efficiency and sustainability becoming ever more important; we'll be looking at key things to consider as part of a disposal strategy – and some traps for the unwary.

5

Heat Networks in Transition: Policy, Practice and Pan-European Learning

Presented by Drees & Sommer

14:20

► **Richard Murray, Director, Drees & Sommer UK**
► **Dr.-Ing. Thomas Lickleder, Senior**
Consultant, Drees & Sommer SE

As Europe accelerates its journey toward net zero, heat networks are emerging as a cornerstone of sustainable urban energy. This session explores the evolving landscape of heat network development, focusing on the UK's latest policy shifts, including the Heat Network Technical Assurance Scheme (HNTAS) and the Advanced Zoning Programme (AZP), and how these frameworks are shaping the future of low-carbon heating.

The discussion will also address the broader challenge of strategic heat planning at the local level. While district heating and cooling systems often present compelling solutions, their viability depends on a range of technical, regulatory, and political factors. Drawing on experience from Germany, the session will highlight how European practice can inform UK efforts to develop resilient, cost-effective heat supply strategies. Aimed at policymakers, developers, and local authorities, the session offers a timely overview of the opportunities and shared learning driving heat network innovation across Europe.

14:50 Refreshments and networking break

15:15 Panel debate and Q&A

16:00 Drinks reception Sponsored by JLL

Property at the Heart of Infrastructure: Opportunities from the National Infrastructure Strategy

The National Infrastructure Strategy is creating new opportunities – and new expectations – for how government property supports national goals. This panel brings together voices from across the sector to examine the estate's role in delivering better outcomes through smarter facilities management, improved building condition, sustainable operations, and enhanced social value. Panellists will unpack practical ways to align property with infrastructure priorities, exploring what's needed to ensure that the estate not only keeps pace with ambition but actively accelerates it.

**Chair: Saurabh Bhandari****Director - Property Delivery & Transformation, Cabinet Office, Office of Government Property**

Saurabh leads the drive to improve the condition of the government estate. He is responsible for the improvement of facilities management in government buildings, including modernising infrastructure to enhance safety, energy efficiency and operational effectiveness across the public sector. As a precursor to transforming assets and investments, he will also provide leadership in using data and analytics to enable decisions across the government estate.

**Sara Humber****Projects Director, National Infrastructure & Service Transformation Authority**

Sara is a senior commercial lawyer working as a Projects Director within the Expert Advisory Team in the National Infrastructure and Service Transformation Authority ("NISTA"). Sara is leading on implementing the Social Infrastructure Roadmap which is part of the 10 Year National Infrastructure Strategy. She is also the project lead in NISTA for the New Hospital Programme.

**Ricky McSeveney****Chief Property Officer, Ministry of Justice**

Ricky has responsibility for one of the most diverse and complex estates in Government, leading a Property Function which provides a range of services including environmental sustainability, property strategy and communications, asset management (including acquisitions and disposals), capital planning and project delivery, maintenance and facilities management, fire, health and safety, compliance, and business continuity.



We're AtkinsRéalis, a world-leading design, engineering and project management organisation.

AtkinsRéalis has been a trusted advisor to the UK Government since our founding in 1938. Our world-leading design, engineering, technical advisory and project management teams deliver critical infrastructure projects across the UK, making a positive impact to communities.

We are proud of our collaborative relationships and reputation for delivery excellence across our Government clients. We understand the impact Government has on leading the way on sustainable, inclusive, innovative solutions and are committed to working in partnership with our clients to deliver these, with integrity and safety as our guiding values.

Our relationship with UK Government is deep rooted and together, we are impacting every part of our society. We work across Transportation, Nuclear, Buildings & Places, Water, Mining & Minerals, Defence, Industrial and Power & Renewables sectors. AtkinsRéalis supports our Public Sector clients to realise projects that keep our communities safe, healthy, educated and resilient.

