



Government
Property
Agency



Business Plan 2026/27

Open

Contents



Foreword

The Government Property Agency's (GPA) work is at the heart of the government's Plan for Change and Civil Service Reform. Our stewardship and evolution of the office estate is supporting growth, releasing value and providing the right spaces for civil servants to thrive.

Our mandate is to help government departments and bodies meet their strategic workplace needs. Doing our job successfully means supporting the thousands of people who work hard every day to deliver for the public and achieve the aims of mission-led government.

It is an exciting and inspiring brief, and I know the importance of staying focused and continuing to improve how we deliver for our departmental partners and the civil servants who use our spaces. Our Business Plan for the year ahead is about doing the important things well. We will continue to work closely with our Cabinet Office colleagues, notably our sponsor, the Office of Government Property, to put the strategy for the estate into action.

Disciplined delivery

We already have a lot to be proud of. We have delivered £25.4 million of commercial savings in the 2025/26 financial year alone and our client and customer satisfaction scores are heading in the right direction, improving year on year.

We are making a difference in communities across the country. By creating modern Government Hubs, we are supporting the Places for Growth programme to bring more government roles to towns and cities across the UK, bring government closer to the public it serves, and widen career access for civil servants.

But we know that there is more to do. We are continuing to strengthen the way we operate to ensure we consistently deliver for departments and Arm's Length Bodies (ALBs) across government. We intend to further mature as an organisation, building on the good work that's already been done to invest in our people and review our systems, processes and ways of working. We will embed a new operating model to reduce complexity and allow the expertise of our teams to shine in a collaborative and inclusive culture.



Foreword by
Mark Bourgeois
Chief Executive Officer

Value-driven
delivery,
collaborative
working and
high-performing
partnerships.

In the context of a constrained financial environment, our emphasis is on smart use of resources to concentrate on the areas where we can have the biggest impact. To aid this prioritisation, we have set goals that are stretching, but also realistic and achievable within our funding settlement. The focus will be on mission-critical delivery for our existing office portfolio.

Putting the plan into practice

A significant priority is to progress the Manchester Digital Campus following the approval of the Outline Business Case (OBC) last year. This is a transformational cross-government programme that will cement the North West as a centre for digital and cyber expertise, building skills and further regeneration across the region. This programme will be the largest and most complex for the GPA to date, and I am very focused on building the capabilities we need to support it.

We will continue to consolidate the estate, particularly in London where the closure of buildings like 10 Victoria Street is already saving £8.8 million a year in running costs. We will also maintain progress on work to ensure buildings are operated as efficiently

as possible to bring both environmental and financial benefits. Our Lifecycle Replacement programme and Net Zero Strategy are key to this, building resilience for the future. This year will see us commence the Whitehall Renewable Energy Network (WREN) project as part of our wider net zero work.

From the fabric of the buildings that we operate, to the services that our teams and partners provide within them, delivering a high-quality customer experience is at the heart of what we do. We know that people want to come to buildings that are safe, sustainable and which provide the right environment for them to do their best work.

We are implementing our Experience Management Strategy to meet civil servants' expectations, as well as putting in place our strategic partner framework to support consistent service delivery. We're also looking to the next procurement phase for our facilities management contracts, making sure we are set up for success when we go back to market.

We are developing digital capability and infrastructure to support the delivery of an agile state, and government missions, while maintaining a firm emphasis on cybersecurity.

We will continue to strengthen the use of data and increase AI adoption across the organisation. By removing burdensome tasks, colleagues will be better able to focus on what matters, the meaningful human interactions that build partnerships, nurture wellbeing, and strengthen our systems.

Working in partnership

Our departmental partners expect us to lead on the real estate issues that matter to them. By providing high-quality, tech-enabled offices, we support civil servants to work productively, collaboratively and to get on with the job of government delivery. As we continue to adapt to an increasingly dynamic environment, our partnership with the Office of Government Property is vital as we refresh a longer-term strategy in the coming months.

In summary, this 2026/27 Business Plan sets out how we intend to be agile, resourceful and collaborative in building a smaller, better, greener government office estate, supporting our departmental partners to deliver on government missions and to provide better outcomes for the public.

