



Cabinet Office

# The State of the Estate in 2015–16



# The State of the Estate in 2015–16

Presented to Parliament pursuant to section 86  
of the Climate Change Act 2008

HM Government

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# Ministerial Foreword



Ben Gummer,  
Minister for the Cabinet Office  
and Paymaster General

The Civil Service has some of the most talented people working in the UK and it is right that we provide them with the right environment so that they can serve the public to the best of their abilities. We are revolutionising our workplaces and working culture to improve our productivity and well-being.

At the start of December 2016, we announced our first Government Hub in Canary Wharf – the largest commercial transaction of the year. This landmark deal will allow almost 6,000 civil servants from several different departments to work in a more agile, collaborative way, delivering better value for money. This is just the first of many multi-departmental hubs across the country that will support our vision for the Civil Service to reach every region of the UK.

One Public Estate (OPE), a unique programme which is based on public sector partnership, now covers over half of all local authorities. OPE encourages government to work together to deliver economic growth in the form of jobs and homes and to bring value to the taxpayer by selling surplus land and property.

We have established a new body that will enable government to take a more commercial approach to leases and property management across the government estate. The Government Property Agency is now running in shadow form and will go live later this year.

In 2015–16, our disposals programme saw us deliver receipts totalling almost £1 billion pounds from the disposal of 468 properties, marking a significant step towards our commitment to collect £5 billion receipts over five years. We sold a number of notable buildings, including Admiralty Arch and the Old War Office, which will be sensitively developed to deliver world-class residential property and hotels.

Both the size of the estate and the cost of running it have reduced. The total size of the estate is now 8 million square metres, a reduction of 306,877 square metres since 2014–15. The number of holdings within the estate has fallen from 4,900 to 4,653.

All these efforts mean that we have reduced the total running cost of the estate during 2015–16 by £176 million. This is a considerable reduction and is proof of our commitment to managing a government estate that works for everyone.

Our drive to modernise and improve the running of the government estate is delivering a myriad of benefits: reducing cost to the taxpayer; giving civil servants the flexible and modern workspace they need to be more innovative and creative to serve the public better; and releasing much-needed land for alternative use, such as housing.

I am proud of what we have achieved over the past year and I look forward to seeing the estate continue to deliver savings for the taxpayer and modernisation for the Civil Service.

A handwritten signature in black ink, appearing to read 'Ben Gummer', written over a horizontal line.

**BEN GUMMER**  
Minister for the Cabinet Office and  
Paymaster General

Estate running costs have  
reduced by 7% since 2014–15.

# Chapter 1:

# Introduction

## About this report

The *State of the Estate* series of reports fulfils the requirement in the Climate Change Act 2008<sup>1</sup> to assess the progress made in the year towards improving the efficiency and contribution to sustainability of buildings that are part of the Civil Estate.<sup>2</sup>

This annual report describes progress throughout the 2015–16 financial year.

The report focuses on three areas:

- the size and cost of the Central Estate<sup>3</sup> (Chapter 2);
- the efficient use of office space<sup>4</sup> (Chapter 3); and
- environmental sustainability (Chapter 4).

## The reporting period

This report covers the financial year 2015–16 (1 April 2015 to 31 March 2016). Performance during 2015–16 is compared with that of the previous year, 2014–15.

## Key findings

### Estate running costs

The total cost of running the estate during the financial year 2015–16 was £2.55 billion, down from £2.70 billion in 2014–15. Adjusted for inflation, this represents a reduction of £176 million, over 7%.

### Estate size

During 2015–16, the total size of the Central Estate fell from 8.3 million sq.m to 8.0 million sq.m. This is a reduction of 306,877 sq.m since 2014–15, or 3.7%.

### Estate performance

Office space per person for 2015–16 was 10.4 sq.m. This remains consistent with 2014–15 space utilisation, reflecting a reduction in overall staff but not yet the equivalent reduction in space.

The cost of office space per person was £4,587 in 2015–16, representing a 3% decrease since 2014–15.

The cost of office space per sq.m was £443 in 2015–16 representing a 2.6% decrease since 2014–15.

<sup>1</sup> For a full extract of the Climate Change Act 2008, see Appendix A.

<sup>2</sup> The Civil Estate comprises the properties that are owned, leased or occupied by government organisations, including ministerial and non-ministerial departments, executive agencies and executive non-departmental public bodies. See Figure 1.1 for full details.

<sup>3</sup> The size of the estate is measured as net internal area (NIA) in square metres (sq.m). The cost of the estate is total operating costs.

<sup>4</sup> The measure of space efficiency is the amount of office space per person, calculated as occupied usable space (sq.m NIA) divided by the total number of full-time equivalent (FTE) staff and contractors.



## The Central Estate

This *State of the Estate* report focuses on the Central Estate, which is made up of the 'core' property holdings of organisations from the Civil Estate, and does not include specialist property. For example, it does not include museums, royal parks or the NOMS (National Offender Management Service) custodial estate.

See Figure 1.1 for a full illustration of where the Central Estate sits within the Civil Estate and the wider government estate.

## e-PIMS™ and data collection

Government organisations on the Central Civil Estate are required to record their property information on the Government's central database, the Electronic Property Information Mapping Service (e-PIMS™).

e-PIMS™ is available for the entire public sector estate and enables organisations to record data on their properties, including details of size, leases, the energy rating of the building and other performance data.

Government organisations are accountable for the property they own or occupy and are responsible for the property data contained within this report.

## Measuring performance

The Key Performance Indicators (KPIs) used in this report measure:

- the overall size of the Central Estate;
- the total cost of the Central Estate;
- the utilisation of office space per person;
- compliance with the commitments to procure buildings in the top quartile of energy performance; and
- sustainable performance for greenhouse gas emissions, waste and water consumption.

## Datasets used in this report

**Size:** A snapshot of e-PIMS™ data was taken on 31 March 2016 to inform the size of the Central Estate by department.

**Cost:** Parent departments provided the actual net costs of running the properties that make up the Central Estate during 2015–16. A definition of total annual operating cost is included in the Glossary.

**Performance:** The Government Property Benchmarking Service annually collects performance data on offices in the Central Estate. Occupations under 500 sq.m can be excluded from this exercise, although most organisations choose to include them. Cost and utilisation data are reported for the full 2015–16 financial year; properties that have been occupied for only part of this period are excluded from the benchmarking reporting.

**Sustainability:** Organisations submit data to report against the Greening Government Commitments targets to the Department for Environment, Food and Rural Affairs (Defra). Defra's annual report publishes this data, which appears in Chapter 4 of this report. Individual organisations also report on the energy rating of newly procured buildings, also summarised in this report.

Figure 1.1: The scope of the government estate structure

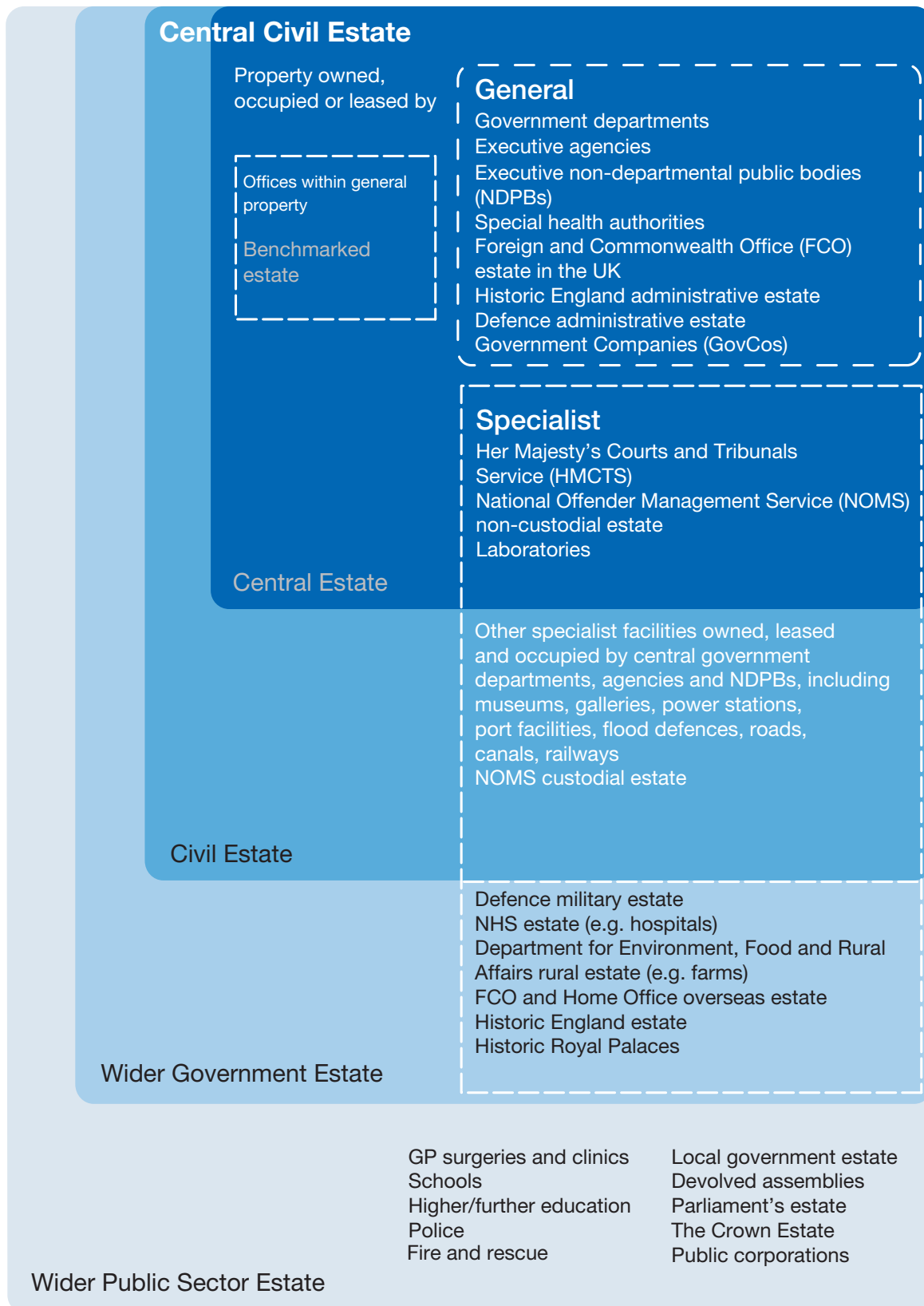
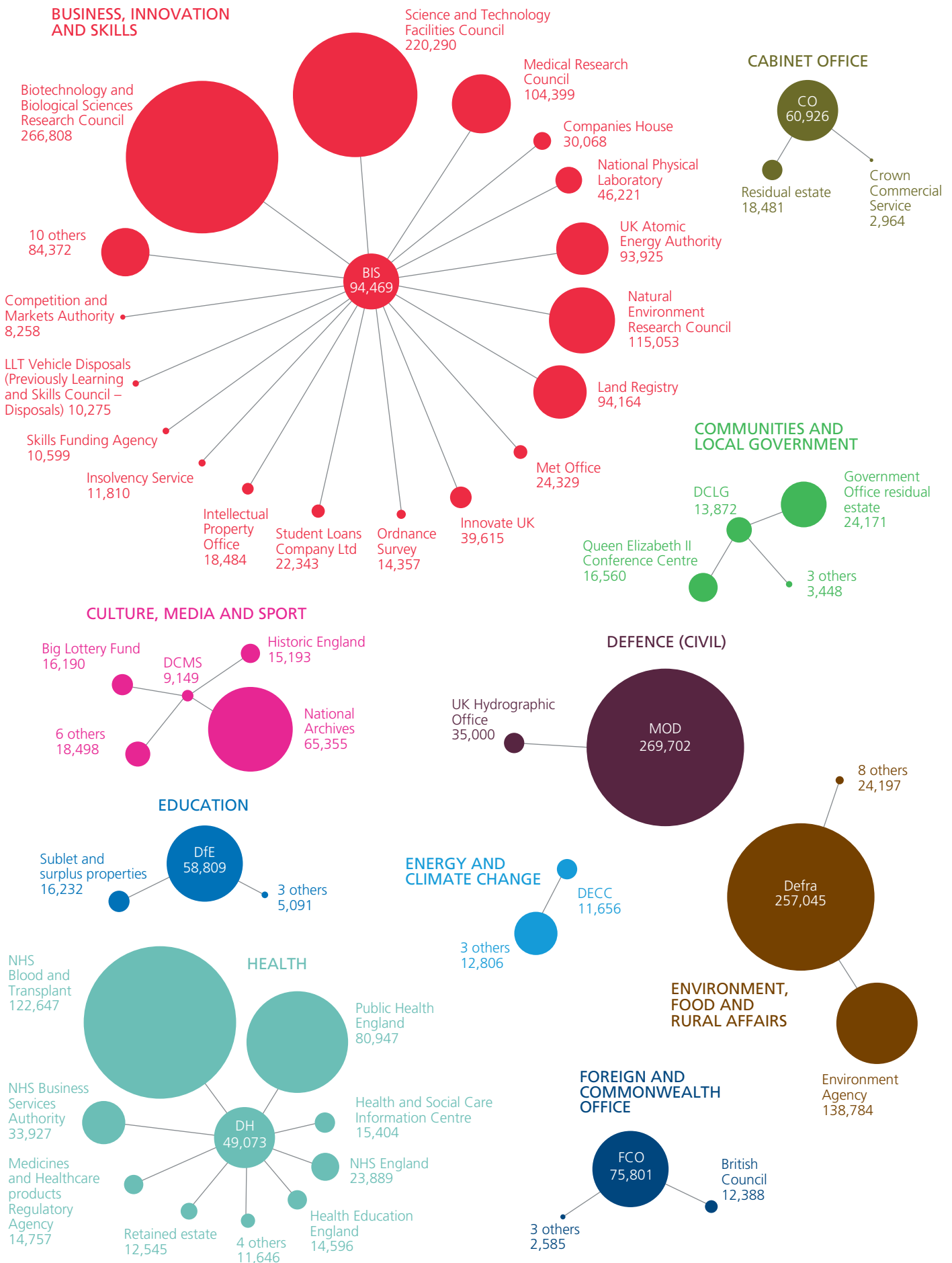
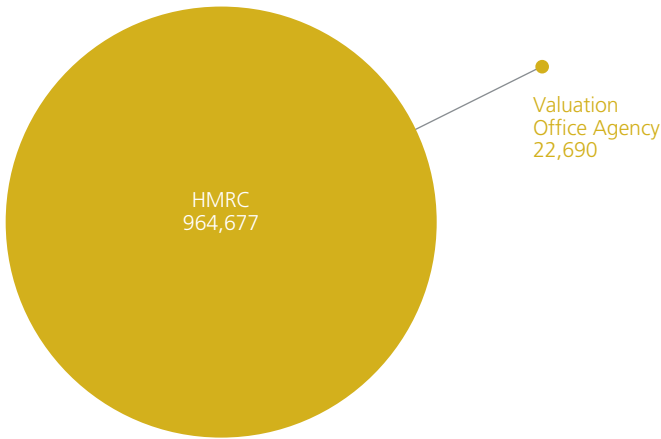


Figure 1.2: Departments with a central estate over 10,000 sq.m and their families, as at March 2016\*

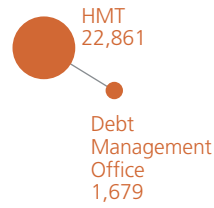


\*All figures represent total size in sq.m (owned holdings only).

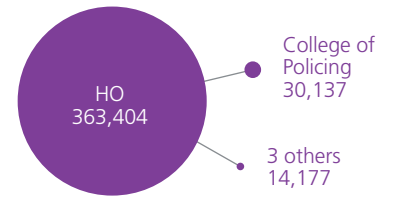
**HM REVENUE AND CUSTOMS**



**HM TREASURY**



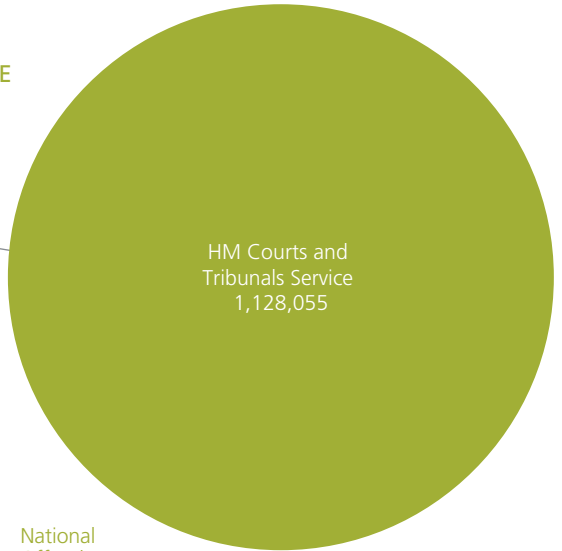
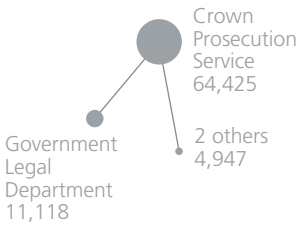
**HOME OFFICE**



● INTERNATIONAL DEVELOPMENT 19,358

**JUSTICE**

**LAW OFFICERS' DEPARTMENTS**

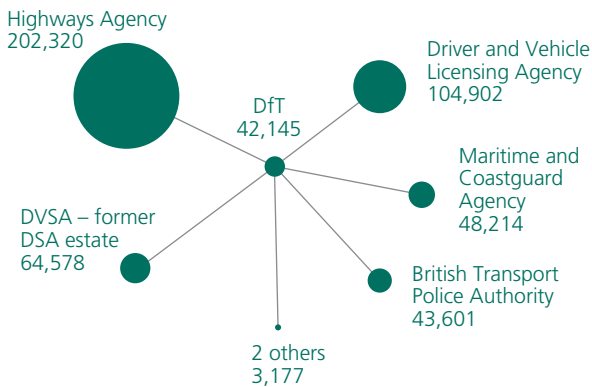


● OFFICE OF GAS AND ELECTRICITY MARKETS 12,643

● ROYAL MINT 32,091

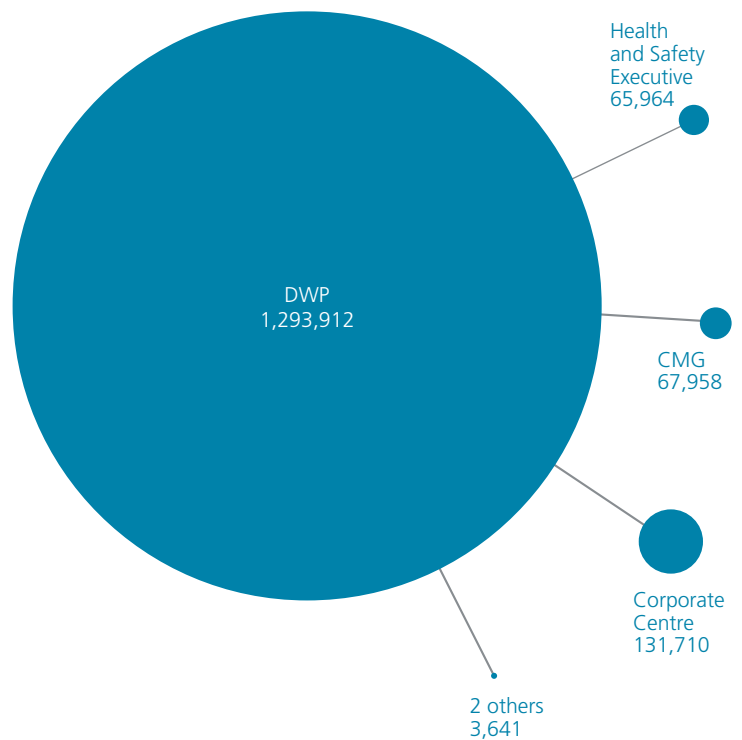


**TRANSPORT**



● UK STATISTICS AUTHORITY (ONS) 60,340

**WORK AND PENSIONS**



The total size of the Central Estate has fallen by 3.7% since 2014–15.