Our talented people, including many who have first-hand experience working in the Public Sector, lead projects at every stage of the lifecycle. Using the full capability across AtkinsRéalis, we support Central Government clients with every step of the journey from defining the project need to operation and maintenance.

stephanie.walters@atkinsrealis.com
020 7121 3054



Crown Hosting is a unique partnership between the Cabinet Office and Ark Data Centres, created to provide secure, sustainable data centre facilities for the UK public sector. As a shared service, it allows any public sector organisation — or its private sector suppliers — to access pre-procured, purpose-built facilities through the Crown Hosting Framework (RM6262).

By bringing together demand from across government, Crown Hosting gives every organisation access to the scale and buying power of the entire public sector. This means market-leading pricing, state-of-the-art facilities and favourable terms — whether you need a single cabinet or an entire data hall.

Crown Hosting supports digital transformation, estate rationalisation, and net-zero goals — providing a trusted platform for modernising public sector infrastructure.



To date, Crown Hosting has supported over 200 organisations, helping them reduce costs, cut carbon emissions, and free up valuable estate space. Current customers save an estimated £1.5 billion and 33,000 tonnes of carbon each year by moving IT infrastructure out of buildings and into highly resilient, energy-efficient data centres.

- Up to 67% cost savings
- 75% energy reduction
- 100% renewable energy
- Procurement already completed via RM6262
- Supports Cloud First Journey
- AI-ready infrastructure

0333 207 0703
info@crownhostingdc.co.uk
www.crownhostingdc.co.uk



Deloitte.

We help the government meet the unique challenges presented by infrastructure and the built environment in a time of quickly advancing technology and public demand. With public institutions under increased pressure to deliver value for money, sustainable, accessible solutions, the need for new thinking is more critical than ever.

As the expectations of governments and public services continue to change, it is increasingly important to stay ahead of the curve. Spanning central and regional government, and programmes, we deliver forward-facing solutions that address the challenges of today. And tomorrow.

As you address the need for more liveable, resilient communities our government specialists work

alongside you to create new, proactive solutions to help communities thrive.

We have the broadest range of leading professional services under one roof. This matters, because we bring a co-ordinated, cross-discipline response to every brief. We don't just advise on the right solution, we also create, implement and operate it.

We're passionate about public services, and relentless when presented with a challenge. As natural collaborators, we convene, listen intently, bring fresh thinking to problems, and give our clients the support they need to push boundaries, and be boldly ambitious.

Claire O'Shaughnessy
coshaughnessy@deloitte.co.uk

DREES & SOMMER

At Drees & Sommer UK, we are dedicated to delivering innovative and sustainable solutions that drive efficiency and resilience across the public sector.

We support local and national bodies through engagement with a number of client organisations, including central government agencies, local authorities, devolved administrations, PFI/PPP providers, facilities managers, and developers. Our extensive portfolio of services makes us a one-stop shop for all things property and assets.

As a preferred partner on several government-led projects, we help our clients unlock opportunities in their portfolios, whether that be in the review of their fixed assets (micro-level) or through holistic masterplans (macro-level). Our hands-on approach and extensive experience in the built environment enable us to bring our clients' visions into action, driving economic growth, improving public health, and fostering community resilience.

www.dreso.uk

Eddisons

Eddisons is a leading firm of property consultants, specialising in providing realistic, results-driven solutions for owners, occupiers, investors, and developers.

We are recognised as industry leaders in winning and delivering state-of-the-art decarbonisation projects, with a proven track record in identifying energy-saving opportunities and implementing sustainability improvements across large, complex estates.

From securing multi-million-pound funding to managing the full project lifecycle, our decarbonisation specialists have delivered transformative carbon reduction outcomes for clients in the public and private sectors.

As society becomes more proficient in using artificial intelligence, we are integrating these new technologies

into our work. We have recently undertaken our first AI-driven data centre site search as part of our growing consultancy service line, paving the way for more forward-thinking placemaking and housing strategies.

From site due diligence and advice on land transactions to development viability and technical design, our comprehensive approach is shaped by deep industry knowledge and experience in pioneering new practices – saving clients time, money, and resources.