Mark Bourgeois
Chief Executive Officer

Our 2026/27 plan at a glance

This Business Plan sets out our five objectives over the next 12 months to continue improving and consolidating the government office estate. They also include our ongoing work to future-proof our ability to deliver as the GPA continues to mature as a resilient and high-performing organisation.



Smaller

BP1 Maximise value from the office estate

- We drive transformation through Government Hubs, the Manchester Digital Campus and by supporting the delivery of the Plan for London, creating high quality workplaces for civil servants.
- We maximise the value of government office space by working collaboratively with supply chain, departmental and wider public sector partners to pursue innovation and increase flexibility.
- We demonstrate value for money by managing the office estate effectively.



Better

BP2 Deliver great places to work increasing departmental partner and customer satisfaction

- We deliver a consistent and value-driven experience across the GPA portfolio for civil servants and departmental partners.
- We drive innovation and delivery through strong partnerships with our supply chain and strategic partners to deliver a safe and resilient estate.



Greener

BP3 Deliver a sustainable office estate

- We deliver a sustainable, future-proofed office estate and achieve carbon reduction targets.



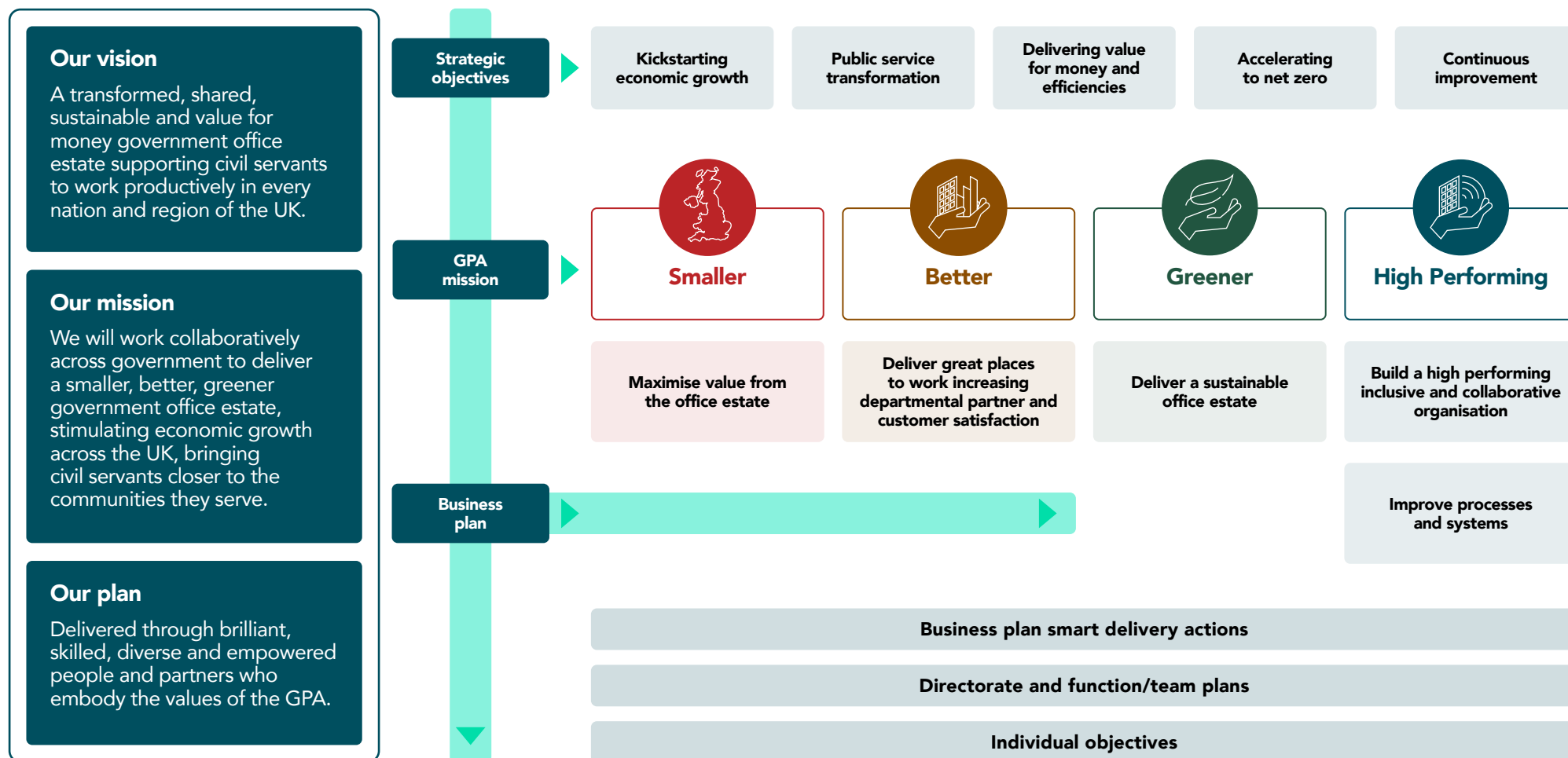
High performing

BP4 Build a high performing, inclusive and collaborative organisation

BP5 Improve processes and systems

- Our people are highly engaged and recognise the GPA as a great place to work.
- We are a mature, resilient and compliant organisation.
- We are digitally mature and effectively use data and collaboration technologies to inform decision-making, enable process efficiencies and boost productivity.

Our goals support the delivery of our vision and mission.



Our purpose

The GPA is an Executive Agency of the Cabinet Office with a mission to deliver a smaller, better, greener government office estate.

We are the largest office property holder in government, with more than £2.1 billion in property assets, and over 53% of the government's office estate under our management.

We are leading one of the most ambitious workplace transformation programmes in the UK, enabling Civil Service Reform, unlocking savings for the taxpayer and supporting regional growth.

We are transforming the way the Civil Service works, partnering with government departments to deliver the workspace and property services they need. We create flexible, inclusive, high-quality workplaces where people can be productive, collaborate and embrace smarter working.