# Chapter 2:

# The estate

## The Central Estate

The Central Estate is made up of the core property holdings of government organisations. These are buildings where the organisation owns or has responsibility for the head lease. Departments may share some of their space with other government organisations in a Memorandum of Terms of Occupation (MOTO) agreement. For the purposes of this report, however, space is attributed to departments at the head lease level (known as owned holdings), and therefore any space of minor occupations is not shown against organisational totals. This is because the responsibility for the lease, and therefore the space, remains that of the holding department.

The size of the Central Estate decreased to 8,006,894 sq.m during 2015–16. This is a 3.7% decrease on the previous year, falling from 8,313,771 sq.m.

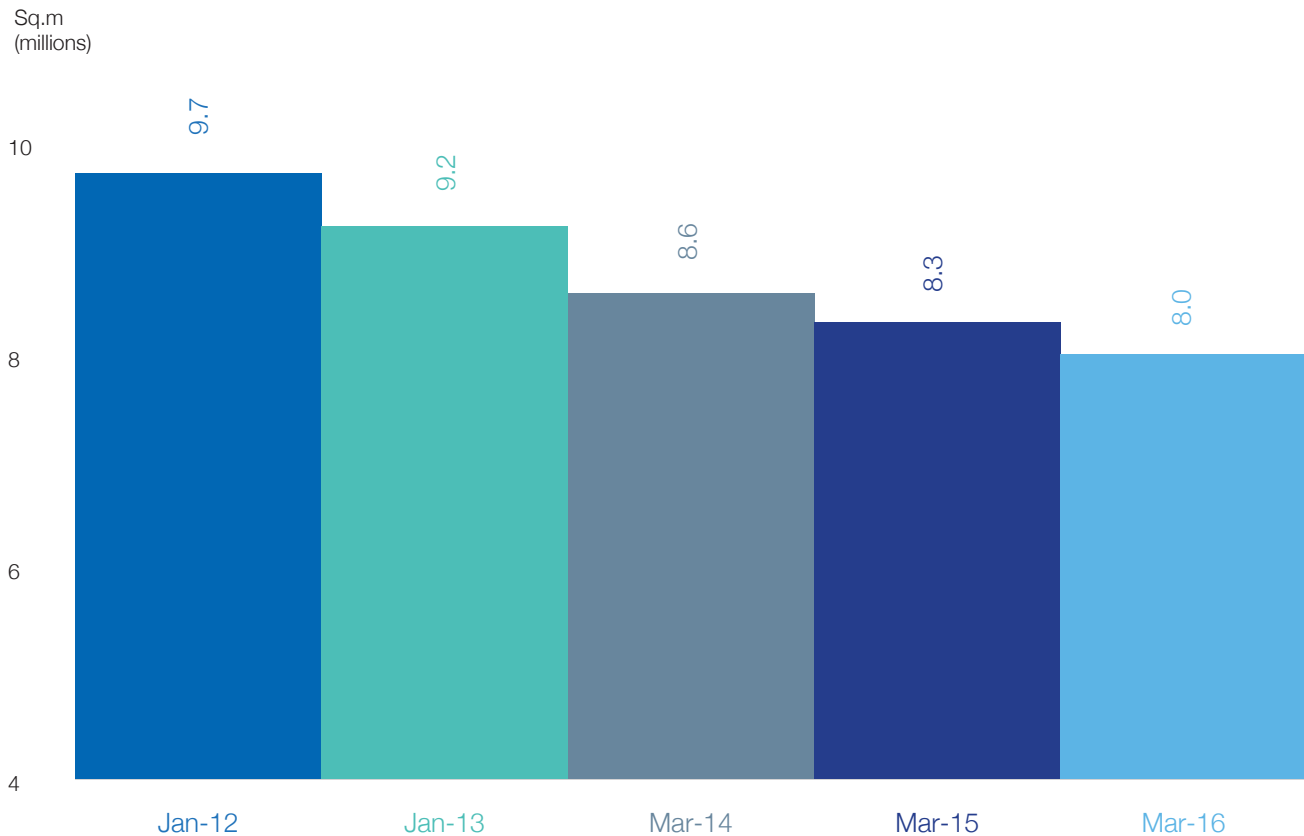
The number of holdings within the estate has fallen by 5% since the previous year, from 4,900 holdings to 4,653 holdings (excluding land).

Figure 2.1 illustrates the reduction in the total size of the Central Estate since 2012.

## What is e-PIMS™?

e-PIMS™ is the Electronic Property Information Mapping Service, the central government property database. e-PIMS™ contains over 209,000 property records (including land). It is used across central government as well as by local authorities and the devolved governments. Across the e-PIMS™ platform there are more than 6,800 active users. e-PIMS™ is free to registered users, and has a built-in mapping tool and dedicated service delivery team.

Figure 2.1: Total size (sq.m) of the Central Estate, 2012 to 2016\*



\*In 2013–14, the reporting cycle changed from calendar year to financial year.

## Total holding floor area by department

Three government organisations completely exited their entire owned holdings during 2015–16: the Charity Commission (CHAR), the Export Credit Guarantee Department (ECGD) and National Savings & Investment (NS&I). All three organisations now rent space in other government buildings and this has significantly reduced their annual estate costs.

The greatest reductions in total holding area during 2015–16 were as follows:

- the Ministry of Justice (MOJ) reduced its holding area by 108,667 sq.m (7% reduction);
- the Ministry of Defence (MOD) reduced its holding area by 30,390 sq.m (9% reduction);
- the Attorney General's Office (AGO) reduced its holding area by 17,734 sq.m (20% reduction);

- the Foreign and Commonwealth Office (FCO) reduced its holding area by 17,425 sq.m (16% reduction);
- the Department for Communities and Local Government (DCLG) reduced its holding area by 6,362 sq.m (10% reduction);
- the Department for Education (DfE) reduced its holding area by 6,616 sq.m (8% reduction);
- CHAR reduced its holding area by 4,992 sq.m (100% reduction); and
- ECGD reduced its holding area by 1,554 sq.m (100% reduction).

The greatest reductions in total holding area in Private Finance Initiative (PFI) holdings during 2015–16 were as follows:

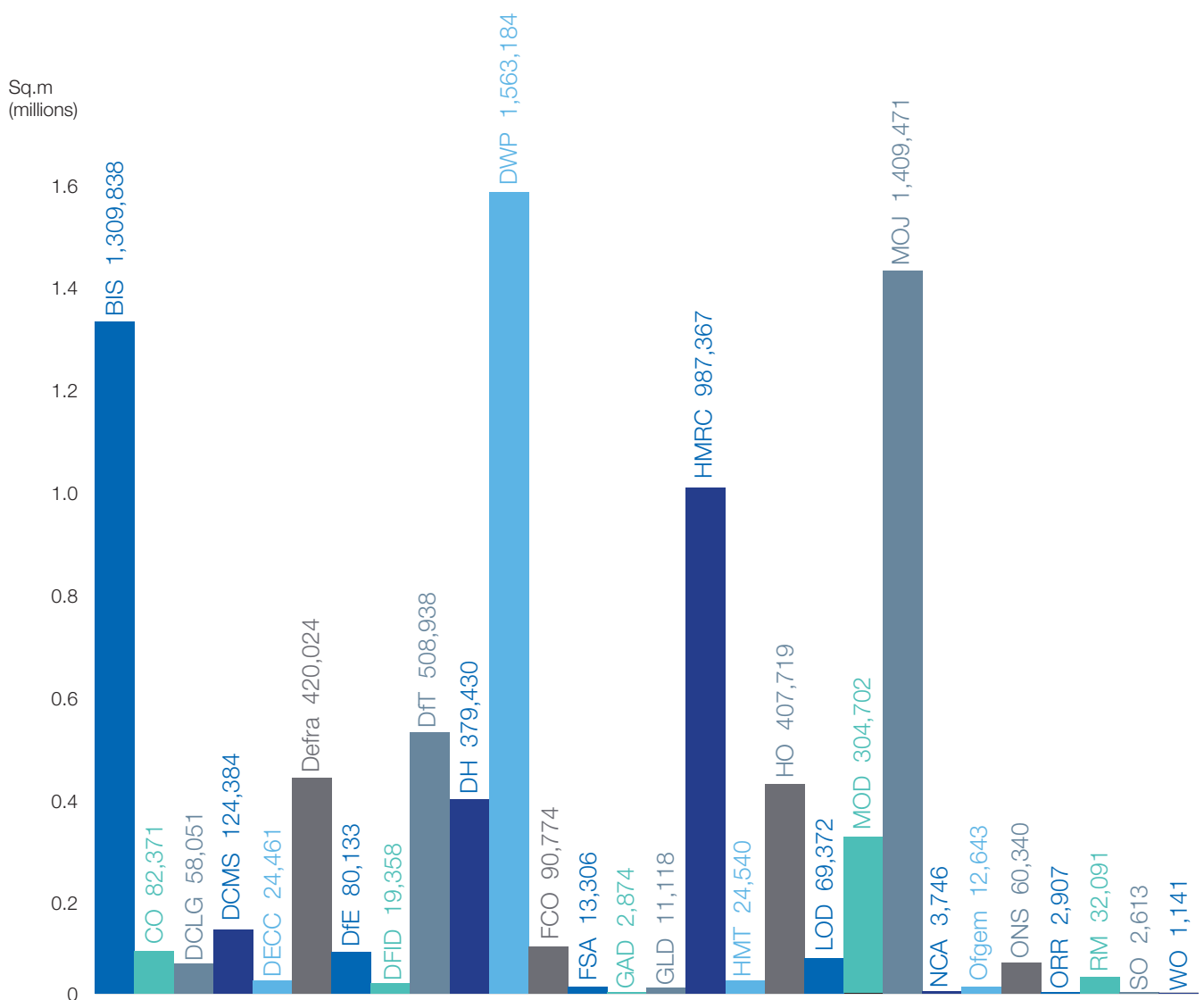
- the Department for Work and Pensions (DWP) reduced its holding area by 29,509 sq.m (2% reduction); and
- Her Majesty's Revenue and Customs (HMRC) reduced its holding area by 20,129 sq.m (2% reduction).

DWP, MOJ and the Department for Business, Innovation and Skills (BIS)<sup>5</sup> combined own over 50% of the Central Estate:

- DWP holds 19.5% (1,563,184 sq.m);
- MOJ holds 17.6 % (1,409,471 sq.m); and
- BIS holds 16.3% (1,309,838 sq.m).

Figure 2.2 shows the holding area held by each parent department at the end of the 2015–16 financial year.

Figure 2.2: Total size (sq.m) of the Central Estate by parent department, as at March 2016



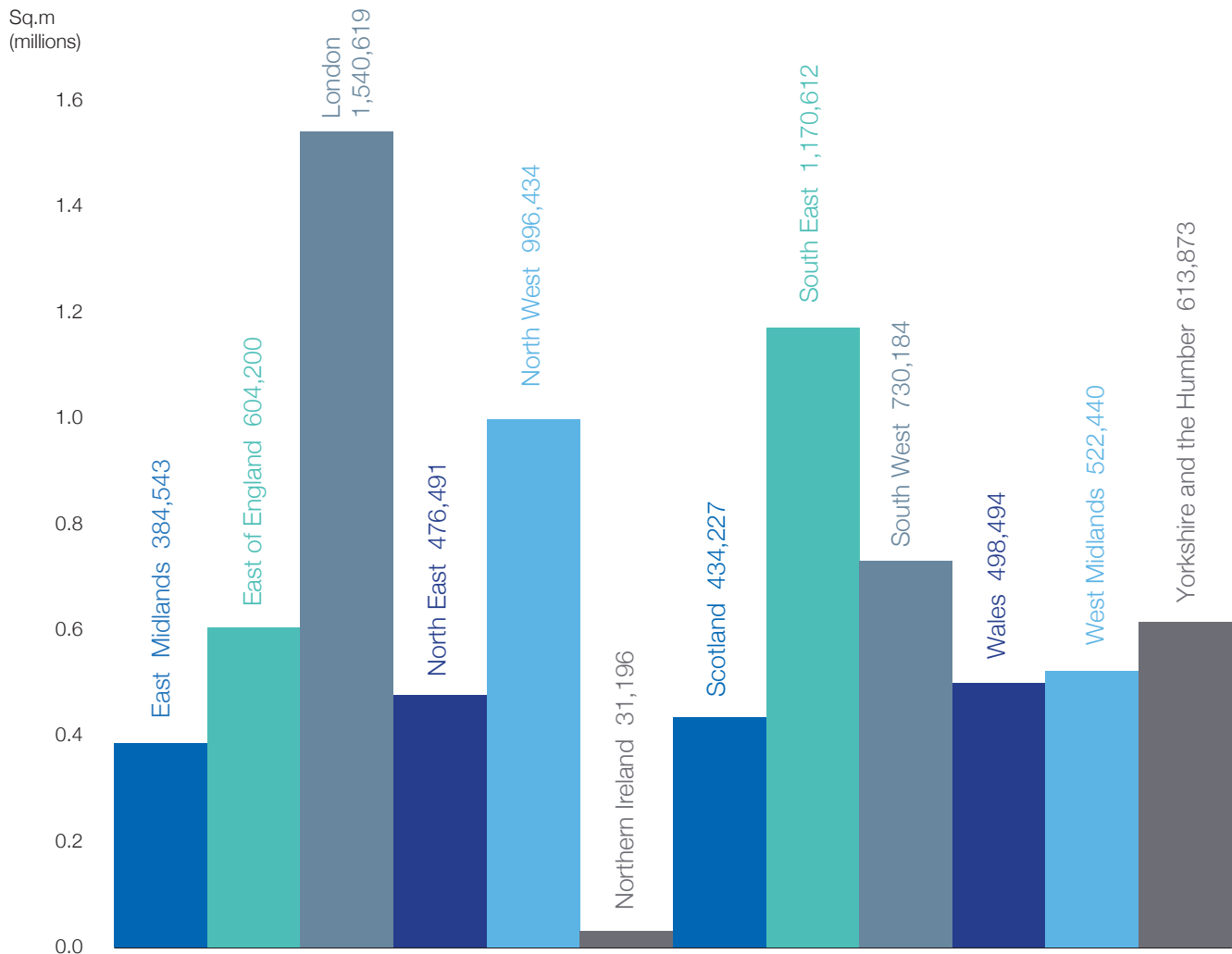
<sup>5</sup> The new Department for Business, Energy and Industrial Strategy (BEIS), formed of BIS and DECC, was created in July 2016. Therefore, data included in this report lists DECC and BIS separately.



## Total area by region

Figure 2.3 shows the regional distribution of the estate, as at March 2016.

Figure 2.3: Total size (sq.m) of the Central Estate by region, as at March 2016\*



\*Excluding international region

Scotland has been the region with the largest decrease in the overall size of the Central Estate during the past 12 months, with the holding floor area reducing by 13%, from 498,285 sq.m in March 2015 to 434,227 sq.m in March 2016. This is largely due to the disposal of an NS&I freehold property.

In the North East region, the reduction was 8%, from 518,544 sq.m in March 2015 to 476,491 sq.m in March 2016. In Northern Ireland, the reduction was also 8%, from 33,795 sq.m in March 2015 to 31,196 sq.m in March 2016.

The South East region has remained static over the past year, and the East of England region has shown an increase of 4% over the same period. Although

these two regions have the highest combined percentage of net internal area (NIA), this is spread over a large, dispersed geographical area, with sizeable holdings for science and research. However, the rate of decline of NIA is slowing, because the South East focused first on the larger reductions and now has smaller holdings to rationalise.

In the South West, Temple Quay House and 2 Rivergate in Bristol continue to be managed as an early Government Hub site across both adjacent buildings. Several organisations have moved in over the period, including Public Health England, Ofsted, the Regional Schools Commissioner, Crown Commercial Services and the Insolvency Service.

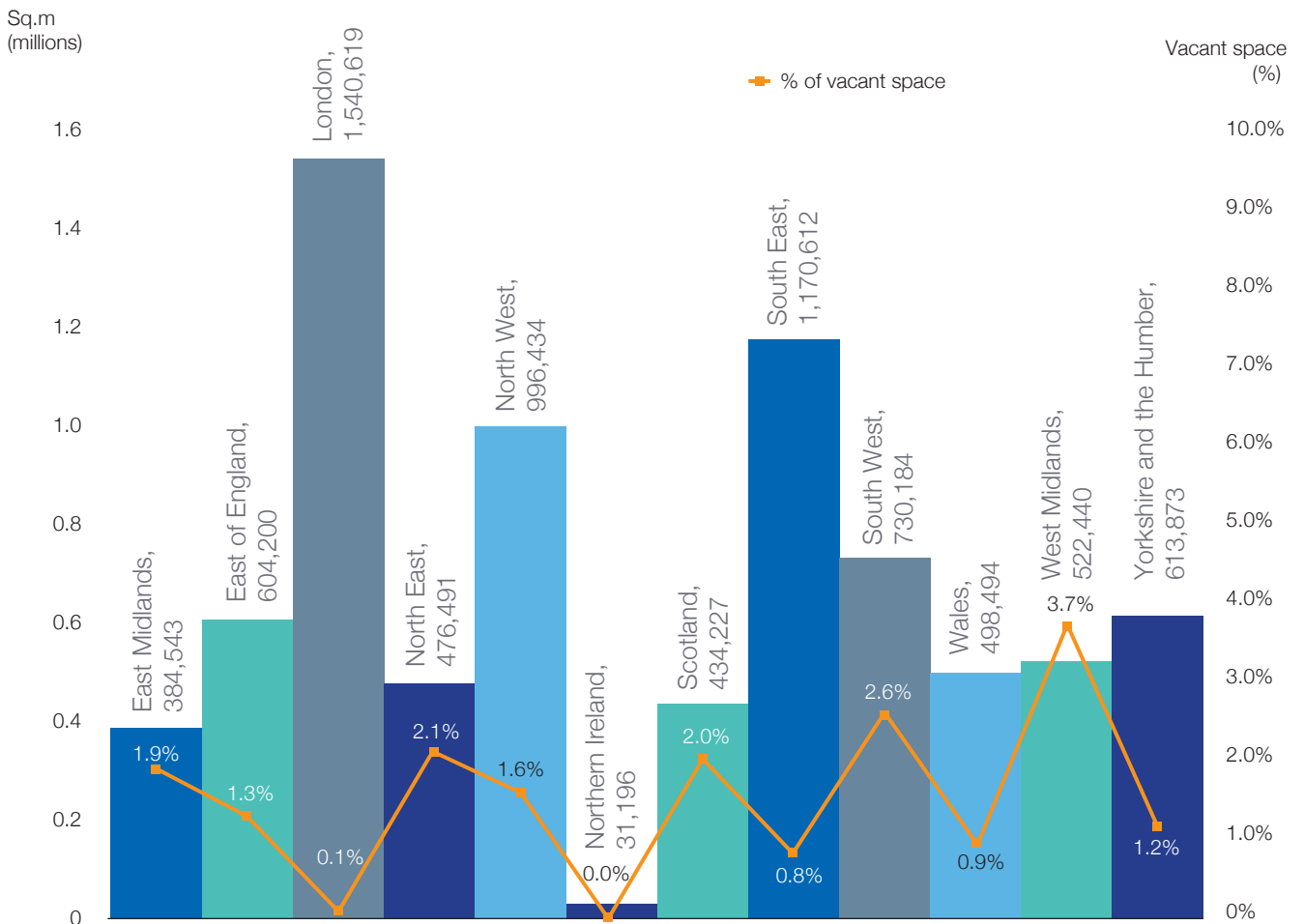
## Vacant space

Space that is vacated by departments, ready for release and reuse by other occupiers or for disposal, is known as vacant space. Total vacant space for the Central Estate during 2015–16 was 111,376 sq.m. This is a significant reduction of 32% since 2014-15, which demonstrates the efforts made by both departments and GPU to maximise the use of the estate and increase its efficiency.