Every project we deliver is underpinned by our commitment to sustainability and excellence. Through strategic funding support, expert advice, and hands-on project management, we turn ambitions into tangible, high-performance outcomes.

www.eddisons.com



Part of OpenBlue by Johnson Controls, FM:Systems is the leading smart building technology ecosystem in the world that makes it possible for organizations to unlock a triple bottom-line by creating spaces that save money, are healthy for people, and help save the planet.

FM:Systems is configurable to meet the specific needs of organizations and to help facilities managers design a path toward an autonomous building future. With more than 40 years of experience, FM:Systems is an organization's most trusted partner in transforming buildings from physical to smart, living entities that are not only responsive to the changing needs of employees, but themselves, and the environment.

For questions, please visit our website:
www.johnsoncontrols.com/openblue



KBR Estates Intelligence: Maximising Public Value with Assured Estate Management

Public sector leaders face unique challenges in managing large real estate portfolios: balancing strict regulatory compliance, achieving sustainability goals, and ensuring transparency and accountability, all within constrained budgets. With decades of proven success in government and public sector estates management, KBR Estates Intelligence delivers the expertise and solutions needed to optimise your assets and achieve your objectives.

As part of our advanced VIAverse® platform, we integrate validated data and cutting-edge technology to streamline operations, reduce operational waste and maximise the value of your real estate portfolio. Our solutions empower you to make data-driven decisions, ensuring compliance with government regulations, meeting sustainability targets and supporting transparent, accountable estate management.

We understand the complexities of public stewardship, from fiscal responsibility to the need for efficient supply chain management. Our tailored approach enhances decision-making, reduces costs and ensures your assets deliver maximum public value, aligning with your organisation's commitment to sustainable growth and efficient service delivery.

Partner with KBR Estates Intelligence to transform your estates into strategic enablers of long-term success. Visit our website, or conference stand to explore how we can support your mission of effective, sustainable public estates management.

kbr.com/estates-intelligence
ei@kbr.com
01372 862865



Kier's purpose is to sustainably deliver infrastructure that is vital to the UK. We are a leading provider of infrastructure services, construction, and property developments, committed to delivering for communities and leaving lasting legacies through our work.

At Kier we have the full breadth of capability to support any stage of an asset's lifecycle. At the core of our project delivery is our 360 approach. We deliver projects and programmes of all sizes, from the development of land to design and construction, through to maintaining and operating the asset.

Our 360 approach embodies who we are and how we operate. Collaborative, trusted and focused, we combine national reach, local delivery and engineering excellence.

Kier Construction comprises our regional building, strategic projects, and Kier Places businesses. As a leading UK national contractor and a strategic supplier to the UK Government, we work with clients across a number of sectors, including education, healthcare, justice and borders, defence, and commercial. Our capabilities include:

- Design, planning and costing
- Capital building works
- Property maintenance and facilities management
- In-house self-delivered mechanical and electrical model
- Decarbonisation and retrofit
- Fire safety and compliance.

www.kier.co.uk



LocatED is a government-owned property company and an arm's-length body to the Department for Education. Created in 2017, LocatED exists to provide expert property advice to the education sector and government, helping develop estates strategy, acquire new sites and progress decarbonisation.

We help solve complex property challenges faced by the public estate, supporting education bodies to make the most efficient use of land, delivering capital receipts to address condition need and working towards a smaller, better, greener estate.

www.located.co.uk

MILLS & REEVE

Mills & Reeve LLP is a leading national law firm and a Lot 1 supplier on the CCS RM6179 Legal Services Panel. We support government departments and non-departmental public bodies with a range of property issues, including:

- Acquisitions
- Disposals
- Estate rationalisations
- Crown, commercial and residential real estate
- Development and construction law
- Dispute resolution and litigation
- PFI expiry
- Freehold, leasehold and licence arrangements
- Management
- Non-complex finance and investment
- Heat networks and other energy projects
- Tax
- Landlord and tenant issues
- Planning law and environmental law.

What sets us apart?