Acting as the government's subject matter expert in office property, we can see where offices can be shared and used better, and procure services at scale.

Our work supports the relocation of Civil Service roles, bringing teams closer to the communities they serve, creating opportunities in different parts of the country, opening Civil Service careers to greater diversity and talent, and kickstarting economic growth.

The breadth of our work enables us to make decisions that support sustainability and the drive towards net zero. We are working towards halving carbon emissions from government offices through a more efficient, rationalised estate.

The GPA's budget is largely funded through charges to organisations using its services. Around 10% is funded by HM Treasury via Cabinet Office and covers property void costs and other costs not directly recharged.



Aberdeen, Marischal Square offices for Great British Energy.

Success story

We secured the headquarters for the country's new publicly-owned energy company, Great British Energy (GBE), in Marischal Square, Aberdeen. This supports the government's Plan for Change mission to make Great Britain a clean energy superpower. We will lease and manage the office space throughout GBE's tenure to support its objectives and the performance of its employees.

Our story so far

The Government Property Agency (GPA) was set up in 2018 to help bring the government's office assets into one portfolio, allowing a more responsive and agile approach to office property as the machinery of government evolves.

An Executive Agency of the Cabinet Office, the GPA is the delivery arm for strategy developed by the Cabinet Office, notably the Office of Government Property.

Since 2018, the GPA has grown rapidly, now managing more than half of the government office estate and supporting over 125,000 civil servants. Following this period of rapid growth, and notwithstanding the delivery of significant benefits, the organisation was falling short of departmental partner expectations in many areas. Following a change in leadership in 2024/25 we set about reviewing and improving critical processes, systems and governance through an organisational design exercise and continuous improvement programme.

This is putting the agency on a strong footing for the future. We have established a new operating model to better serve and reflect the evolving needs of our departmental partners and civil servants.

We are focused on building digital capabilities that enable our skilled people to grow and develop. We have worked hard to embed new cultural values as our teams have expanded and diversified, helping to support consistent delivery.