Total vacant space represents 1.4% of the entire Central Estate – this has dropped from 2% for 2014–15. This is well below the average in the private sector of 8.9%.<sup>6</sup>

Figure 2.4 shows the total area of the Central Estate by region and the percentage of vacant space within each region.

Figure 2.4: Total size (sq.m) of the Central Estate with percentage of vacant space by region, as at March 2016



<sup>6</sup> Source: Knight Frank, average vacancy rate for 2015–16.

## Tenure breakdown

Figures 2.5 and 2.6 show the distribution of freehold, leasehold and PFI holdings across parent departments, and the breakdown of space by tenure on the Central Estate.

Figure 2.5: Total size (sq.m) of the Central Estate by tenure, as at March 2016

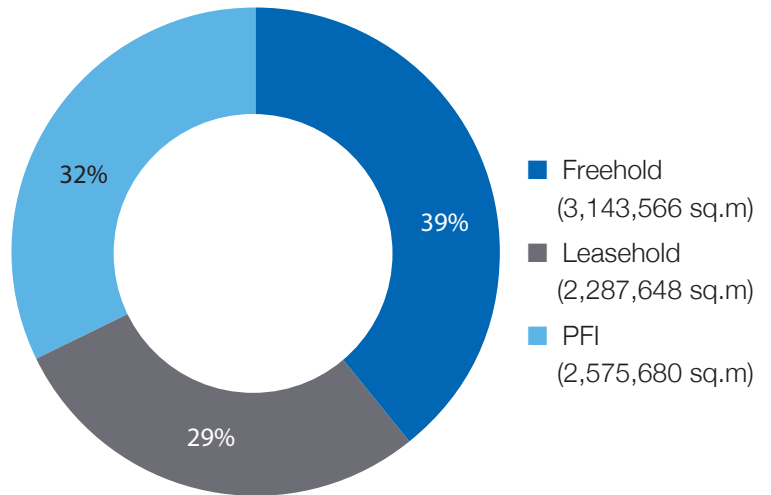
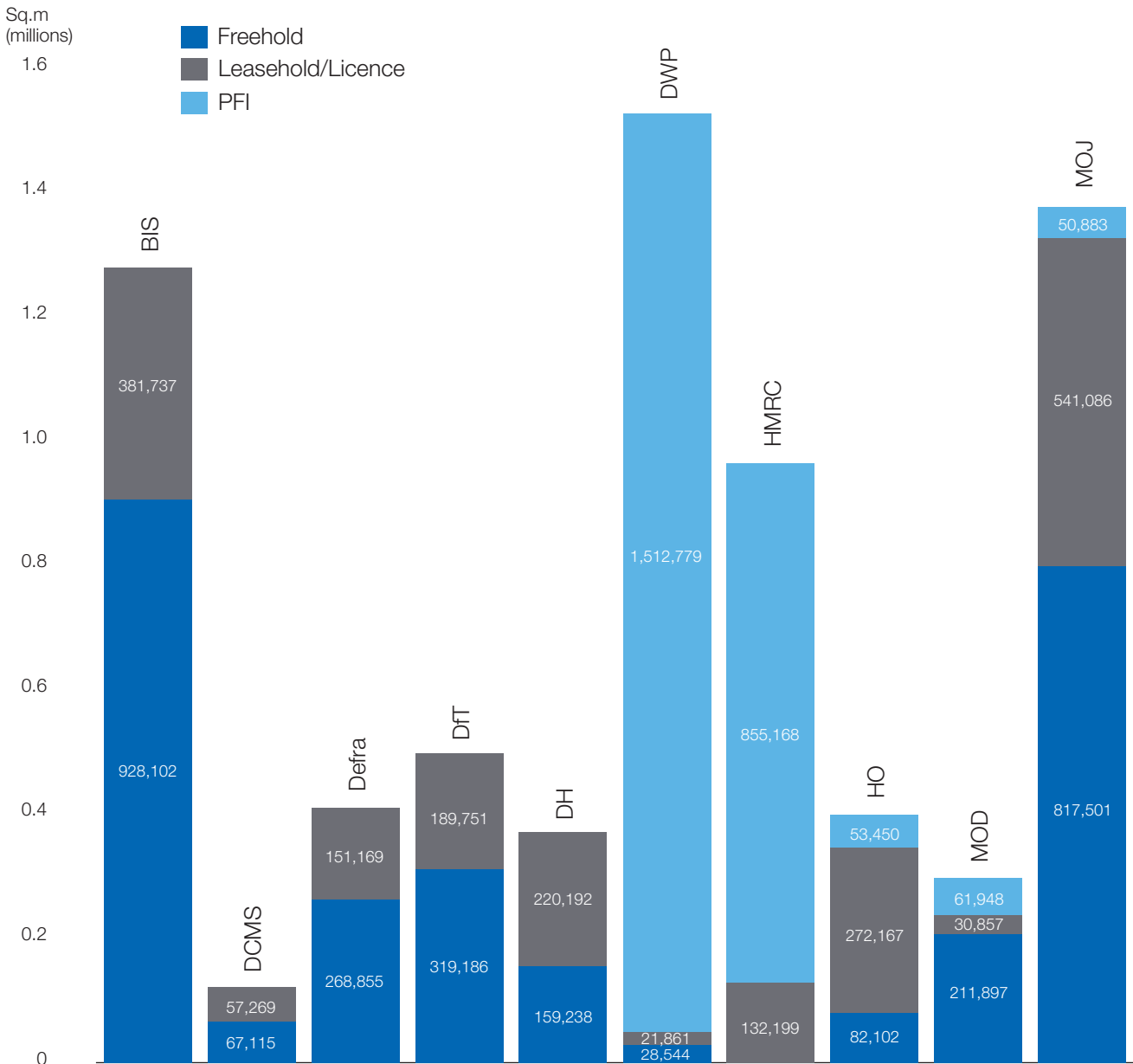


Figure 2.6: Central Estate tenure distribution by parent department, as at March 2016\*



\*Departments with a total holding area over 100,000 sq.m

## The total cost of running the estate

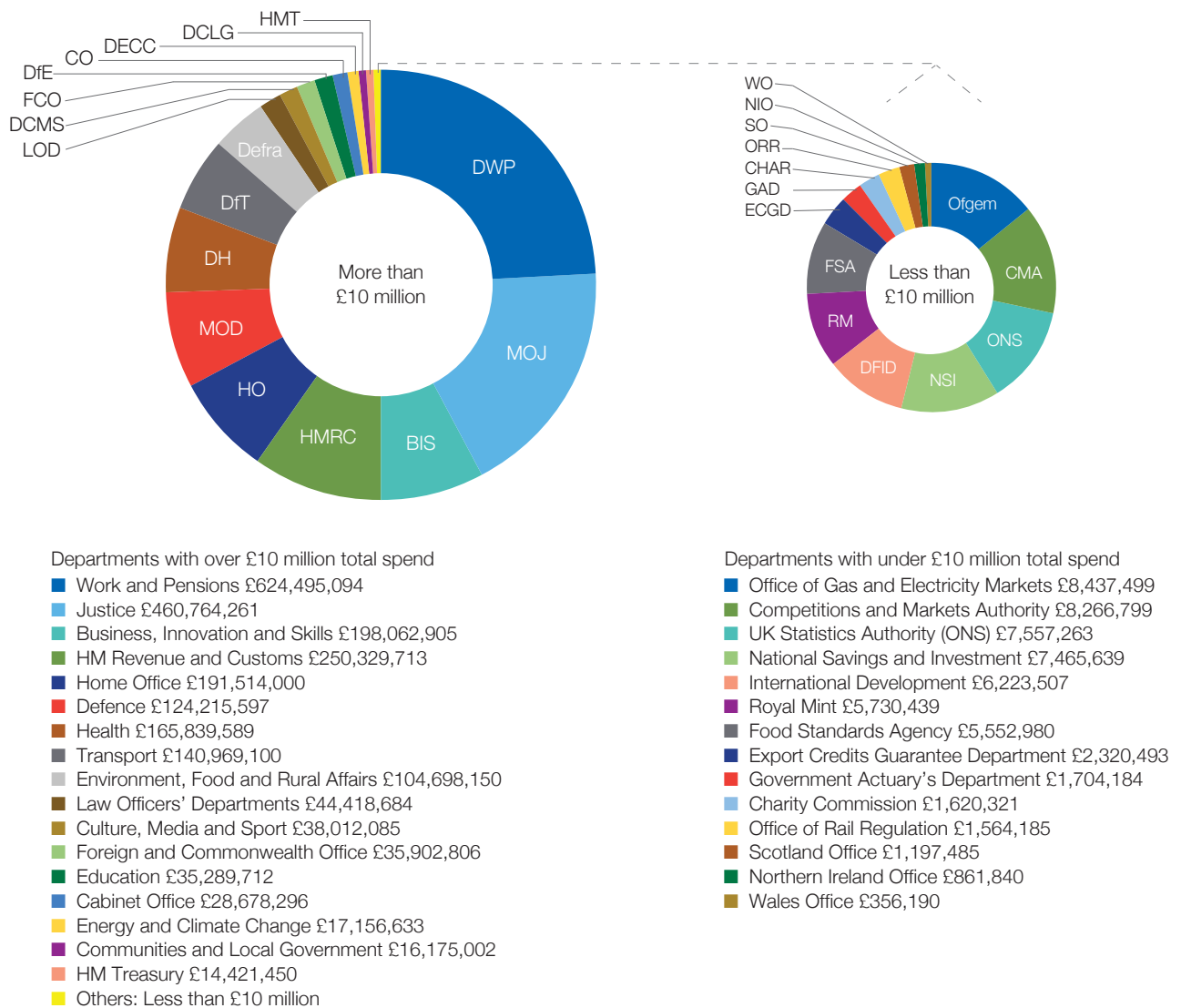
The total annual operating cost<sup>7</sup> of running the Central Estate in the financial year 2015–16 was £2.55 billion. Adjusted for inflation, this represents a reduction of 7% in real terms over the previous year, or £176 million.

Figure 2.7 shows the total estate operating costs for each parent department for 2015–16.

## Savings made in 2015–16

In 2015–16, GPU facilitated the selling of surplus property worth £973 million and realised annual savings of £95 million from exiting property leases.

Figure 2.7: Total cost of running the Central Estate by parent department, 2015–16



<sup>7</sup> Total net cost includes annual property occupation costs, building operation costs, business support costs, property management costs and utilities. A full definition of total annual operating cost can be found in the Glossary.

## Disposals and land for housing

GPU has central oversight over all government land and property. GPU works across the Civil Service to create a more effective, efficient and better value government estate. The Spending Review and Autumn Statement 2015 announced that government departments had agreed to release an additional £4.5 billion-worth of surplus land and property assets, which will contribute towards the Government's targets of achieving at least £5 billion in receipts and selling enough land for 160,000 homes by 2020. The aim continues to be to hold land only where it is vital for operational capacity and to release surplus land and property in a way that delivers value for the taxpayer and boosts growth.

In the first year of the programme (2015–16), government delivered receipts totalling almost £973 million from the disposal of 468 properties. This included the sale of Admiralty Arch and the Old War Office, which are to be developed into luxury hotels and apartments. The lease of the famous Admiralty Arch building that straddles the entrance to the Mall and Trafalgar Square generated capital receipts worth £66 million in 2015–16. Admiralty Arch originally housed offices and residences for the Sea Lords of the Admiralty and was used by the Royal Navy and the Ministry of Defence until 1994. The 99-year lease agreement, signed between HM Government and Prime Investors Capital in October 2012, was part of the wider Cabinet Office strategy to operate a more efficient government estate, while also creating jobs within the regeneration project.

The Government is doing all it can to release surplus land and property, and through the Right to Contest has invited the public to challenge government to sell land or property if it is believed to be potentially surplus or could be put to better economic use, including for housing. This has already resulted in five successful cases, including part of the 19th-century Dulwich Hospital site in Southwark, land at Canada Docks, Liverpool, and land at HMP Kirklevington Grange in Yorkshire.

## The Government Hubs Programme

The Government Hubs Programme is contributing to the transformation of the Civil Service into a modern employer by providing staff with modern, fit-for-purpose office space. It is intended to reform how government uses property, removing artificial barriers between departments by working in ways that minimise the need for office space while ensuring that existing space is used more efficiently.

It will help to transform central government's office estate by accommodating departmental workforces in shared regional hubs and supporting office estate. Smart working will be the foundation of the new hubs. The Hubs Programme is also a cornerstone for wider Civil Service transformation.

The hubs will include:

- **Strategic hubs:** There will be between 18 and 22 hubs in strategic locations with good public transport connectivity, local amenities and a modern working environment, including technology that supports smart working. They will usually comprise of a small cluster of buildings within walking distance of each other, located close to public transport and amenities. These will be the main office locations with the most extensive facilities and shared spaces where departments can collaborate effectively. As a result, people will operate more efficiently, be more productive, and deliver the best possible service to the public.
- **Mini-hubs:** There will be around 200 mini-hubs across the UK in secondary towns and cities close to public transport infrastructure. For some, this will be their primary office location but the range of facilities on offer will be less extensive than in a strategic hub. Facilities for visiting staff will be available.
- **Touchdown spaces:** These might be located in operational buildings (e.g. jobcentres, depots) or other public sector spaces (e.g. libraries), with five to ten desks and limited facilities. The number and location will be determined by the cross-government locality strategy and business case. They are intended for short-term, occasional use only.



10 South Colonnade, Canary Wharf, London

The Government Hubs Programme drives a radical reshaping of the Civil Service office estate and is a once-in-a-lifetime chance to look at how government estate can be used more effectively. It should deliver good quality and flexible space for civil servants, supported by modern ways of working.

The first two strategic hubs will be based in 10 South Colonnade, Canary Wharf, London, and Ruskin Square, Croydon. More than 8,000 civil and public servants will move from various offices in Whitehall, representing a significant step on the Government Hubs Programme's journey. Both locations were chosen for their exceptional public transport connections to the rest of London and the UK, which will be enhanced by the opening of Crossrail in 2018, along with their significantly lower cost compared with central London locations. Departmental moves will be completed by the end of 2018.

Hubs are more than just buildings. They are the catalyst for a more fundamental change: the modernisation of the Civil Service. The implementation of smart working is integral to the programme. In line with what many other organisations have achieved, we expect this to increase productivity, reduce costs and improve well-being, whilst contributing to wider objectives such as localism, sustainability and reducing pressure on the transport system. The combination of smart working and a modern estate is critical to the success of departments' workforce transformation plans and delivery of their operational objectives.



# Case study

## Cabinet Office – technology transformation

### **Winners of the Smarter Working Award for Technology in 2016, demonstrating the best utilisation of technology to enable mobility and collaboration**

The Way We Work (TW3) awards celebrate and recognise initiatives across government which support and encourage smarter working. They are part of the drive by the Government Property Unit to create smarter workplaces driving smarter ways of working for civil servants.

When the time came to replace Cabinet Office's old IT system, it would have been easy to buy another standard system. Instead, the team chose to start from the beginning, understanding users' needs and building a system designed from the outset to support smart working. A choice of lightweight devices and pervasive Wi-Fi set people free to work in their own way.

The project ran from 2013 to 2015, and the team designed the system to develop over time so the department is never again locked into outdated technology. And although it is more powerful and flexible than its predecessor, it is also 40% cheaper to build and operate in terms of cost per user.

Mobile devices that connect to Wi-Fi wherever they are and connections which are fully secured even across public networks, are combined with productivity software specifically chosen to support collaboration, which users identified as being

critically important. As a result, confidence in working flexibly has grown. In the Civil Service People Survey, the proportion agreeing that "I have the tools I need to do my job effectively" has risen to the top quartile.

For the project lead, the most striking outcome is the least expected – "I have worked on many projects but this is the only one where people have literally stopped me in the corridor to thank me for transforming the way they work."

The TW3 award judges were impressed by the focus on users – providing technology that people love – which allows them to choose where and when to work in the best way, free from unnecessary constraints and at cheaper cost.

The idea was always to use technology to change the way we work, and crucial to the project's success have been users across Cabinet Office who have embraced new ways of working and helped us all become more efficient and effective.

Although the project formally closed in 2016, the drive to use technology to support smarter working continues – it's now one of the key responsibilities of the new Digital and Technology Team in Cabinet Office, and we will continue to roll out improvements to the way we manage and share documents, striving to use the new IT better to find and manage information and to collaborate within teams and across the department.



# The New Property Model

The 2015 Budget announced that the Government would implement a new commercially driven approach to land and property asset management across the central government estate, based on departments paying market-level rents for the freehold assets they own. The Government Property Unit (GPU) and HM Treasury have formed the New Property Model (NPM) programme and will create the new Government Property Agency (GPA) which, working within a cross-government framework and in close partnership with the Treasury and GPU, will own and manage relevant property and land assets (including leasehold assets where appropriate). This will help drive better strategic oversight and management of the estate, and provide greater incentives for departments to rationalise the space they occupy. It will also deliver efficiencies and release land and property for productive use, including building new homes.