- ✓ Our strong firm culture helps us naturally produce outstanding service, delighted clients, and committed and happy people.
- ✓ We “mix and match” our value-added offering to meet each client's individual requirements.
- ✓ We invest time (for free), getting to know your team, your systems, your requirements and your objectives.
- ✓ Through our hand-picked network of M&R Global relationship firms, we can support you with your projects in Scotland, Northern Ireland and around the world.
- ✓ Our market-leading Procurement Portal offers a host of free-to-use resources, including our Procurement Act Notices Flowchart Infographic, Procurement Act Notices Generator and our much-loved Standstill Calculator.

www.mills-reeve.com | www.procurementportal.com

Smart building management platform for CRE & FM

Planon is the leading global provider of Facility and Real Estate Management software. More than 3,250 organisations are already using our IoT-enabled solutions to effectively manage their buildings, infrastructure and facilities; saving costs, meeting governance and sustainability goals and creating attractive and engaging workplaces.

Planon Integrated Workplace Management Solution is a proven, innovative, easy-to-use IWMS platform. Its open platform architecture also supports you in

connecting and embedding the latest smart building technology offered by our extensive network of tech partners for optimal management of your building and workplace portfolio.

Talk to us for an open conversation about your FM & CRE operations, your goals, challenges and priorities, and find out how a Planon solution could work for your organisation.

Web: www.planonsoftware.com
Email: info-uk@planonsoftware.com
Tel: 01273 823557



District Valuer Services (DVS) is the specialist property arm of the Valuation Office Agency (VOA). We provide independent, impartial, valuation and professional property advice across the entire public sector, and where public money or public functions are involved.

As part of the public sector ourselves, we fully understand the challenges and demands of today's property issues. We are committed to delivering a high level of service to our clients and work closely with them to provide tailored solutions to meet their needs.

With extensive experience across central, regional, local, and devolved government, health, environment and transport and infrastructure sectors we provide a comprehensive range of services.

DVS Property Specialists for the Public Sector

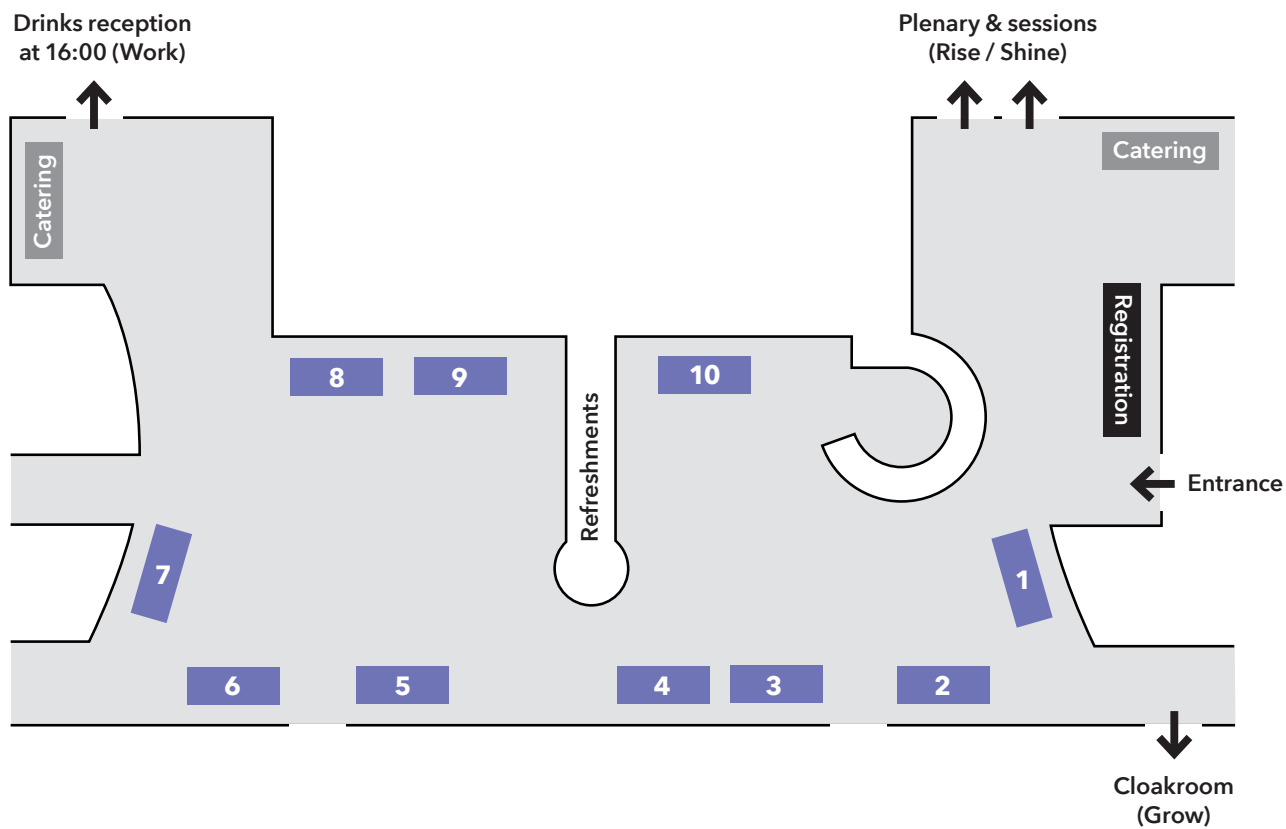
We are acutely aware of providing our public sector clients with the best advice to reduce costs and maintain an estate that is fit for purpose and offers community benefits. As part of Government, DVS is ideally placed to work across public sector bodies and harness a collaborative approach to property.