We are an organisation comprising nearly 500 dedicated people. Our thin client model is also founded on strategic partnerships with leading organisations, namely BNP Paribas Real Estate, JLL, Tetra Tech, WSP and Gleeds. These partnerships enable us to draw on global expertise and to scale up and down to meet the demands of government. They are an essential and valued part of our model.

This Business Plan seeks to build on our success and progress to date, whilst continuing to address the needs and feedback of our stakeholders.



Colleagues across the GPA taking part in our staff conference in 2026.

Success story

In 2025, we introduced our new GPA values to help build a higher performing organisation. Shaped by people across the business, our values – Striving for Excellence, Empowering through Respect, Succeeding Together, and Acting with Integrity – set a clear foundation for how we work, lead, and support our departmental partners. They have contributed to a four percentage points increase in our People Survey engagement score.

Building on our successes

We have strong foundations on which to build. Our achievements in 2025/26 included:



£25.4 million

commercial savings
delivered, maximising
value for taxpayers



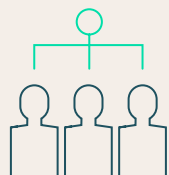
Closed

Ten buildings,
cutting costs and consolidating
the government estate



Delivered one flagship
Government Hub at

26 Whitehall
Place
improving collaboration



Manchester Digital
Campus

progressed with an approved
Outline Business Case

Exceeded targets
delivering

220

Lifecycle Replacement
projects, improving asset
resilience, operation and
longevity



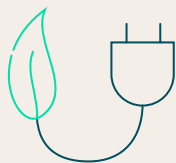
Client satisfaction improved
by four percentage points to