The NPM programme is working collaboratively with all departments to agree the implementation of the model. This will take place in two stages: shadow running, to test structures and processes; with the GPA going live in 2017.

The NPM will result in better ways of working in the Civil Service by encouraging departments to work together to get the most out of existing assets. It will deal with two types of assets:

- **General purpose assets** (offices, warehouses, depots, non-specialist science estate): These will be transferred on to the balance sheet of the GPA which will provide a full commercial portfolio management service, working for departments which will act as 'intelligent clients'.
- **Specialist assets** (courts, prisons, specialist science estate): These will remain on the balance sheet of departments, with GPU and the GPA providing support and challenge to ensure they receive effective commercial portfolio management. This approach is based on 'Expert Partnering' but with a stronger commercial emphasis.

The NPM programme has four core policy objectives:

- **A fit-for-purpose estate** – supporting the delivery of departments' operational and business needs.
- **A more commercial approach** – incentivising the efficient use of departmental land and property assets through understanding and applying alternative use values in decision-making as the basis for economic charging.
- **Cross-government portfolio management** – optimising asset utilisation across departments (and potentially the wider public sector) and across the different land and property portfolios.
- **Pursuit of asset disposals** – generating capital receipts, supporting the delivery of policy on economic growth and delivering land for housing.



# Case studies

## Planning Inspectorate (PINS) – Temple Quay House, Bristol

The Planning Inspectorate, based in Temple Quay House, Bristol, completed an Invest to Save accommodation project to transform and modernise its office space, freeing up more than 1,077 sq.m of leased space to generate savings of £3 million over the current spending review period. The result provides staff with a modern, vibrant and dynamic working environment that enables smarter and more flexible working. Approval was received in November 2015, with a requirement to complete the building works by 31 March 2016 due to funding restrictions. The small project team set out to run a full open tender process, engage a contractor, refurbish and deliver the new office space within four months; a project that many contractors said could not be achieved in less than six months.

The commercial project team selected and worked with a proactive contractor to deliver the project on time and on budget (£1.2 million). The project team also successfully managed the significant change programme with the 400 staff affected by the building changes; trialling a new engagement strategy for future change projects within the agency and carefully co-ordinating the movement of staff during the refurbishment process to minimise disruption to the daily business of the Inspectorate.

The Planning Inspectorate office space has been transformed into a bright and flexible working environment, with increased meeting room facilities and workstations. Staff are now successfully operating a 7:10 desk ratio and the Planning Inspectorate has reduced the floor area it uses in Temple Quay House by 19%.

## Chalfont Drive, Phase 1 and 2 – Nottingham

Built during the second world war, the 25,000 sq.m single-storey complex on Chalfont Drive in the western suburbs of Nottingham was one of the largest government holdings in the East Midlands. However, in July 2011, the Land Registry sought approval to move to more suitable premises in Nottingham city centre and sell this 13 hectare freehold site. Despite securing outline planning consent for housing in November 2011, the Land Registry faced a number of challenges in achieving a successful disposal.

First of all, the Land Registry worked with the MOD to relocate a naval reserve training facility, known as HMS Sherwood, from the southern end of the site. However, the main challenge was the presence of a Listed former nuclear bunker, designed to house the regional seat of government in the event of a nuclear attack, which acted as a significant barrier to the smooth disposal of the site. Nottingham City Council and Historic England wanted to secure the preservation of – and, if possible, public access to –

this key historic facility, while both the Land Registry and the prospective developer, Bellway, wanted to minimise the associated financial liability and any constraints on the redevelopment of the rest of the site for housing.

As part of the One Public Estate (OPE) programme, the Government Property Unit (GPU) and the Local Government Association (LGA) worked with Nottingham City Council in May 2013 to help resolve the situation to the satisfaction of all these key players. In particular, it was decided that the site would be divided, with 10 hectares to be sold for housing in advance and the rest, including the former nuclear bunker, to be dealt with separately. Phase 1 was sold in January 2016, generating a capital receipt of £9.4 million and providing land for 323 dwellings, while Phase 2, which is expected to provide land for 63 dwellings as well as for the preservation of the Listed building, was transferred to the Homes and Communities Agency (HCA) later that year.

## Apex Court – Nottingham

Apex Court is a multi-occupied building with shared services and facilities on the eastern edge of Nottingham city centre, which John Manzoni, Cabinet Office Permanent Secretary, who visited Apex Court in April 2016, sees as helping to ensure that the future of the Civil Service in the East Midlands is “more collaborative than the past”.

This three-storey office of 3,440 sq.m previously housed the former East Midlands Development Agency, but is now held by BIS. The move of DCLG and HCA from Cumberland Place to Apex Court in May 2015 (as part of an approved consolidation of Ofsted’s lease at the former location) resulted in a reduction in the Central Civil Estate of 534 sq.m and an annual saving to the Exchequer of about

£200,000. It has also encouraged collaboration with existing occupiers on devolution and regeneration, which has facilitated the disposal and redevelopment of surplus public land and property.

This latest move brought the number of departments based at Apex Court to four – BIS, Defra, Cabinet Office and DCLG (this has since increased to eight). Overall, the development of the shared co-location facility at Apex Court since June 2011 has secured a reduction in floor area of over 4,750 sq.m and aggregate property cost savings of over £1 million per annum. Co-location has also facilitated collaboration (with support from the facilities management provider) on office-wide social and charity events.

## HMRC – Barkley House, Nottingham

### **Building our future workspaces – what HMRC is learning from its future workspaces and test and learn sites**

HMRC’s first future workspace at Barkley House, Nottingham, opened in September 2015 and was followed by others at Benton Park View, Newcastle, and Trinity Bridge House, Salford, in 2016. These modern workspaces are a key part of involving people across HMRC in the look and feel of their future regional centres, as well as their specialist and transitional sites. They are helping people to see and try out for themselves how they can work differently in the future – through great design, digital technology, flexible working spaces and a more sustainable environment.

Having the right IT is essential to the success of working in new ways in flexible workspaces. It enables people to create, collaborate, concentrate and connect. Mobile devices can be connected to a variety of display screens, allowing greater collaboration and sharing of information in real time and allowing people to move to other areas of the workspace, such as the quiet zone, to concentrate.

The lessons learned from the future workspaces have enabled HMRC to develop designs for different business areas. For example, it is testing a state-of-the-art customer service centre in Salford and a range of different workspaces for operational delivery, along with an events centre in Newcastle, to measure and explore how collaborative working improves staff engagement, customer service and delivery.



To prepare for moving people to the first new regional centre in Croydon, HMRC has also created test and learn sites in Croydon, Crawley and Surbiton. Here, teams will spend time building confidence in new ways of working, such as:

- using different workspaces to fit with different activities and tasks;
- experiencing how desk sharing will work;
- using new digital technology; and
- understanding the reasons for the reduced reliance on physical storage.

Working with human resources and its own disability networks, HMRC has gained a better understanding of the impact of design on inclusivity and accessibility; for example, multi-height cloakroom storage and amenity work surfaces, more distinct colour variations and enhanced acoustics.

The average cost per person across the office estate decreased from £4,727 to £4,587, a 3% reduction since 2014–15.

# Chapter 3:

# Office performance

The year 2015–16 saw further consolidation in the use of space by government departments. The number of occupations participating in the annual office benchmarking programme increased by 8% during 2015–16, which is due to more departments collecting data on offices under 500 sq.m, thus increasing the performance and utilisation data collected on central government offices. The 2016 office benchmarking programme totalled 1,031 occupations participating across 30 parent departments. However, departmental restructuring and reductions in the number of staff have meant that progress on driving further efficiencies since 2014–15 has been challenging, with the amount of space occupied per member of staff and per workstation remaining consistent over two years.

## Space per person

The average space per person<sup>8</sup> (sq.m per full-time equivalent (FTE)) across the office estate is 10.4 sq.m, the same as the figure reported in 2014–15. It is disappointing that further progress has not been made against the new 8 sq.m per FTE target for government offices by March 2018. However, given the increase in the number of occupations participating in the benchmarking programme, consistency with last year remains positive and indicates that this is a new long-term way of working for government, and not a temporary trend. Approximately 70% (21 out of 30) of

### Definition of benchmarked estate

The benchmarked estate consists of office space occupied by government organisations. It does not include specialist property such as courts, tribunals or jobcentres.

Some organisations benchmark their entire estate but the majority continue to focus on office space over 500 sq.m (77% of occupations that were benchmarked in the 2015–16 programme were 500 sq.m or over).

departments have met or are within 0.5 sq.m per FTE of the 10 sq.m target.

Improvements in performance were made by 53% of departments, and significant improvements in space per person in 2015–16 were achieved by:

- CHAR – from 11.7 sq.m per FTE in 2014–15 to 6.2 sq.m;
- DfE – from 10.4 sq.m per FTE to 8.3 sq.m;
- FCO – from 13 sq.m per FTE to 8.7 sq.m; and
- Forestry Commission – from 13.5 sq.m per FTE to 10.6 sq.m.

<sup>8</sup> The measure of space efficiency is the amount of office space per person, calculated as occupied usable space (sq.m NIA) divided by the total number of full-time equivalent (FTE) staff and contractors.

Figure 3.1: Average space (sq.m) per person by parent department across the benchmarked central office estate, as at March 2016

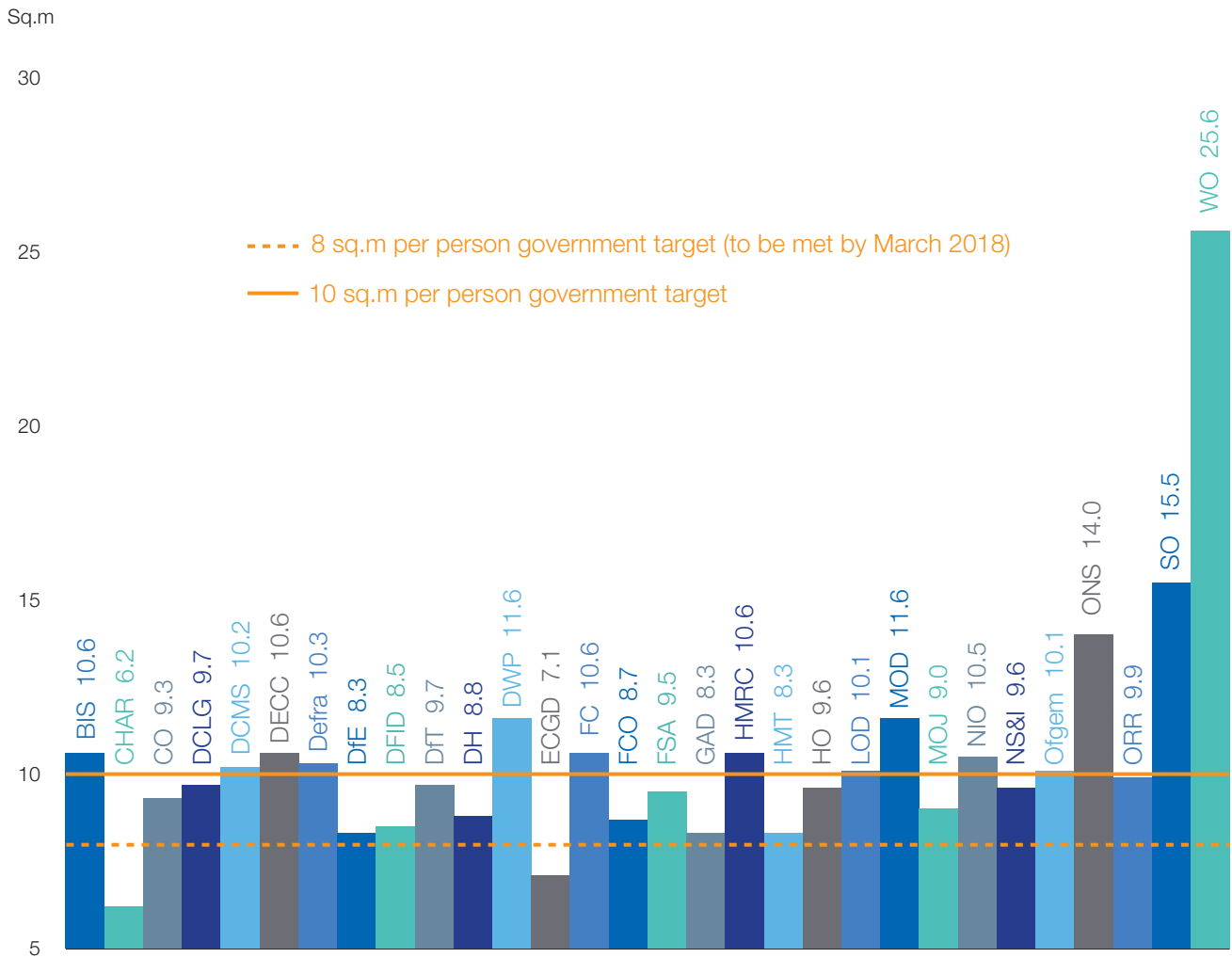


Figure 3.1 shows the average space (sq.m) per person (FTE) in the benchmarked estate, by parent department, for 2015–16.

### The 8 sq.m challenge

The new government space utilisation target of 8 sq.m per FTE for central government offices commenced at the start of 2016. This is set to be achieved across the estate by the end of March 2018. The 10 sq.m per FTE target ended in December 2015. For the purposes of this report, departments are being benchmarked against the 10 sq.m target, as the 8 sq.m target started late in the year.

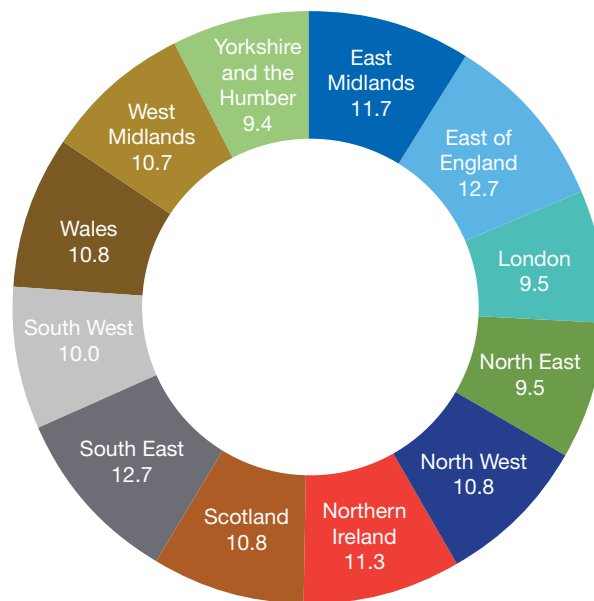
### Regional Performance

Across the UK, use of office space per person on the benchmarked estate ranges from 12.7 sq.m per FTE (East of England and South East) to 9.4 sq.m per FTE (Yorkshire and the Humber).

The commitment demonstrated by departments to use their space more efficiently in order to reach the 10 sq.m target has contributed towards an overall reduction of 5% in the total size of the office estate during 2015–16.

Figure 3.2 shows the average space per person (FTE) across the UK as at March 2016.

Figure 3.2: Average space (sq.m) per person by region across the benchmarked central office estate, as at March 2016



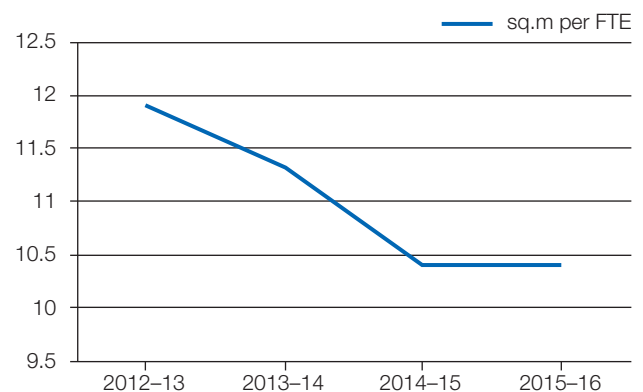
The South East region has a higher number of operational holdings than it does of desk-based sites. Utilisation of office space in the region is likely to fluctuate for some time while HMRC undertakes preparatory project work to replace 12 outdated offices with a single regional centre in Bristol. In addition, work undertaken within Temple Quay House and 2 Rivergate will lead to further changes of tenants and well as tenant exits.

In the North West there are some buildings with substantial areas of vacant space, such as Rosebrae Court, Birkenhead, which are being actively marketed by departments with the support of GPU.

A similar situation exists in the South West region, which is small in terms of total floor area but geographically widespread, and which has some substantial vacant holdings such as the Fire Control Centre in Taunton. There have also been ongoing projects to support more efficient working in the future – for instance, the Planning Inspectorate undertook a Smarter Working Project, reducing its occupied space within Temple Quay House and saving £3.6 million over the remainder of this spending review period.

Figure 3.3 demonstrates the downward trend of space per person for the office estate since 2012.

Figure 3.3: Sq.m per FTE since 2012



As a comparator, the private sector average of office space per FTE during 2015-16 was 10.9 sq.m.<sup>9</sup>

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# The future of property benchmarking

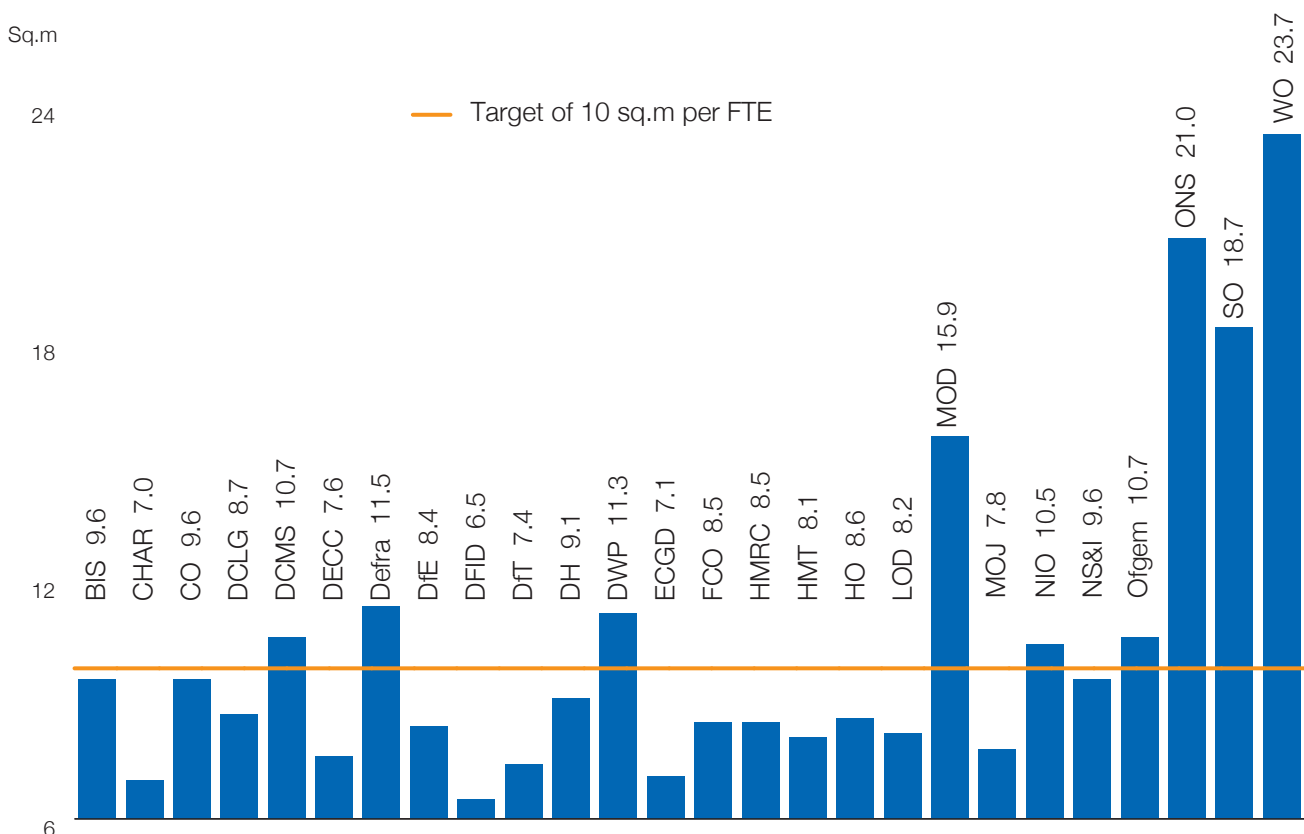
The GPU's Property Performance Strategy, developed in 2016, sets out the intention to capture the performance and efficiency metrics for 85% of the central government estate by 2020. It is envisaged that this would include collecting data in order to monitor the efficient use of science space (e.g. labs), public caller space (e.g. jobcentres), storage space and courts in addition to office space.