You can reduce procurement costs and time by procuring VOA through a compliant Direct Award under the Crown Commercial Service (CCS) Estate Management Services Framework RM6168 and the Welsh Government Technical and Professional Services Framework (SEWTAPS).

To find out how VOA can help you with your requirements, visit our stand or contact:

E: clientdevelopment@voa.gov.uk
W: www.voa.gov.uk/dvs

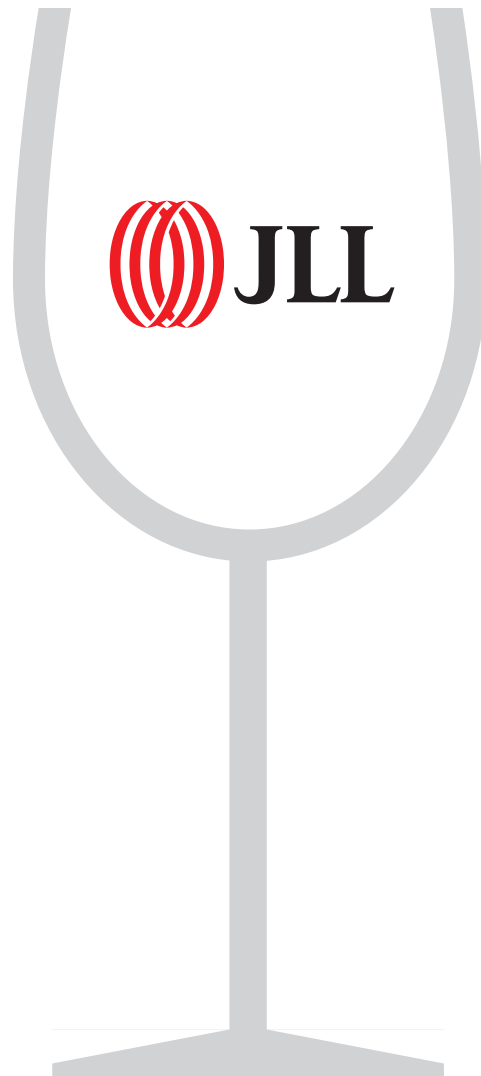
Notes



5 AtkinsRéalis

1	Drees & Sommer
2	Planon
3	Eddisons
4	Crown Hosting Data Centres
6	LocatED
7	VOA
8	FM: Systems
9	KBR
10	Deloitte

Drinks reception 16:00



Join us for the end of conference
drinks reception kindly sponsored by JLL