67%

reflecting improved
service delivery



Net Zero
interventions
yielded utility
savings of



£232k

and energy saving of
2.85GWh

GovPass is live across

73 sites

strengthening
secure access



GovPrint was
rolled out to



245 locations

standardising secure printing
and improving value through
economies of scale



GovWifi connected

970,000

users last year

New GPA

values

embedded, strengthening
culture, accountability and
performance



Employee engagement
rose by four percentage
points to

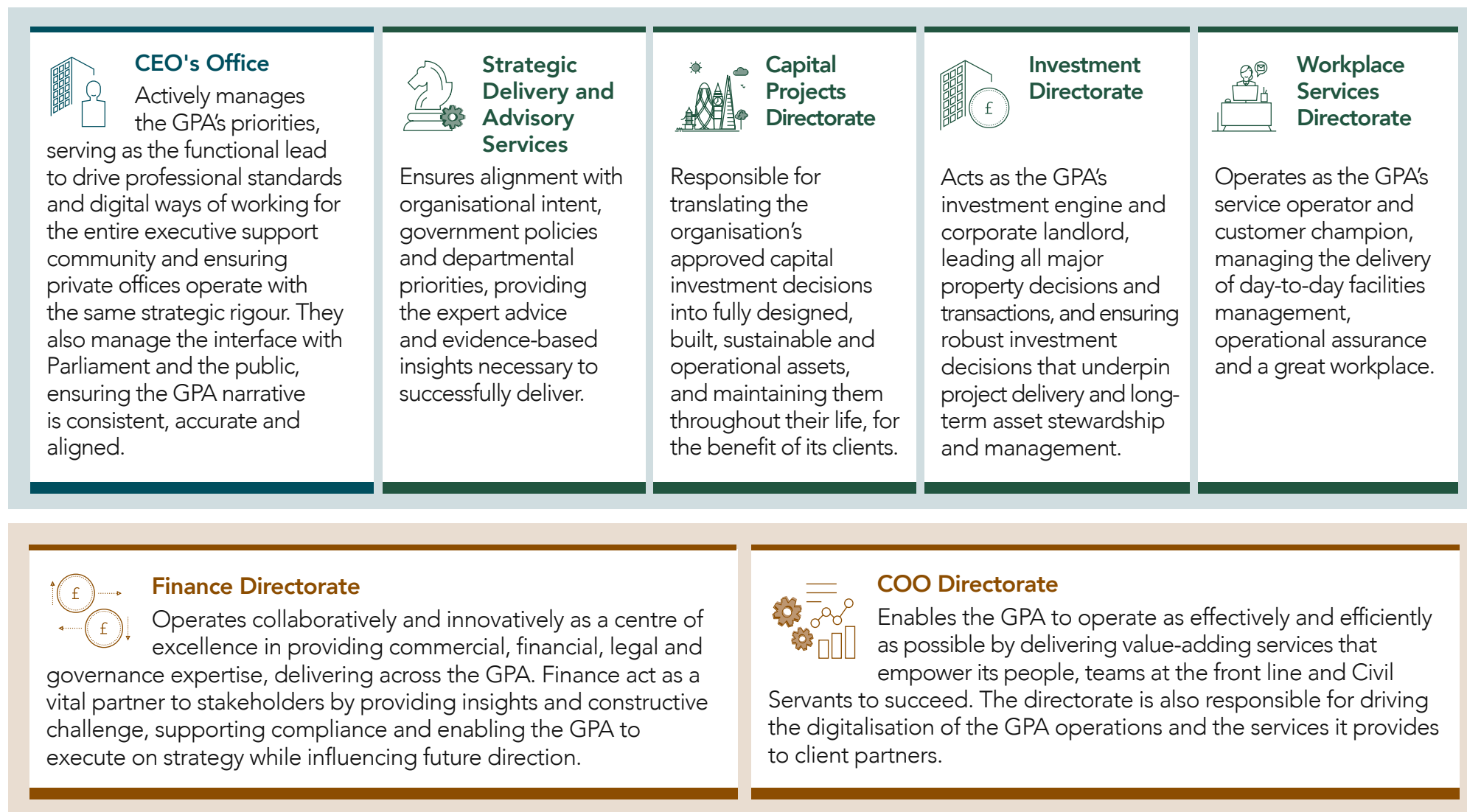
66%



surpassing the Civil Service
average, as we build high-
performing teams

How we work, people and programmes

GPA directorate and team overview



GPA's directorate and team overview

The GPA brings together a diverse and highly skilled team, marrying specialised property and real estate knowledge from the public and private sectors with broader business and government experience. Our leadership is focused on delivering value for our departmental partners, communities and the taxpayer.



Mark Bourgeois

Chief Executive Officer

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. As Accounting Officer for the GPA, the CEO is personally responsible for safeguarding the public funds for which they have charge.



John Duckworth

Chief Investment Officer

Aligns workforce plans with an estate strategy, oversees all property transactions and consolidates business case creation.



Lisa Commane

Chief Operating Officer

The driving force behind enabling functions that power the GPA and will oversee the steps required to evolve our operating model.



Nick Brown

Chief Financial Officer

Leads on all finance aspects, builds trust through a wide stakeholder community and drives our financial operating model and charging regimes.

**Dominic Brankin**

Director of Strategy

Responsible for strategic delivery, understanding workforce planning across the Civil Service through a long-term lens, and for driving the development of the GPA delivery model.

**Simon Hulme MBE**

Director of Capital Projects

Oversees the delivery of a well-assured programme of construction, refurbishments and fit outs in line with business cases from the Chief Investment Officer.

**Carly Ersser**

Director of Workplace Services

Oversees the delivery of value-for-money experiences for civil servants and provides a health and safety centre of excellence.

**Lorraine Wall**

Deputy Director People and Culture

Leads our HR team to ensure our people are engaged and supported while at work.

**Michael Wu**

Head of Legal and Compliance

Provides strategic and operational guidance on legal matters for procurement and corporate governance promoting a culture of compliance.

Our people

Our teams combine specialist knowledge and skills - spanning financial, technical, professional and customer services - with experience in construction, real estate and government to support our departmental partners and civil servants. They work closely with our strategic partners and supply chains to deliver services. Underpinning these skills, our people are all expected to be digital leaders in their respective fields.



Project delivery professionals

Overseeing major office development and refurbishment projects and pipelines, including Plan for London and Government Hubs like the Manchester Digital Campus and the Westminster Campus programme. The team also delivers client-funded projects.



Property professionals

Providing strategic investment and portfolio management services, handling leases, transactions, space optimisation, and minimising vacant space.