For the office estate, future reporting will include more detailed analysis of age/lease term of benchmarked occupations, as well as reviewing the building condition and suitability. It is hoped that this will help to create a more complete picture of building performance. Future reporting will also have a greater focus on regional performance and publish data on a locality basis.

This report takes a first look at a detailed regional view of space utilisation by parent department in Yorkshire and the Humber, the best performing region in 2015-16, and London. The locality focus is on Whitehall.

Figure 3.4 shows the average office space per person, by parent department, in Whitehall.

Figure 3.4: Space utilisation of benchmarked occupations by parent department in Whitehall\* against the 10 sq.m per FTE target, as at March 2016



\* The definition of Whitehall used here is all SW1 postcodes.

Figures 3.5 and 3.6 show the average office space per person, by parent department, in Yorkshire and the Humber, and London.

Not all departments are represented in all localities and for several departments the space utilisation in London equates to the space utilisation in Whitehall. However, there are some exceptions such as HMRC, who show a better performance in their Whitehall office than in London overall, yet make more efficient use of space in Yorkshire and the Humber than in London.

This more detailed view of space utilisation in a specific location highlights the areas for improvement as well as examples of good performance.

Figure 3.5: Space utilisation of benchmarked occupations by parent department in Yorkshire and the Humber against the 10 sq.m per FTE target, as at March 2016

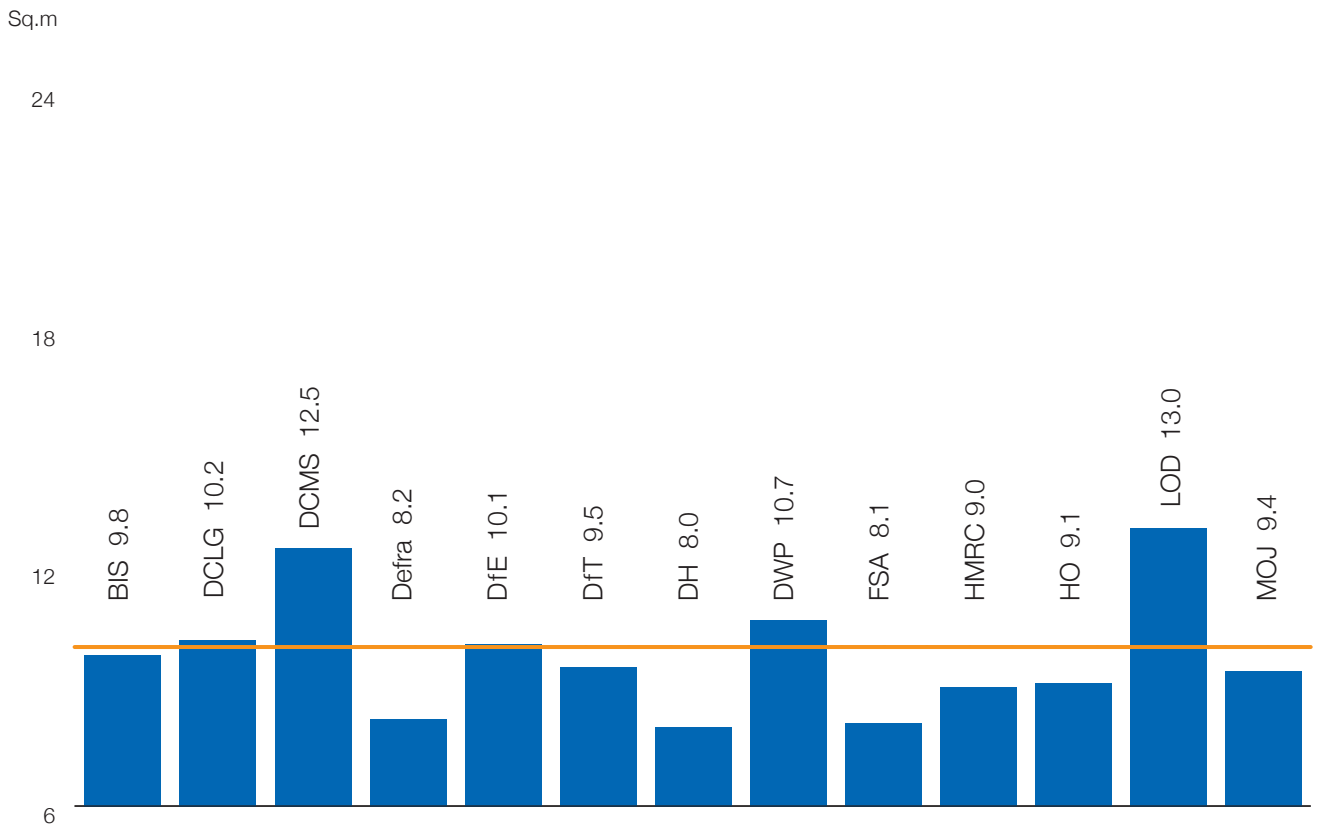


Figure 3.6: Space utilisation of benchmarked occupations by parent department in London against the 10 sq.m per FTE target, as at March 2016

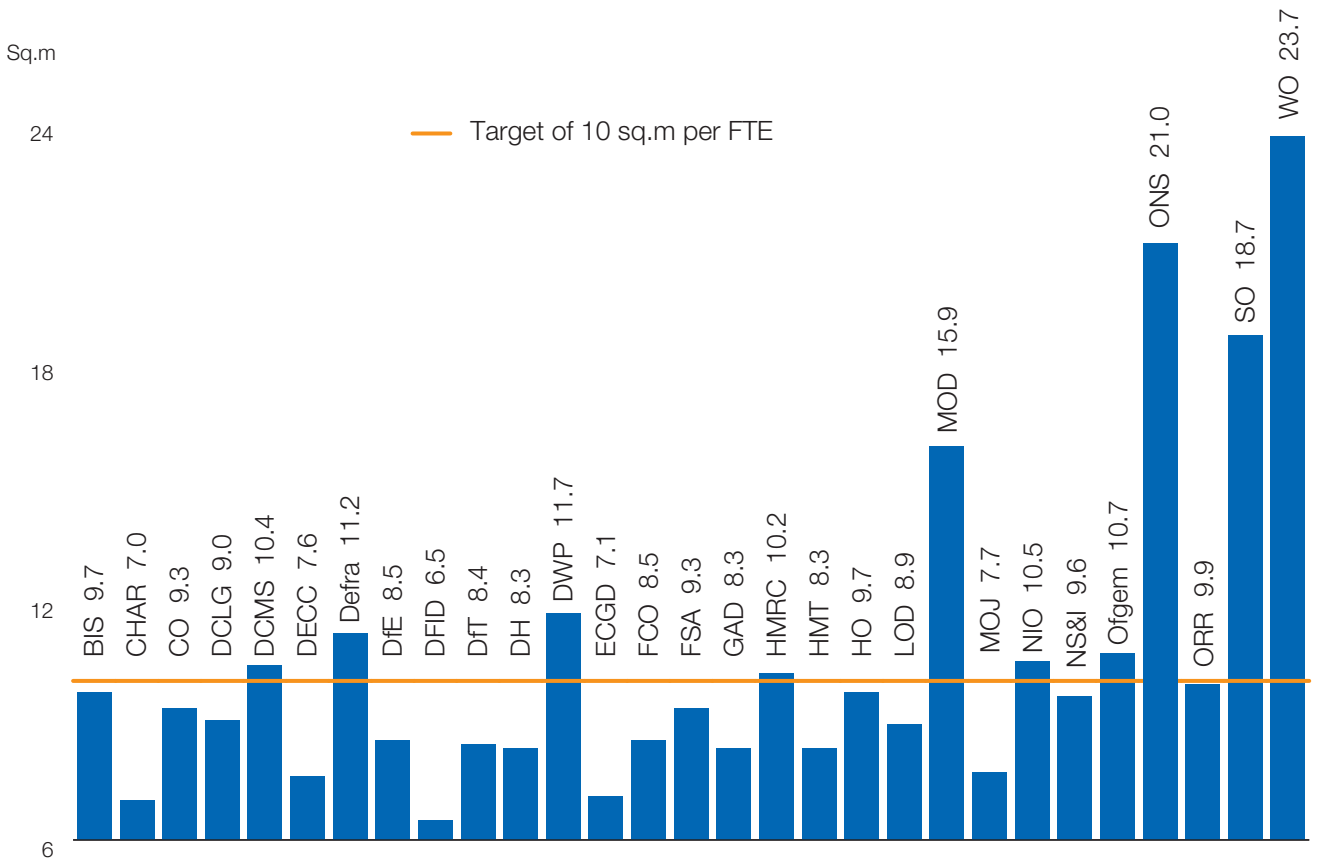




Figure 3.7: Cost per person of benchmarked occupations, as at March 2016, showing the total number of participating buildings and their age

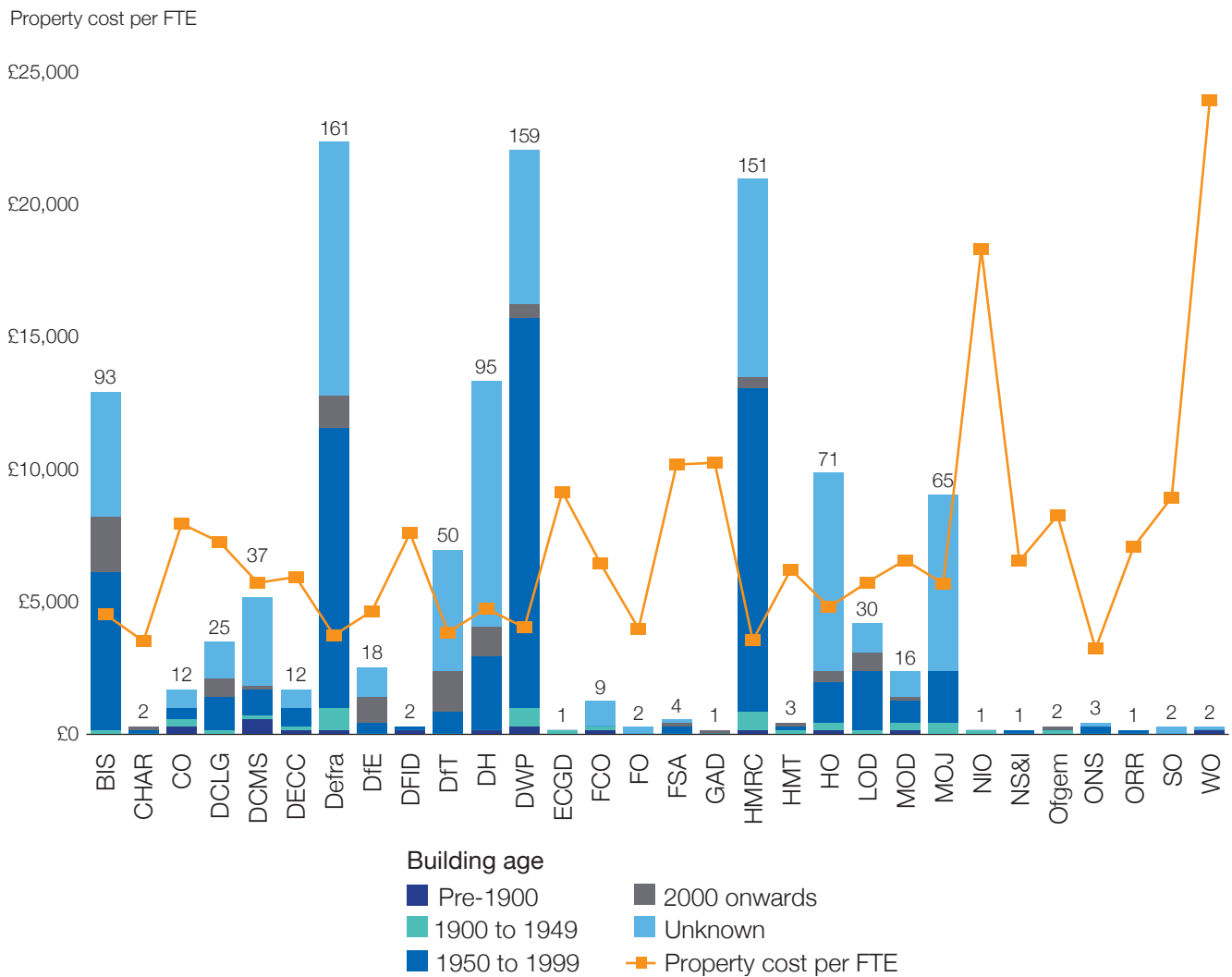


Figure 3.7 shows the total number of buildings that participated in the 2015-16 benchmarking programme and their ages, against the total cost per FTE. Over 90% of current benchmarked occupations have been built since the 1950s and, generally speaking, the more modern buildings show lower costs. The age of a large number of buildings is unknown and this may distort the figures.

## Space per workstation

In 2015–16, the average space per workstation<sup>10</sup> was 10.1 sq.m, the same return as the previous year. This does, however, maintain an overall reduction of 14% since 2012 when the average use was 11.8 sq.m per workstation, and it will improve as departments move into Government Hubs.

## Cost of space on the benchmarked estate

The average cost of space<sup>11</sup> across the benchmarked estate in 2015–16 was £443 per sq.m, a 2.6% decrease on the previous year's figure of £455 per sq.m. The private sector equivalent in 2015–16 for cost per sq.m was £502.<sup>12</sup>

The average cost per person<sup>13</sup> was £4,587 – a decrease of 3% on the previous figure of £4,727. The private sector equivalent of cost per person in 2015–16 was £5,428.<sup>14</sup>

## International Property Measurement Standard (IPMS)

The Royal Institution of Chartered Surveyors (RICS) launched a new standard on Property Measurement in 2016 which adopts the International Property Measurement Standard. The IPMS was developed by more than 80 organisations working collaboratively to ensure accuracy and professionalism in property measurement. This new system and methodology will future-proof the way government buildings are measured and will drive the best space efficiency decisions. GPU will populate IPMS measurements on e-PIMS™ as buildings across the estate are measured.

<sup>10</sup> Space per workstation is calculated as the total number of workstations divided by the occupied usable space (sq.m NIA) in the building.

<sup>11</sup> Cost per square metre (£/sq.m) is calculated as the annual running cost of a building divided by the occupied usable space (sq.m NIA) in the building.

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<sup>13</sup> Cost per person (£/FTE) is the annual running cost of a building divided by the number of FTE staff and contractors based in the building.

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## One Public Estate

One Public Estate (OPE) is an innovative programme delivered in partnership with the Local Government Association (LGA). Working in collaboration with central government departments and wider public sector partners, OPE supports public bodies to work together to deliver major service transformation and economic regeneration through property-led projects, building effective partnerships and capacity in local areas.

The core aims of the programme are to deliver:

- more integrated, customer-focused services through public sector co-location;
- economic growth, including new homes and jobs; and
- capital receipts and running cost savings across the public estate.

Significant progress has been made since the early stages of OPE. In December 2015, more than 100 councils in 24 partnerships joined the programme, working with wider public sector partners across local authority boundaries, as well as in city regions and devolved areas.

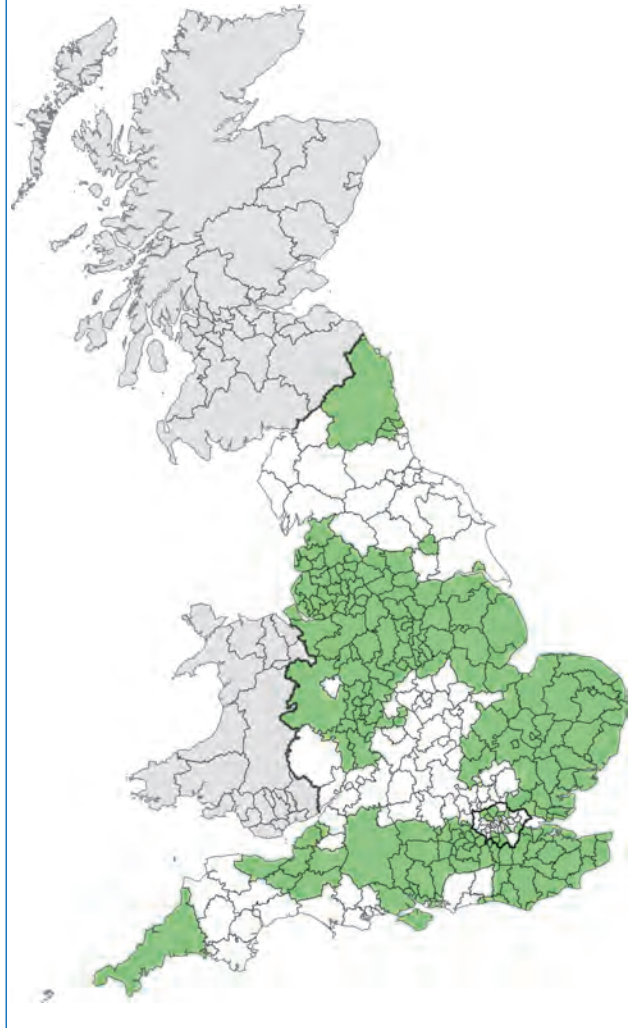
Awarded an additional £31 million in the Autumn Statement 2015, OPE has continued to expand, and now covers 188 councils in 42 partnerships across England. By providing funding, practical and technical expertise, and access to central government, OPE is supporting partnerships to deliver transformational local projects.