Workplace designers

Architects and chartered designers who create accessible and inclusive work environments that enhance productivity and collaboration, for all civil servants.



Sustainability professionals

Leading the reduction of environmental impact and driving decarbonisation across the government office portfolio. Our experts ensure new builds and refurbishments meet strict Net Zero and sustainability standards, contributing to a more efficient estate.



Facilities management professionals

Managing frontline operational services across the office estate in partnership with facilities management and technology suppliers.



Technical assurance, fire safety, and security professionals

Ensuring the safety, security and efficiency of buildings and infrastructure, by providing expert guidance on technical systems and complying with standards and regulations in building design, installation and maintenance.



Property technology professionals

Developing and implementing technology solutions, such as secure Wi-Fi access (GovWifi), common access passes (GovPass) and secure printing services (GovPrint), and enhanced audio-visual equipment to enable productivity, accessibility and collaboration within an interoperable estate.



Workplace experience professionals

Managing portfolio planning for the government office estate, addressing the needs of departments and their people, preparing teams for relocations, and streamlining management for greater efficiency.



Finance professionals

Working with government departments to ensure value for money, providing financial forecasting, reporting and billing to help manage property-related budgets.



Central services professionals

A multi-disciplined team at the centre of the GPA which supports colleagues to focus on their core objectives. It's also responsible for ensuring our buildings, and the people in them, are safe and that our digital infrastructure is secure.



Colleagues embracing flexible workplace design.

Success story

In May 2025, we supported 600 Cabinet Office colleagues to relocate from Government Offices Great George Street (GOGGS) to 10 South Colonnade in Canary Wharf. This was the first phase of a major restructuring of the Cabinet Office's London estate, part of the wider Plan for London.

Our Business Readiness and Workplace Design teams engaged people through a network of change champions, pop-in exhibitions and bespoke building tours. These efforts, alongside pre-and post-move surveys, ensured colleagues transitioned seamlessly to an optimised workplace within the Canary Wharf community.

Our programmes

We deliver our strategic objectives through initiatives and programmes all aimed at achieving a smaller, better and greener public office estate. They are:

Government hubs

We are delivering a network of office hubs across all four nations of the United Kingdom. These modern, digitally-enabled buildings provide shared workspaces for the Civil Service, often bringing multiple departments together into one building.

They support regional economic growth by enabling Civil Service roles to be relocated outside of London, in line with the Places for Growth Programme. This includes the Manchester Digital Campus - a major capital programme to deliver a cutting-edge Civil Service campus in Manchester focused on digital capability and services.

Plan for London

We are consolidating the central London office estate into a smaller, inclusive and interoperable campus, while retaining and restoring historic buildings.

The programme is creating modern, accessible and inclusive workspaces for civil servants at the heart of government across the Westminster Campus.

Workplace services

We design, manage and deliver high-quality services and environments for the civil servants who work in our buildings. We look at how services support organisations' objectives and meet customer expectations, while ensuring that we are achieving value for money.

The GPA is working closely with the Government Security Group to address the increasing demand for secure space across the UK and ensure that secure space requirements are managed as part of wider government property planning. The GPA is supporting a more coordinated approach to prioritising secure space requirements and delivery activity across the National Security Community.



Refurbishment works included inclusive refreshment hubs to improve usability for people with mobility impairments.

Success story

Accessibility and inclusivity are key components in the design of our workplaces. In April 2026, our 22-26 Whitehall Government Hub received 'Inclusive Environments Recognition' from the Construction Industry Council after redevelopment works - our first listed building to achieve this accolade.

We implemented power-assisted doors and step-free access throughout the building, and designed main circulation routes to help people with mobility issues. Accessible showers, height-adjustable desks and refreshment hubs were also added.

Interoperability – shared workplaces

Our Interoperability Programme is one of the UK's most ambitious office transformation initiatives, giving people the flexibility to work seamlessly in different places and enabling collaboration between government teams through technology. Data from the programme informs how we manage, maintain and evolve the office estate to maximise space utilisation.