By 2019–20, these partnerships are expected to deliver benefits of at least £415 million in capital receipts, savings of £98 million in running costs, 44,000 new jobs and to release land with capacity for 25,000 new homes.

In the meantime, OPE partnerships continue to record and map assets on e-PIMS™ and have created more than 112,000 database records. The system's mapping capabilities are helping partners to gain a clearer picture of public sector assets and subsequently identify further opportunities for OPE projects.

The Housing and Planning Act 2016 includes a number of provisions which will support delivery of OPE projects, including a new duty on central government to engage early with councils when developing plans to dispose of surplus land.

Figure 3.8: Coverage of areas with an OPE presence.



OPE is sharing good practice across the public estate to further benefit local communities. The programme has an ambition to support 95% of councils in England by 2018. Supporting significant national and local agendas – including health and social care integration, unlocking land for housing, and public service transformation – means that there are many more opportunities for public sector organisations to deliver better outcomes by working together.

# Case studies

## Hinchingbrooke Health Campus – Cambridgeshire

Cambridgeshire’s Making Assets Count (MAC) partnership takes a joined-up approach to public sector estate management. Partners include Cambridgeshire County Council and the five district and city councils, the police, fire service, health organisations and the Homes and Communities Agency. Hinchingbrooke Healthcare NHS Trust is working to create an integrated multi-agency Hinchingbrooke Health Campus based on the current hospital site. It will provide services both at the campus and in the community. Capital receipts will be reinvested into improved and modern health infrastructure, with running cost savings of approximately £1 million per annum from 2018–19 onwards, £3 million inward investment, and land released with capacity for around 450 homes.

## Ida Darwin Hospital – Cambridgeshire

Working with other Cambridgeshire MAC partners (including Cambridgeshire County Council, South Cambridgeshire District Council, CCS NHS Trust and voluntary sector organisations), Cambridgeshire and Peterborough NHS Foundation Trust is looking to release the Ida Darwin Hospital site, a 34-acre site on the edge of Cambridge. The redevelopment of the site will lead to co-location and integrated service delivery with additional housing and economic benefits. This would deliver a multi-million-pound receipt for reinvestment into improved and modern health infrastructure and employment provision and allow for the development of around 250 homes.

## Plymouth City Partnership – Plymouth Railway Station Project, Devon

The regeneration of Plymouth railway station is a priority for Plymouth City Council (PCC) in advance of the Mayflower 400 celebrations in 2020. The key stakeholders – PCC, Network Rail, Great Western Railways and the University of Plymouth – have entered into a Memorandum of Understanding to work collaboratively to regenerate the station and create a more welcoming ‘Gateway’ to the City Centre. The main railway station will be transformed with new shops, offices and a public space. The project will also revitalise the area around the station and its approaches. The centrepiece of this redevelopment is a new university campus building and an approach to the City Centre that will be more appealing to those arriving by train.

OPE funding has galvanised the partnership and enabled the feasibility work on a number of areas, identifying opportunities for acceleration which will unlock development sites for the new station and

enable the extension of the university and civic quarter. Over the next 10 years, the partnership has projected it will achieve the following: capital receipts of £2 million, reduced running costs of around £1.4 million, the creation of 705 new jobs, 13,000 sq.m of new education and leisure space, an enhanced public realm and will generate an inward investment of £48 million.



In 2015–16, the Government reported a 27% reduction in carbon emissions, a 27% reduction in waste and a 12% reduction in water consumption since 2010.

# Chapter 4:

# A sustainable estate

The two principal measures that are used to assess progress on the environmental impact of both new and existing buildings are:

- Energy Performance Certificates (EPCs) for government buildings; and
- Greening Government Commitments.

## Energy Performance Certificates

EPCs were introduced in 2008. An EPC shows the energy efficiency rating (relating to running costs) of a non-dwelling. The rating is shown on an A–G rating scale similar to those used for fridges and other electrical appliances. The EPC includes recommendations on how to improve energy efficiency, although there is no statutory requirement to carry out any of the recommended measures stated.

EPCs are valid for 10 years and are displayed in commercial premises larger than 500 sq.m that are frequently visited by the public, and where one has previously been produced for the sale, construction or renting out of the building.

## Greening Government Commitments

Greening Government Commitments<sup>15</sup> are overall government targets, set by Defra, to reduce greenhouse gas emissions, and the use of water and waste across the estate. The targets reported on in the previous *State of the Estate* report ended in 2015. A new set of targets<sup>16</sup> has now been agreed for 2016 to 2020. Performance by government organisations against these targets for 2015–16 is published by Defra in the Greening Government Commitments annual report.<sup>17</sup>

### Reducing carbon emissions

- The Government reported a 27% reduction in its emissions.
- By the end of 2015–16, 19 out of 22 departments had met or exceeded the Government's 25% reduction target.

### Reducing waste

- The Government reported a 27% reduction in total waste generated, up from 22% in 2014–15 and exceeding the 2014–15 target.
- A total of 18 out of 22 departments met or exceeded the 2015 reduction target, up from 16 in 2014–15.

<sup>15</sup> Greening Government Commitments report on the Central Civil Estate plus the Defence military estate and NOMS custodial estates.

<sup>16</sup> [www.gov.uk/government/publications/greening-government-commitments-2016-to-2020/greening-government-commitments-2016-to-2020](http://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020/greening-government-commitments-2016-to-2020)

<sup>17</sup> [www.gov.uk/government/collections/greening-government-commitments](http://www.gov.uk/government/collections/greening-government-commitments)



## Reducing water consumption

- The Government reported a 12% reduction in water consumption against the 2009–10 baseline, up from 11% in 2014–15.
- A total of 7 out of 22 departments met the challenging good practice benchmark for water use in offices, compared with 6 in 2014–15.

## Reducing paper

- The Government reported a 44% reduction in paper consumption, up from 38% in 2015–16.
- A total of 16 departments reported improved reductions from the previous year.

## New acquisitions of government buildings

The Government has pledged to procure buildings that are more energy efficient. The EPC rating of all new procurements are monitored and departments are asked to provide an explanation of any procurements of buildings that have a performance rating that falls

outside the top quartile for energy performance. During 2015–16, buildings in the top quartile of energy performance achieved an EPC rating ranging from 0 to 73.

Much of the government office estate is ageing and performs poorly on environmental measures. All new acquisitions/refurbishments will continue to meet the standards as detailed in the Government Hub's policy:

- BREEAM Excellent for all new projects and Very Good for refurbishments.
- Any new procurement project (whether new build, refurbishment, purchased, leased or the procurement of a service – e.g. managed workspace) must fall into the upper quartile of energy performance for the building type, except where specific operational requirements prevent this.

In 2015–16, the Government reported 11 acquisitions that had an EPC rating above 73, and these therefore fall outside the top quartile for energy performance. A summary and justification for the procurement are given in Table 4.1. An EPC rating was not provided for 4 properties that were procured in 2015–16.

# Case study

## Home Office – Freemans Reach, Durham

Freemans Reach is a purpose-built site for the new Her Majesty's Passport Office (HMPO) in Durham, which opened to the public in August 2016.

The development has excellent environmental credentials, which resulted in Freemans Reach being awarded an 'A+' rated EPC and BREEAM Excellent status. It has also become the first UK city centre development to incorporate a fully operational hydro-power generator, utilising energy from the nearby River Wear. An Archimedes screw turbine (Hydro) drives a generator, which feeds the National Grid with the power needed to supply 75% of the new development's energy requirements (comprising three separate buildings incorporating HMPO, NS&I and an independent cafe/bistro). The turbine will continue the legacy of hydro-power generation in the area, which dates back more than 800 years to the medieval Bishop's Mill nearby.



The Hydro is owned by the development's landlord (Legal and General), and is operated by Durham County Council which takes income from the generation. HMPO does not receive a direct 'benefit' in the form of electricity or cost reduction, but the Hydro calculation offsets energy usage.

In terms of how the building benefits, the Hydro is classed as on-site generation, which contributes towards the BREEAM Excellent and the EPC A+ ratings. There is a data link into the new building from the Hydro that shows the amount of power generated, which is displayed on a screen in the reception area.

Table 4.1: Buildings procured outside the top quartile of energy performance, 2015–16

Property centre	Property name	EPC Rating	Justification for procurement
DCMS – Arts Council England	Unit A Level 4, New England House, Brighton	282	The building was acquired from Brighton & Hove Council. As the size of the space taken was quite small (173 sq.m), and represented a 33% reduction in occupied space compared with our previous holding (Sovereign Court, Brighton – 257 sq.m), on balance it was felt that achieving a co-location policy objective took precedence over the poor EPC rating.
Defra – Department for Environment, Food and Rural Affairs	Worcester County Hall, Worcester		No EPC details provided.
DWP – Operations	Guildhall, Marshalls Yard, Gainsborough	89	This new procurement is a jobcentre located in a local authority building and has resulted in an overall reduction in space and cost. Gainsborough jobcentre closed on 31st March 2015.
DWP – Operations	Former Parkside Middle School, Bromsgrove		No EPC details provided.
DWP – Operations	North Norfolk District Council, Cromer	78	This new procurement is a jobcentre located in a local authority building and has resulted in an overall reduction in space and cost.
DWP – Operations	Loxley House, Nottingham	174	A new EPC has just been issued and the rating is Band D 80 (a massive improvement from 174). The local authority has confirmed other improvements, including a solar PV installation, and will provide further improvements in the coming months.
DWP – Operations	Peel Walton Building Block C, Stafford	78	This new procurement is a jobcentre located in a local authority building and has resulted in an overall reduction in space and cost.
DWP – Operations	Town Hall Queens Buildings, Worksop	75	This new procurement is a jobcentre located in a local authority building and has resulted in an overall reduction in space and cost. The Worksop jobcentre closed on 31st July 2015.
DWP – Operations	Huddersfield Crown House, Huddersfield		No EPC details provided.
DWP – Operations	484 Union Street, Aberdeen		No EPC details provided.
DH – Health & Social Care Information Centre	1 Trevelyan Square, Leeds	87	This was an acquisition of a floor in an existing building, enabling a reduction in serviced office accommodation. It is part of a longer-term strategy to reduce and to vacate serviced office accommodation.
DH – Public Health England	Victoria House, Cambridge	78	Victoria House is a key health hub for Cambridge and is maintained by NHS Property Services. It is a former asylum built in the 19th century. Environmental efficiency is a key aim of NHS Property Services; therefore a Band D rating of such an old building is a remarkable achievement.
HMRC – HM Revenue and Customs	2nd Floor Plaza 2, Telford	75	This is a specialist site already partly occupied by HMRC, which is consolidating business in Telford.
HMRC – HM Revenue and Customs	Brunel House, Cardiff	79	This site supports HMRC business expansion that could not be accommodated solely in Ty Glas. The acquisition is an interim stepping stone until the Government Hub in Cardiff goes live.
MOJ – NOMS Probation	Block J Pencadlys, Caernarfon	81	The new occupation of a local authority building will allow the sale of a freehold property. It will lead to improved working with the police in a single location, which is sufficiently close to Caernarfon Crown Court and local police HQ. This supports the National Probation Service's Wales Integrated Serious and Dangerous Offender Management initiative.



Over the next 10 years, the Government Hubs Programme will aim to reduce the number of office buildings by 75%, generating savings of around £2.24 billion.

# Chapter 5:

# Forward look

As this report demonstrates, since the last Government Estate Strategy was published in October 2014, considerable progress has been made in rationalising the government estate. That both the cost of running and the size of the estate have reduced so considerably is good news for the taxpayer, and property disposals have helped boost economic growth and create new homes.

The transformation of the government estate has also transformed the Civil Service into a great place to work. Our buildings can help shape a modern and efficient public service which can attract, develop and maintain a highly skilled and expert workforce. By removing boundaries between departments, local authorities and other public bodies, we will increase the productivity of those working within our buildings, and that of the Civil Service as a whole.

Over the coming years, the programmes operating within the GPU will allow us to use property to achieve these aims.

## Government Hubs

Over the next 10 years, the Government Hubs Programme will aim to reduce the number of office buildings by 75% (80% in London) to around 200 principal buildings (down from 800 today), generating savings of around £2.24 billion.

It will deliver between 18 and 22 strategic hubs located across the UK that promote collaboration and smart

working. These will be modern workplaces that allow staff to work efficiently from a variety of locations and in a number of ways. We intend to reduce the space needed for each civil servant to work to 6 sq.m within our strategic hubs.

## One Public Estate

OPE is playing a crucial role in helping to drive change within the new public sector assets landscape. Central and local government will both have an important part to play in making efficient and productive use of our estates and helping to bridge national transformational projects in Education, Defence, Justice, Health, Employment and Revenue and Customs.

With £18 million of funding available in 2017–18, OPE continues to encourage new partnerships with ambitious proposals to apply to join the programme, as well as supporting established OPE partnerships with new projects to build on their successes to date. By January 2017, the programme will have reached 255 councils – almost three quarters of all councils in England.

## The Government Property Agency

The Government Property Agency, which is currently operating in shadow form, will go live in 2017. The agency will provide an estate that meets the future requirements of departments and supports smart working.

It will act as a catalyst for change, partnering with departments as 'clients' to drive new benefits through:

- more efficient and improved use of current properties;
- a reduction in operating costs through having a more efficient accommodation footprint;
- selling off surplus property faster to raise more capital receipts;
- releasing more land for housing, supporting regeneration and economic growth;
- helping to facilitate the wider Civil Service transformation agenda through being innovative and creative in the management of the government estate; and
- providing asset management services across the general purpose estate (i.e. office, warehouse, storage and depots), with departments retaining management responsibility for specialist assets (such as prisons, courts and some science facilities).

## Digital National Asset Register

By the end of 2020, we anticipate that UK property data for all government and public sector bodies will be on the Cabinet Office property database, e-PIMS™ (electronic Property Information Mapping Service).

There are already over 200,000 records on e-PIMS™ and sharing of such data is driving more effective and efficient use of property across the public estate.

We are combining e-PIMS™ data with information held by Ordnance Survey, the Land Registry and other organisations to form a new Digital National Asset Register (DNAR). The DNAR is due to go live in 2017 and will be an open access central register of public sector property. It will include a GIS mapping tool and will provide easier access to more consistent and accurate property data.

## Technology

To put the Civil Service at the forefront of the smart working revolution, we need to put new technology in place now. We are working closely with the Digital and Technology team, part of the Government Digital Service, to encourage adoption of modern IT and a common infrastructure that will help government departments provide their staff with the technology to work more flexibly and efficiently.

## Sustainability

The Climate Change Act 2008 placed a legal duty on government to reduce our carbon footprint by 80%. Property has a big part to play in achieving this reduction, with 40% of the UK's energy consumption and carbon emissions coming from our buildings.

The Government Hubs Programme will play a major part in making our office estate greener. As we replace or refurbish our older buildings, our new stock will have to meet tough sustainability standards and fall into the top 25%<sup>18</sup> of energy performance for their building type.

Incorporating well-being into our buildings is a social responsibility as well as an economic one. To support this, we are looking to adopt the WELL Building Standard™. WELL, a new standard focused exclusively on human health and wellness, marries best practices in design and construction with evidence research – harnessing the built environment as a vehicle to support human health and well-being.

## Performance

We will measure and report on the performance of our offices by:

- collecting data with local authorities and extending reporting to include data on both a national and regional/locality basis (referencing OPE locations);
- analysing data on age/lease terms of offices, office conditions and suitability and report on a yearly basis; and
- developing a performance scorecard displaying building performance.

We will also measure and report on the performance in the wider estate by:

- defining KPIs for the public caller estate, storage estate, courts and defence estate;
- defining KPIs for the science estate, and running several pilots over the next five years; and
- publishing the performance data in the annual *State of the Estate* report, by department and region, against an agreed utilisation metric for each asset type.

Expanding the collection of data to include these other asset types will ensure greater accuracy of reported results, a truer reflection of the government estate and will also offer a larger data source in which to identify further opportunities to deliver value for money.

<sup>18</sup> The top quartile of EPC ratings is calculated annually. It is not a static figure as it is a ratio.

## Unlocking land for housing

We have a part to play in ensuring that housing supply meets demand. Efficient estate management helps government to release assets to the private sector which can be used to build homes, as well as raising capital receipts, cutting running costs and delivering local economic growth.

The Autumn Statement 2015 announced that departments had agreed to release £4.5 billion-worth of surplus land and property assets which will contribute towards the Government's target of £5 billion by 2020. We have released almost a billion pounds in the first year.

The Government will continue to drive the release of public sector land to support new homes, including up to 15,000 housing starts by 2020 through Accelerated Construction.

## Government Property Profession

Property professionals lead on or are involved in policies that have significant consequences for the delivery of central government priorities, from major infrastructure programmes to providing valuations for local and national taxation.

Key to the development of the property function is the ability to attract, develop and retain skilled professionals needed to deliver business objectives efficiently and effectively. The GPP is putting in place initiatives to attract and retain the best people, providing rewarding career paths and offering challenging roles, supported by strong skills development opportunities. These include competence frameworks for recruitment and performance management; creating a property graduate fast stream; the development of property apprenticeship programmes; and the development of a talent management programme to identify potential and ensure strong leadership in the future.

Over the next 10 years, government will be working to meet the ambitions of the 2016 Civil Service Workforce Plan. The Workforce Plan will focus on five key areas:

- attracting and retaining people of talent and experience from a range of sectors and backgrounds;
- building career paths that encourage a breadth of experience and a depth of expertise;
- developing world-class leaders who are inspiring, confident and empowering;
- becoming the most inclusive employer in the UK and championing difference; and
- developing cost-effective and flexible reward structures that enable the Civil Service to attract, retain and develop the very best talent.

## Government Estates Strategy

In the light of the range of developments since 2014 the government will be updating its Estate Strategy in 2017. The updated strategy will set out the government's plans for the continued transformation and efficiency of the estate over the course of this Parliament and beyond.

# Appendices

# Appendix A

## Climate Change Act 2008 (extract)

### Section 86. Report on the civil estate

1. It is the duty of the Minister for the Cabinet Office to lay before Parliament in respect of each year, beginning with the year 2008, a report containing an assessment of the progress made in the year towards improving the efficiency and contribution to sustainability of buildings that are part of the civil estate.
2. The report must, in particular, include an assessment of the progress made in the year to which it relates towards:
  - a. reducing the size of the civil estate, and
  - b. ensuring that buildings that become part of the civil estate fall within the top quartile of energy performance.
3. If a building that does not fall within the top quartile of energy performance becomes part of the civil estate in the year to which the report relates, the report must state the reasons why the building has nevertheless become part of the civil estate.
4. A report under this section must be laid before Parliament not later than 1st June in the year following the year to which it relates.
5. In this section 'building' means a building that uses energy for heating or cooling the whole or any part of its interior.
6. For the purposes of this section, a building is part of the civil estate if it is:
  - a. used for the purposes of central government administration, and
  - b. of a description of buildings for which, at the passing of this Act, the Minister for the Cabinet Office has responsibilities in relation to efficiency and sustainability.