Lifecycle replacement

The GPA is investing in the estate to improve the condition of assets and keep operating costs lower for longer, supporting asset longevity and improved workplace experiences. Activity focuses on sustainability, safety, security and property technology.

Net zero

We are reducing carbon emissions and energy consumption across our portfolio through refurbishments, renovations and retrofitting.

We are deploying interoperable technology so that civil servants can work more easily from different places and collaborate on government missions. It includes:

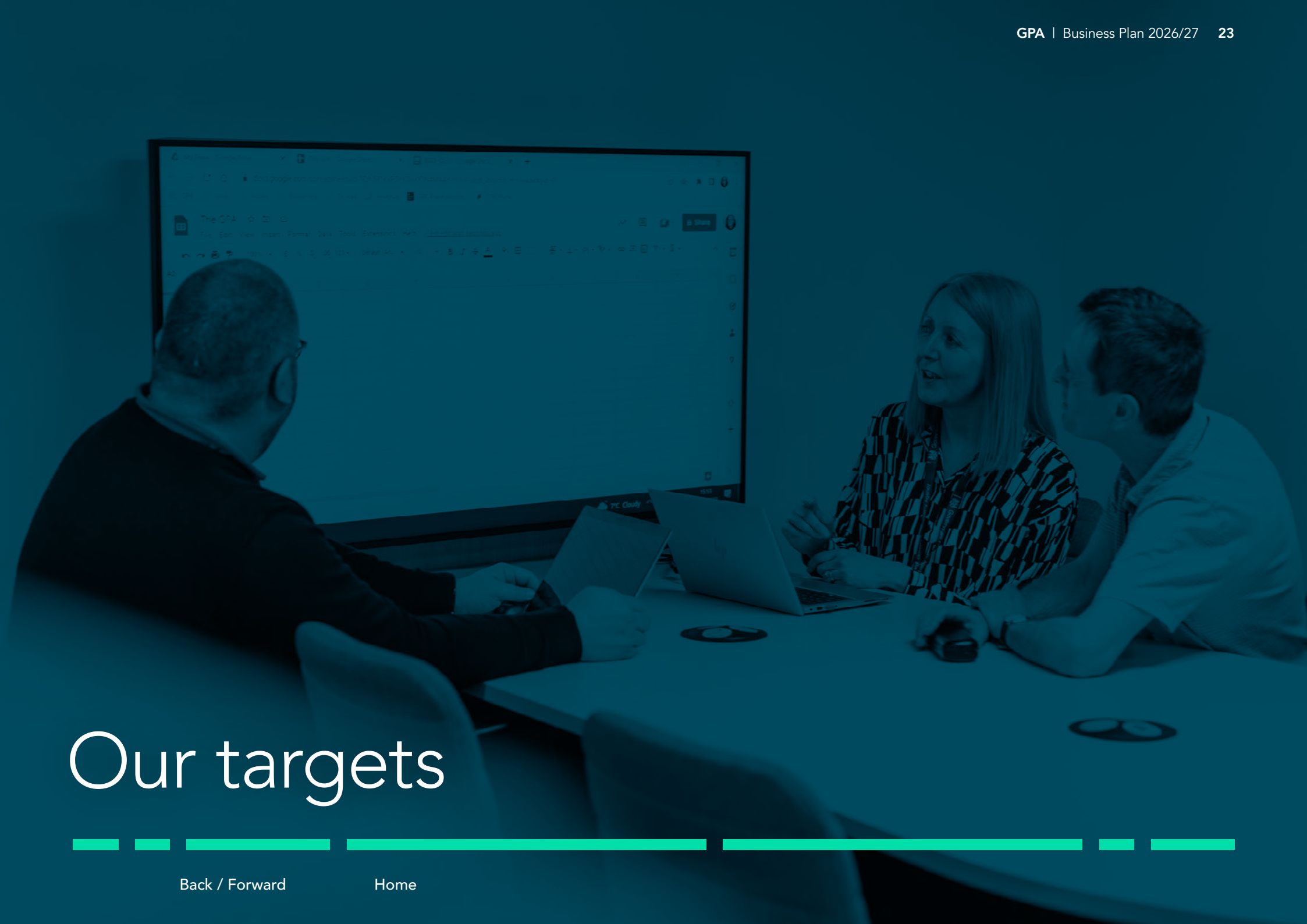
- **GovPass** – the single access pass used by more than 170,000 civil servants
- **GovWifi** – the government's secure Wi-Fi network accessed by over 900,000 civil servants
- **GovPrint** – the secure cloud print service now at over 450 locations
- **Enhanced audio visual set-up** – room booking systems and tech support across 500 meeting rooms to offer a seamless, accessible experience.