7. The Minister for the Cabinet Office may by order provide for buildings of a specified description to be treated as being, or as not being, part of the civil estate for the purposes of this section.

Any such order is subject to affirmative resolution procedure.

# Appendix B

## Size of the Central Estate in 2015–16

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>Attorney General's Office (LOD)</b>					
AGO – ATTORNEY GENERAL'S OFFICE	1,157	1,157	0	0.0%	AGO – ATTORNEY GENERAL'S OFFICE
AGO – CPS (all property centres)	68,105	64,425	-3,681	-5.404%	CPS – CPS (all property centres)
SFO – SERIOUS FRAUD OFFICE	3,926	3,790	-136	-3.464%	SFO – SERIOUS FRAUD OFFICE
AGO – TREASURY SOLICITOR (now recorded under Government Legal Department, 'GLD – GOVERNMENT LEGAL DEPARTMENT')	13,917	0	N/A	N/A	
<b>Cabinet Office</b>					
CO – CROWN COMMERCIAL SERVICE	2,964	2,964	0	0.0%	CO – CROWN COMMERCIAL SERVICE
CO – FINANCIAL AND ESTATE MANAGEMENT	61,123	60,926	-197	-0.323%	CO – FINANCIAL AND ESTATE MANAGEMENT
CO – RESIDUAL ESTATE	19,706	18,481	-1,225	-6.214%	CO – RESIDUAL ESTATE
<b>Charity Commission</b>					
CHAR – CHARITY COMMISSION	4,992	0	N/A	N/A	CHAR – CHARITY COMMISSION (still has a presence on e-PIMS™ but has no 'owned holdings')
<b>Department for Business, Innovation and Skills</b>					
CMA – COMPETITION AND MARKETS AUTHORITY	8,258	8,258	0	0.0%	CMA – COMPETITION AND MARKETS AUTHORITY
BIS – ADVISORY CONCILIATION AND ARBITRATION SERVICE	6,241	5,362	-879	-14.085%	BIS – ADVISORY CONCILIATION AND ARBITRATION SERVICE
BIS – ARTS AND HUMANITIES RESEARCH COUNCIL	850	850	0	0.0%	BIS – ARTS AND HUMANITIES RESEARCH COUNCIL
BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL	287,791	266,808	-20,983	-7.291%	BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL
BIS – COMPANIES HOUSE	30,068	30,068	0	0.0%	BIS – COMPANIES HOUSE
		59,360	N/A	N/A	BIS – CONSTRUCTION INDUSTRY TRAINING BOARD
BIS – CORE	92,981	94,469	1,488	1.600%	BIS – CORE
BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL	1,325	1,325	0	0.0%	BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL
BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL	3,633	3,633	0	0.0%	BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL
BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND	7,040	3,313	-3,727	-52.937%	BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND
BIS – INNOVATE UK	39,615	39,615	0	0.0%	BIS – INNOVATE UK

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
BIS – INSOLVENCY SERVICE	11,810	11,810	0	0.0%	BIS – INSOLVENCY SERVICE
BIS – INTELLECTUAL PROPERTY OFFICE	18,484	18,484	0	0.0%	BIS – INTELLECTUAL PROPERTY OFFICE
BIS – LLT VEHICLE DISPOSALS (previously BIS – LEARNING SKILLS COUNCIL – DISPOSALS)	19,872	10,275	-9,596	-48.292%	BIS – LLT VEHICLE DISPOSALS
BIS – MEDICAL RESEARCH COUNCIL	112,021	104,399	-7,622	-6.804%	BIS – MEDICAL RESEARCH COUNCIL
BIS – MET OFFICE	25,157	24,329	-828	-3.291%	BIS – MET OFFICE
BIS – NATIONAL MEASUREMENT OFFICE	4,482	4,482	0	0.0%	BIS – NATIONAL MEASUREMENT AND REGULATION OFFICE
BIS – NATIONAL PHYSICAL LABORATORY	46,221	46,221	0	0.0%	BIS – NATIONAL PHYSICAL LABORATORY
BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL	110,624	115,053	4,429	4.004%	BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL
OS – ORDNANCE SURVEY HQ ESTATES SERVICE	14,480	14,357	-123	-0.852%	BIS – ORDNANCE SURVEY LTD
BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	212,713	220,290	7,577	3.562%	BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL
BIS – SKILLS FUNDING AGENCY	11,792	10,599	-1,193	-10.117%	BIS – SKILLS FUNDING AGENCY
BIS – STUDENT LOANS COMPANY LTD	23,429	22,343	-1,086	-4.635%	BIS – STUDENT LOANS COMPANY LTD
BIS – UK ATOMIC ENERGY AUTHORITY	94,185	93,925	-260	-0.276%	BIS – UK ATOMIC ENERGY AUTHORITY
BIS – UK GREEN INVESTMENT BANK	1,130	1,130	0	0.0%	BIS – UK GREEN INVESTMENT BANK
BIS – UK SHARED BUSINESS SERVICE LTD	4,582	4,582	0	0.0%	BIS – UK SHARED BUSINESS SERVICE LTD
BIS – UK SPACE AGENCY	335	335	0	0.0%	BIS – UK SPACE AGENCY
LR – LAND REGISTRY AGENCY ESTATES DIVISION AED	95,594	94,164	-1,430	-1.496%	LR – LAND REGISTRY AGENCY ESTATES DIVISION AED
<b>Department for Communities and Local Government</b>					
DCLG – CENTRAL	13,283	13,872	589	4.435%	DCLG – CENTRAL
DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE	24,282	24,171	-111	-0.455%	DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE
DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL)	6,841		N/A	N/A	DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL) (still has a presence on e-PIMS™ but has no 'owned holdings')
DCLG – HOUSING OMBUDSMAN SERVICE	628	628	0	0.0%	DCLG – HOUSING OMBUDSMAN SERVICE
DCLG – LOCAL GOVERNMENT OMBUDSMAN	2,371	2,371	0	0.0%	DCLG – LOCAL GOVERNMENT OMBUDSMAN
DCLG – PLANNING INSPECTORATE (still has a presence on e-PIMS™ but has no 'owned holdings')			N/A	N/A	DCLG – PLANNING INSPECTORATE
DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE	16,560	16,560	0	0.0%	DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE
DCLG – VALUATION TRIBUNAL SERVICE	449	449	0	0.0%	DCLG – VALUATION TRIBUNAL SERVICE



Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>Department for Culture, Media and Sport</b>					
DCMS – ARTS COUNCIL ENGLAND	7,756	7,280	-476	-6.137%	DCMS – ARTS COUNCIL ENGLAND
DCMS – BIG LOTTERY FUND	16,481	16,190	-291	-1.765%	DCMS – BIG LOTTERY FUND
DCMS – CHURCHES CONSERVATION TRUST	197	197	0	0.0%	DCMS – CHURCHES CONSERVATION TRUST
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	7,340	9,149	1,809	24.645%	DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT
DCMS – ENGLISH HERITAGE	15,679	15,193	-486	-3.097%	DCMS – HISTORIC ENGLAND (formerly DCMS – ENGLISH HERITAGE)
DCMS – EQUALITY AND HUMAN RIGHTS COMMISSION (now recorded under DfE, 'DfE – EQUALITY AND HUMAN RIGHTS COMMISSION')	1,872		N/A	N/A	
DCMS – GAMBLING COMMISSION	2,414	2,414	0	0.0%	DCMS – GAMBLING COMMISSION
DCMS – HORSERACE BETTING LEVY BOARD			N/A	N/A	DCMS – HORSERACE BETTING LEVY BOARD (still has a presence on e-PIMS™ but has no 'owned holdings')
		2,930	N/A	N/A	DCMS – INFORMATION COMMISSIONERS OFFICE (previously recorded under MOJ, 'MOJ – INFORMATION COMMISSIONER'S OFFICE' with floor area of 5,436 sq.m)
DCMS – NATIONAL HERITAGE MEMORIAL FUND	3,795	3,795	0	0.0%	DCMS – NATIONAL HERITAGE MEMORIAL FUND
DCMS – OLYMPIC DELIVERY AUTHORITY	66,615	0	-66,615		DCMS – OLYMPIC DELIVERY AUTHORITY (now closed)
DCMS – SPORT ENGLAND	1,346	1,346	0	0.0%	DCMS – SPORT ENGLAND
DCMS – UK SPORT			N/A	N/A	DCMS – UK SPORT (still has a presence on e-PIMS™ but has no 'owned holdings')
DCMS – VISIT BRITAIN	536	536	0	0.0%	DCMS – VISIT BRITAIN
		65,355	N/A	N/A	TNA – THE NATIONAL ARCHIVES (previously recorded under MOJ, 'TNA – THE NATIONAL ARCHIVES')
<b>Department for Education</b>					
		1,872	N/A	N/A	DfE – EQUALITY AND HUMAN RIGHTS COMMISSION (previously recorded under DCMS, 'DCMS – EQUALITY AND HUMAN RIGHTS COMMISSION')
DfE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION	1,989	1,989	0	0.0%	DfE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION (OFQUAL)
DfE – OPERATIONAL PROPERTIES	50,122	58,809	8,687	17.331%	DfE – OPERATIONAL PROPERTIES
DfE – SUBLET AND SURPLUS PROPERTIES	27,323	16,232	-11,090	-40.590%	DfE – SUBLET AND SURPLUS PROPERTIES
Ofsted – OFFICE FOR STANDARDS IN EDUCATION	7,315	1,230	-6,085	-83.185%	Ofsted – OFFICE FOR STANDARDS IN EDUCATION
<b>Department of Energy and Climate Change</b>					
DECC – CIVIL NUCLEAR CONSTABULARY	2,909	3,565	656	22.555%	DECC – CIVIL NUCLEAR CONSTABULARY
DECC – COAL AUTHORITY	4,379	4,379	0	0.0%	DECC – COAL AUTHORITY
DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE	11,656	11,656	0	0.0%	DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE
DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED	4,862	4,862	0	0.0%	DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>Department for Environment, Food and Rural Affairs</b>					
Defra – AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD	3,644	5,810	2,166	59.441%	Defra – AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD
Defra – CONSUMER COUNCIL FOR WATER	792	792	0	0.0%	Defra – CONSUMER COUNCIL FOR WATER
Defra – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	248,301	257,045	8,744	3.521%	Defra – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
Defra – ENVIRONMENT AGENCY (all regions including head office)	144,126	138,784	-5,342	-3.707%	Defra – ENVIRONMENT AGENCY (all regions including head office)
Defra – ENVIRONMENT AGENCY NATIONAL LAB. SERVICE	5,875	5,875	0	0.0%	Defra – ENVIRONMENT AGENCY NATIONAL LAB. SERVICE
Defra – JOINT NATURE CONSERVATION COMMITTEE	1,329	1,329	0	0.0%	Defra – JOINT NATURE CONSERVATION COMMITTEE
Defra – NATIONAL FOREST COMPANY	372	372	0	0.0%	Defra – NATIONAL FOREST COMPANY
Defra – SEA FISH INDUSTRY AUTHORITY	3,652	3,652	0	0.0%	Defra – SEA FISH INDUSTRY AUTHORITY
FC – FORESTRY COMMISSION ENGLAND	3,679	3,679	0	0.0%	FC – FORESTRY COMMISSION ENGLAND
WSRA – WATER SERVICES REGULATION AUTHORITY	2,688	2,688	0	0.0%	WSRA – WATER SERVICES REGULATION AUTHORITY
<b>Department for International Development</b>					
DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	19,358	19,358	0	0.0%	DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
<b>Department for Transport*</b>					
DfT – BRITISH TRANSPORT POLICE AUTHORITY	44,770	43,601	-1,170	-2.612%	DfT – BRITISH TRANSPORT POLICE AUTHORITY
DfT – DfT CENTRAL	43,291	42,145	-1,146	-2.647%	DfT – DfT CENTRAL
DfT – DRIVER VEHICLE LICENSING AGENCY	65,869	104,902	39,033	59.258%	DfT – DRIVER AND VEHICLE LICENSING AGENCY
DfT – DVSA – FORMER DSA ESTATE	51,388	64,578	13,191	25.669%	DfT – DRIVER AND VEHICLE STANDARDS AGENCY (formerly DfT – DSA and VOSA ESTATES)
DfT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)	203,003	202,320	-683	-0.336%	DfT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)
		714	N/A	N/A	DfT – HIGHWAYS/DVSA TBC
DfT – MARITIME AND COASTGUARD AGENCY	49,126	48,214	-911	-1.855%	DfT – MARITIME AND COASTGUARD AGENCY
DfT – VEHICLE AND OPERATOR SERVICES AGENCY	111,828		N/A	N/A	DfT – VEHICLE AND OPERATOR SERVICES AGENCY (now part of DVSA)
DfT – VEHICLE CERTIFICATION AGENCY	2,494	2,463	-31	-1.226%	DfT – VEHICLE CERTIFICATION AGENCY
<b>Department for Work and Pensions</b>					
DWP – CMG	74,341	67,958	-6,383	-8.586%	DWP – CMG
DWP – CORPORATE CENTRE	133,117	131,710	-1,407	-1.057%	DWP – CORPORATE CENTRE
DWP – HEALTH AND SAFETY EXECUTIVE	65,122	65,964	842	1.292%	DWP – HEALTH AND SAFETY EXECUTIVE
DWP – OPERATIONS	1,316,472	1,293,912	-22,561	-1.714%	DWP – OPERATIONS
DWP – PENSIONS REGULATOR	3,366	3,366	0	0.000%	DWP – PENSIONS REGULATOR
DWP – RESIDUAL RENT SERVICE ESTATE	275	275	0	0.000%	DWP – RESIDUAL RENT SERVICE ESTATE

\*Department for Transport: property records for the Driver and Vehicle Licensing Agency and Driver and Vehicle Standards Agency were being re-organised as at 31 March 2016 leading to an anomalous data result. The figures should more accurately read as DVLA – 64,374 sq.m and DVSA – 149,590 sq.m.

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>Department of Health</b>					
DH – CARE QUALITY COMMISSION	9,094	4,924	-4,170	-45.856%	DH – CARE QUALITY COMMISSION
DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE	14,979	15,404	425	2.839%	DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE
DH – HEALTH EDUCATION ENGLAND	6,272	14,596	8,324	132.714%	DH – HEALTH EDUCATION ENGLAND
		1,260	N/A	N/A	DH – HEALTH RESEARCH AUTHORITY
DH – HQ	49,914	49,073	-841	-1.685%	DH – HQ
DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	14,757	14,757	0	0.0%	DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY
DH – NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE	4,506	4,365	-141	-3.129%	DH – NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE
DH – NHS BLOOD AND TRANSPLANT	122,375	122,647	272	0.222%	DH – NHS BLOOD AND TRANSPLANT
DH – NHS BUSINESS SERVICES AUTHORITY	35,119	33,927	-1,192	-3.394%	DH – NHS BUSINESS SERVICES AUTHORITY
		23,889	N/A	N/A	DH – NHS ENGLAND
		1,097	N/A	N/A	DH – NHS TRUST AND DEVELOPMENT AUTHORITY
DH – OTHER	522		N/A	N/A	DH – OTHER (still has a presence on e-PIMS™ but has no 'owned holdings')
DH – PUBLIC HEALTH ENGLAND	83,550	80,947	-2,603	-3.115%	DH – PUBLIC HEALTH ENGLAND
DH – RETAINED ESTATE	12,347	12,545	197	1.598%	DH – RETAINED ESTATE
<b>Export Credits Guarantee Department</b>					
ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT	1,554		N/A	N/A	ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT (still has a presence on e-PIMS™ but has no 'owned holdings')
<b>Food Standards Agency</b>					
FSA – FOOD STANDARDS AGENCY	13,944	13,306	-638	-4.577%	FSA – FOOD STANDARDS AGENCY
<b>Foreign and Commonwealth Office</b>					
FCO – BRITISH COUNCIL	11,496	12,388	892	7.760%	FCO – BRITISH COUNCIL
FCO – FOREIGN AND COMMONWEALTH OFFICE	94,129	75,801	-18,328	-19.471%	FCO – FOREIGN AND COMMONWEALTH OFFICE
FCO – GREAT BRITAIN-CHINA CENTRE (GBCC)	61	73	11	18.643%	FCO – GREAT BRITAIN-CHINA CENTRE (GBCC)
FCO – WESTMINSTER FOUNDATION FOR DEMOCRACY (WFD)	186	186	0	0.0%	FCO – WESTMINSTER FOUNDATION FOR DEMOCRACY (WFD)
FCO – WILTON PARK	2,326	2,326	0	0.0%	FCO – WILTON PARK
<b>Government Actuary's Department</b>					
GAD – GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.0%	GAD – GOVERNMENT ACTUARY'S DEPARTMENT
<b>Government Legal Department</b>					
		11,118	N/A	N/A	GLD – GOVERNMENT LEGAL DEPARTMENT (previously recorded under Attorney General's Office (LOD), 'AGO – TREASURY SOLICITOR')
<b>HM Revenue and Customs</b>					
HMRC – HM REVENUE AND CUSTOMS	981,377	964,677	-16,700	-1.702%	HMRC – HM REVENUE AND CUSTOMS
HMRC – VALUATION OFFICE AGENCY	26,118	22,690	-3,429	-13.127%	HMRC – VALUATION OFFICE AGENCY
<b>HM Treasury</b>					
HMT – HM TREASURY	22,861	22,861	0	0.002%	HMT – HM TREASURY
HMT – UK DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.0%	HMT – UK DEBT MANAGEMENT OFFICE