Air source heat pump at Coventry, Cheylesmore House.

Success story

As part of our Lifecycle Replacement Programme, the North building at Cheylesmore House in Coventry is now a gas-free operation after we replaced the existing boiler system with air source heat pumps. The new heating system is expected to annually save 341,040 kWh and 28.2 tCO₂e, equivalent to 31 round trip flights between London and New York.



Our targets

An overview of our targets

The following pages set out our five Business Plan objectives in more detail including the specific actions and practical steps we will take to achieve them.



Smaller

BP1 Maximise value from the office estate



Better

BP2 Deliver great places to work increasing departmental partner and customer satisfaction



Greener

BP3 Deliver a sustainable office estate



High Performing

BP4 Build a high performing, inclusive and collaborative organisation
BP5 Improve processes and systems



Smaller

BP1 Maximise value from the office estate

Where we want to be:

- Driving transformation through Government Hubs and the Westminster Campus, delivering high quality workplaces for civil servants.
- Maximising the value of government office space by working collaboratively with supply chain, departmental and wider public sector partners to pursue innovation and increase flexibility.
- Demonstrate value for money by managing the office estate effectively.

What we will do:

- Create a more efficient estate by closing and consolidating buildings including as part of the Plan for London.
- Create a more efficient estate by progressing the Manchester Digital Campus including the process to appoint a preferred contractor.
- Continue work on four regional hubs.
- Manage the estate effectively including maximising the use of space and controlling property costs.



Better

BP2 Deliver great places to work increasing departmental partner and customer satisfaction

Where we want to be:

- Deliver a consistent and value-driven experience across the GPA portfolio for civil servants and departmental partners.
- Drive innovation and delivery through strong partnerships with our supply chain and strategic partners to deliver a safe and resilient estate.

What we will do:

- Improve the workplace experience in our managed buildings.
- Introduce our new Strategic Supplier Relationship Management framework.
- Continue to make it easier for civil servants to work seamlessly from different buildings and to get connected through the Interoperability Programme.
- Upgrade assets through the Lifecycle Replacement Programme.
- Continue to develop critical workplace services assurance and compliance functions.



Greener

BP3 Deliver a sustainable office estate

Where we want to be:

- Deliver a sustainable, future-proofed office estate and achieve carbon reduction targets.

What we will do:

- Reduce scope one and two carbon emissions across our retained estate.
- Start the Whitehall Renewable Energy Network project works.
- Deliver our capital projects in line with our Sustainability and Net Zero and Nature and Biodiversity standards.



High performing

BP4 Build a high performing, inclusive and collaborative organisation

Where we want to be:

- Engage our people and ensure the GPA is seen as a great place to work.

What we will do:

- Fully implement our new target operating model and embed our new culture and ways of working.
- Develop and launch our People and Culture Strategy.
- Invest in our leadership and line managers through a targeted development programme and embed the SCS Leadership Standards.
- Build our digital skills.



High performing

BP5 Improve processes and systems

Where we want to be:

- Evolve as a mature, resilient and compliant organisation.
- Mature digitally, and effectively use data and collaboration technologies to inform decision-making, enable process efficiencies and boost productivity.

What we will do:

- Enhance organisational resilience by maturing our approach to risk, internal assurance, financial control, and legal compliance.
- Develop our Cyber Security Governance and Cyber Response Plan for critical services.
- Embed and mature our digital, data and AI strategy and delivery.
- Prepare to implement new work platforms including M365.
- Prepare for our future facilities management service model.
- Develop our procurement processes to support earlier consultation and how we assess and decide options.
- Build our digital skills.



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