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>Home Office</b>					
HO – COLLEGE OF POLICING	28,569	30,137	1,569	5.490%	HO – COLLEGE OF POLICING
HOPG – ANIMALS IN SCIENCE REGULATION UNIT	184		N/A	N/A	HOPG – ANIMALS IN SCIENCE REGULATION UNIT (property centre now inactive)
HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY	8,434		N/A	N/A	HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY (property centre now inactive)
HOPG – CORE HOME OFFICE	296,739	363,404	66,666	22.466%	HOPG – CORE HOME OFFICE
HOPG – DISCLOSURE AND BARRING SERVICE	6,393	6,393	0	0.0%	HOPG – DISCLOSURE AND BARRING SERVICE
HOPG – HER MAJESTY'S PASSPORT OFFICE	46,011		N/A	N/A	HOPG – HER MAJESTY'S PASSPORT OFFICE (property centre now inactive)
HOPG – HM INSPECTORATE OF CONSTABULARY	283		N/A	N/A	HOPG – HM INSPECTORATE OF CONSTABULARY (still has a presence on e-PIMS™ but has no 'owned holdings')
HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION	4,643	6,688	2,045	44.041%	HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION
HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER			N/A	N/A	HOPG – OFFICE OF THE IMMIGRATION SERVICE COMMISSIONER (still has a presence on e-PIMS™ but has no 'owned holdings')
HOPG – SECURITY INDUSTRY AUTHORITY	1,096	1,096	N/A	N/A	HOPG – SECURITY INDUSTRY AUTHORITY
<b>Ministry of Defence</b>					
MOD – MINISTRY OF DEFENCE	300,092	269,702	-30,390	-10.127%	MOD – MINISTRY OF DEFENCE
MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE	35,000	35,000	0	0.0%	MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE
<b>Ministry of Justice</b>					
MOJ – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE	10,506	9,830	-676	-6.434%	MOJ – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY		2,813	N/A	N/A	MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY (previously had no 'owned holdings' recorded on e-PIMS™)
MOJ – HMCTS (all property centres)	1,143,565	1,128,055	-15,510	-1.356%	MOJ – HMCTS (all property centres)
MOJ – INFORMATION COMMISSIONER'S OFFICE (Now recorded under DCMS, 'DCMS – INFORMATION COMMISSIONER'S OFFICE' with floor area of 2,930 sq.m)	5,436		N/A	N/A	
MOJ – LEGAL SERVICES COMMISSION	14,528	13,706	-822	-5.661%	MOJ – LEGAL AID AGENCY (formerly MOJ – LEGAL SERVICES COMMISSION)
MOJ – MINISTRY OF JUSTICE HQ	51,597	42,627	-8,970	-17.385%	MOJ – MINISTRY OF JUSTICE HQ
MOJ – YOUTH JUSTICE BOARD (still has a presence on e-PIMS™ but has no 'owned holdings')	0	0	N/A	N/A	MOJ – YOUTH JUSTICE BOARD (still has a presence on e-PIMS™ but has no 'owned holdings')
		1,860	N/A	N/A	MOJ – NOMS HQ
MOJ – NOMS (NON-CUSTODIAL PROPERTY)	227,149	210,580	-16,570	-7.295%	MOJ – NOMS PROBATION (formerly MOJ – NOMS (NON-CUSTODIAL PROPERTY))
TNA – THE NATIONAL ARCHIVES (now recorded under Department for Culture, Media and Sport 'TNA – THE NATIONAL ARCHIVES')	65,355		N/A	N/A	

Department/organisation at 01/04/2015*	NIA (sq.m) at 01/04/15	NIA (sq.m) at 31/03/16	Change (sq.m)	Change (%)	Department/organisation at 31/03/2016*
<b>National Crime Agency</b>					
NCA – NATIONAL CRIME AGENCY (NCA)	5,567	3,746	-1,821	-32.710%	NCA – NATIONAL CRIME AGENCY (NCA)
<b>National Savings and Investments</b>					
NS&I – NATIONAL SAVINGS AND INVESTMENTS	80,854		N/A	N/A	NS&I – NATIONAL SAVINGS AND INVESTMENTS (still has a presence on e-PIMS™ but has no 'owned holdings')
<b>Office of Gas and Electricity Markets</b>					
Ofgem – OFFICE OF GAS AND ELECTRICITY MARKETS	12,643	12,643	0	0.0%	Ofgem – OFFICE OF GAS AND ELECTRICITY MARKETS
<b>Office of Rail Regulation</b>					
ORR – OFFICE OF RAIL REGULATION HQ	2,907	2,907	0	0.0%	ORR – OFFICE OF RAIL AND ROAD (formerly ORR – OFFICE OF RAIL REGULATION HQ)
<b>Royal Mint</b>					
ROYAL MINT	32,091	32,091	0	0.0%	RM – ROYAL MINT
<b>Scotland Office</b>					
SO – SCOTLAND OFFICE	2,653	2,613	-40	-1.511%	SO – SCOTLAND OFFICE
<b>UK Statistics Authority</b>					
ONS – OFFICE FOR NATIONAL STATISTICS	60,416	60,340	-77	-0.127%	ONS – OFFICE FOR NATIONAL STATISTICS
<b>Wales Office</b>					
WO – WALES OFFICE	1,141	1,141	0	0.0%	WO – WALES OFFICE
<b>Total</b>	<b>8,313,771</b>	<b>8,006,894</b>	<b>-306,877</b>		

\*Information drawn from e-PIMS™ on dates shown. Size shown is owned holdings only, minor occupations are excluded.

# Appendix C

## Machinery of Government changes in 2015–16

<b>Organisation</b>	<b>Details of Change</b>
BIS – National Measurement & Regulation Office	Formerly BIS – National Measurement Office
BIS – Ordnance Survey	Formerly Department Ordnance Survey (OS)
DCMS – Information Commissioners Office	Formerly MOJ – Information Commissioners Office
DCMS – Historic England	Formerly DCMS – English Heritage
DCMS – Olympic Delivery Authority	Now disbanded
DfE – Equalities and Human Rights Commission	Formerly DCMS – Equality and Human Rights Commission
DfT – Highways England (land held pending use)	Formerly DfT – Highways Agency (land held pending use)
DfT – Highways England (office and operational estate)	Formerly DfT – Highways Agency (office and operational estate)
DfT – Highways England Historical Railways Estate	Formerly DfT – Highways Agency Historical Railways Estate
DfT – Driver and Vehicle Standards Agency	Formerly DfT – VOSA and DfT – DSA
DfT – Transport Focus	Formerly DfT – Passenger Focus
DH – National Institute for Health and Care Excellence	Formerly DH – National Institute for Health and Clinical Excellence
GLD – Government Legal Department	Formerly AGO – Treasury Solicitor's Department
HOPG – Core Home Office	Now includes former property centres HOPG – Her Majesty's Passport Office, HOPG – Animals in Science Regulation Unit and HOPG – Centre for Applied Science and Technology
MOJ – NOMS Probation	Formerly MOJ – NOMS Non Custodial
MOJ – NOMS HQ	Formerly MOJ – NOMS Probation
TNA – The National Archives	TNA – The National Archives – Parent department changed from MOJ to DCMS

# Appendix D

## Total running costs of the Central Estate in 2015–16

Reported costs are for the Central Estate and exclude depreciation.

Organisation	2015–16 Costs (excluding cost of capital charge and depreciation)
Business, Innovation and Skills	£198,062,905
Cabinet Office	£28,678,296
Charity Commission	£1,620,321
Communities and Local Government	£16,175,002
Competitions and Markets Authority	£8,266,799
Culture, Media and Sport	£38,012,085
Defence*	£124,215,597
Education	£35,289,712
Energy and Climate Change	£17,156,633
Environment, Food and Rural Affairs	£104,698,150
Export Credits Guarantee Department	£2,320,493
Food Standards Agency	£5,552,980
Foreign and Commonwealth Office	£35,902,806
Government Actuary's Department	£1,704,184
Health	£165,839,589
HM Revenue and Customs	£250,329,713
HM Treasury Group	£14,421,450
Home Office	£191,514,000
International Development	£6,223,507
Justice	£460,764,261
Law Officers' Departments	£44,418,684
National Savings and Investment	£7,465,639
Northern Ireland Office	£861,840
Office of Gas and Electricity Markets	£8,437,499
Office of Rail Regulation	£1,564,185
Royal Mint	£5,730,439
Scotland Office	£1,197,485
Transport	£140,969,100
UK Statistics Authority	£7,557,263
Wales Office	£356,190
Work and Pensions	£624,495,094
<b>Total reported operating costs (£)</b>	<b>£2,549,801,901</b>

\*Estimate based on the actual cost of the benchmarked estate.

# Appendix E

## How benchmarking was measured in 2015–16

Government departments and their arm's-length bodies are required to measure the efficiency and sustainability of their office administrative occupations over 500 sq.m; an increasing number of departments have also benchmarked smaller offices.

Data is collected through the e-PIMS™ system, with the performance of each building reported back to the occupying organisation. This produces one consistent set of data that enables performance to be compared against Key Performance Indicators, cost factors to be understood and challenged, and efficiency improvements to be realised.

Performance is reported annually through the Government Property Benchmarking Service, which focuses departments on improving data accuracy to ensure that the outputs and knowledge generated support and improve decision-making.

Benchmarked occupations	1,031
Participating property centres	153
Total occupied space (sq.m)	2,833,371
Total office-based FTE	273,499
Total benchmarked property cost	£1,254,425,945

### Benchmarking

The Government Property Benchmarking Service measures the performance of the central government office portfolio between individual departments and private sector benchmarks, providing a standardised basis for consistent reporting across the estate. Benchmarks come from comparable buildings in government, and from the private sector and industry best practice, based on a basket of typical cost elements.

Benchmarking covers administrative office buildings. It does not cover specialist property such as courts and tribunals, laboratories, research facilities and jobcentres.

This means that some departments' benchmarked property is low as a proportion of their total property holdings, but coverage of departmental office space is high.



# Appendix F

## Benchmarked offices: efficiency data in 2015–16 (summary)

Organisation	Occupation count	Occupied NIA (sq.m)	Total office-based FTE staff and contractors	Sq.m per FTE	Rank sq.m per FTE
BIS	93	226,813	21,427	10.6	23
CHAR	2	1,429	231	6.2	1
CO	12	32,754	3,528	9.3	10
DCLG	25	26,745	2,743	9.7	15
DCMS	37	46,451	4,565	10.2	19
DECC	12	24,375	2,292	10.6	24
Defra	161	158,908	15,438	10.3	20
DfE	18	40,198	4,848	8.3	4
DFID	2	16,233	1,904	8.5	6
DfT*	50	235,569	24,194	9.7	14
DH	95	165,543	18,792	8.8	8
DWP	159	591,604	51,058	11.6	26
ECGD	1	1,796	253	7.1	2
FC	2	2,317	218	10.6	25
FCO	9	38,136	4,370	8.7	7
FSA	4	5,076	535	9.5	11
GAD	1	1,389	168	8.3	3
HMRC	151	559,066	52,941	10.6	22
HMT	3	12,551	1,510	8.3	5
HO	71	227,250	23,629	9.6	13
LOD	30	66,209	6,562	10.1	17
MOD	16	202,712	17,467	11.6	27
MOJ	65	94,605	10,496	9.0	9
NIO	1	493	47	10.5	21
NS&I	1	2,150	225	9.6	12
Ofgem	2	9,485	939	10.1	18
ONS	3	37,948	2,702	14.0	28
ORR	1	2,381	241	9.9	16
SO	2	2,046	132	15.5	29
WO	2	1,141	45	25.6	30
<b>Grand total</b>	<b>1,031</b>	<b>2,833,371</b>	<b>273,499</b>	<b>10.4</b>	

\* Department for Transport benchmarked estate included properties acquired for operational transport purposes.

Total property cost	Total property cost per FTE	Rank total property cost per FTE	Total property cost per sq.m	Rank total property cost per sq.m	Sq.m per workstation	Number of workstations
£97,238,495	£4,538	8	£429	7	10.0	22,682
£811,472	£3,519	2	£568	14	8.0	179
£28,070,639	£7,957	23	£857	24	10.6	3,077
£19,947,482	£7,271	21	£746	21	9.9	2,700
£26,131,265	£5,725	13	£563	12	10.2	4,561
£13,635,333	£5,949	15	£559	10	12.0	2,030
£57,821,732	£3,745	4	£364	4	10.0	15,939
£22,591,484	£4,660	9	£562	11	9.3	4,310
£14,490,148	£7,610	22	£893	25	11.4	1,424
£93,319,686	£3,857	5	£396	6	10.6	22,171
£89,449,155	£4,760	10	£540	9	8.7	18,928
£206,098,702	£4,037	7	£348	3	10.8	55,012
£2,320,493	£9,161	26	£1,292	29	7.0	256
£870,137	£3,996	6	£375	5	11.9	195
£28,237,369	£6,461	17	£740	20	11.2	3,393
£5,455,356	£10,197	27	£1,075	27	8.8	578
£1,724,935	£10,267	28	£1,242	28	8.3	168
£188,036,687	£3,552	3	£336	2	9.0	62,078
£9,405,838	£6,229	16	£749	22	9.0	1,394
£113,508,593	£4,804	11	£499	8	10.7	21,192
£37,683,606	£5,743	14	£569	15	9.8	6,765
£115,000,172	£6,584	19	£567	13	12.9	15,719
£59,773,644	£5,695	12	£632	17	9.7	9,783
£861,840	£18,337	29	£1,748	30	7.6	65
£1,474,575	£6,554	18	£686	18	11.6	185
£7,766,211	£8,271	24	£819	23	9.7	981
£8,745,109	£3,237	1	£230	1	10.1	3,758
£1,707,200	£7,084	20	£717	19	10.3	232
£1,179,021	£8,956	25	£576	16	13.2	155
£1,069,563	£23,960	30	£937	26	14.3	80
<b>£1,254,425,945</b>	<b>£4,587</b>		<b>£443</b>		<b>10.1</b>	<b>279,990</b>

# Appendix G

## Benchmarked offices: efficiency data in 2015–16 (departmental breakdown)

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
<b>BIS</b>									
BIS – Advisory Conciliation and Arbitration Service	10	5,847	621	£4,191,196	9.4	£6,749	£717	10.3	566
BIS – Arts & Humanities Research Council	1	850	50	£80,955	16.9	£1,608	£95	10.1	84
BIS – Biotechnology & Biological Sciences Research Council	1	2,379	218	£232,406	10.9	£1,066	£98	8.3	286
BIS – British Business Bank	2	1,145	106	£557,979	10.8	£5,264	£487	9.7	118
BIS – Companies House	3	12,901	906	£9,588,640	14.2	£10,587	£743	12.1	1,066
BIS – Competition Appeals Tribunal	1	887	44	£1,591,581	20.2	£36,172	£1,794	42.2	21
BIS – Core	8	37,849	3,616	£22,738,530	10.5	£6,288	£601	12.3	3,088
BIS – Economic and Social Research Council	1	1,325	134	£126,304	9.9	£943	£95	7.8	170
BIS – Engineering & Physical Sciences Research Council	1	2,041	209	£591,746	9.8	£2,831	£290	9.7	210
BIS – Higher Education Funding Council for England	3	3,436	317	£1,374,141	10.8	£4,337	£400	10.2	338
BIS – Innovate UK	1	1,215	182	£415,012	6.7	£2,280	£342	15.0	81
BIS – Insolvency Service	21	14,596	1,503	£9,370,987	9.7	£6,235	£642	8.3	1,752
BIS – Intellectual Property Office	2	12,830	1,064	£4,629,283	12.1	£4,351	£361	11.0	1,169
BIS – Medical Research Council	3	2,702	246	£1,159,986	11.0	£4,715	£429	9.3	289
BIS – Met Office	1	20,683	1,706	£1,464,862	12.1	£859	£71	11.5	1,800
BIS – Natural Environment Research Council	1	2,524	174	£527,516	14.5	£3,032	£209	10.3	244
BIS – Ordnance Survey Ltd	1	13,848	962	£4,430,272	14.4	£4,607	£320	11.1	1,246
BIS – Science & Technology Facilities Council	1	1,174	98	£111,591	12.0	£1,145	£95	9.3	126
BIS – Skills Funding Agency	8	12,522	1,089	£5,024,486	11.5	£4,614	£401	13.0	964
BIS – Student Loans Company Ltd	2	17,031	2,684	£6,046,072	6.3	£2,253	£355	7.3	2,324
BIS – UK Green Investment Bank	2	1,557	133	£1,258,124	11.7	£9,444	£808	9.6	162
BIS – UK Shared Business Service Ltd	3	5,260	528	£1,804,256	10.0	£3,418	£343	8.8	601
BIS – UK Space Agency	1	335	58	£31,848	5.8	£549	£95	5.9	57
CMA – Competition and Markets Authority	1	3,813	680	£7,547,679	5.6	£11,100	£1,979	6.1	625
LR – Land Registry Agency Estates Division AED	14	48,065	4,100	£12,343,043	11.7	£3,010	£257	9.1	5,295
<b>BIS Total</b>	<b>93</b>	<b>226,813</b>	<b>21,427</b>	<b>£97,238,495</b>	<b>10.6</b>	<b>£4,538</b>	<b>£429</b>	<b>10.0</b>	<b>22,682</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
<b>Cabinet Office</b>									
CO – Crown Commercial Service	4	4,997	591	£1,208,884	8.5	£2,045	£242	10.4	482
CO – Financial and Estate Management	6	23,825	2,465	£24,284,169	9.7	£9,852	£1,019	10.9	2,176
CO – Government Digital Service	2	3,932	472	£2,577,586	8.3	£5,461	£656	9.4	419
<b>Cabinet Office Total</b>	<b>12</b>	<b>32,754</b>	<b>3,528</b>	<b>£28,070,639</b>	<b>9.3</b>	<b>£7,957</b>	<b>£857</b>	<b>10.6</b>	<b>3,077</b>
<b>Charity Commission</b>									
CHAR – Charity Commission	2	1,429	231	£811,472	6.2	£3,519	£568	8.0	179
<b>Charity Commission Total</b>	<b>2</b>	<b>1,429</b>	<b>231</b>	<b>£811,472</b>	<b>6.2</b>	<b>£3,519</b>	<b>£568</b>	<b>8.0</b>	<b>179</b>
<b>DCLG</b>									
DCLG – Central	7	12,799	1,425	£12,134,052	9.0	£8,515	£948	10.6	1,210
DCLG – Government Office Residual Estate	5	2,457	189	£610,929	13.0	£3,232	£249	10.2	242
DCLG – Homes and Communities Agency (Operational)	8	5,914	563	£2,693,905	10.5	£4,785	£455	9.3	639
DCLG – Housing Ombudsman Service	1	623	51	£398,571	12.2	£7,815	£640	10.7	58
DCLG – Leasehold Advisory Service	1	226	22	£181,942	10.3	£8,270	£805	10.3	22
DCLG – Planning Inspectorate	1	3,732	418	£3,500,169	8.9	£8,368	£938	8.2	456
DCLG – Valuation Tribunal Service	2	993	75	£427,914	13.2	£5,706	£431	13.6	73
<b>DCLG Total</b>	<b>25</b>	<b>26,745</b>	<b>2,743</b>	<b>£19,947,482</b>	<b>9.7</b>	<b>£7,271</b>	<b>£746</b>	<b>9.9</b>	<b>2,700</b>
<b>DCMS</b>									
DCMS – Arts Council England	9	4,719	472	£1,951,807	10.0	£4,134	£414	10.4	454
DCMS – Big Lottery Fund	5	8,652	775	£6,323,736	11.2	£8,160	£731	9.3	934
DCMS – British Film Institute	1	3,637	261	£1,609,974	13.9	£6,168	£443	13.1	277
DCMS – Churches Conservation Trust	1	197	21	£76,730	9.3	£3,636	£389	7.3	27
DCMS – Department for Culture, Media and Sport	1	5,179	508	£3,160,035	10.2	£6,221	£610	17.0	305
DCMS – Gambling Commission	1	2,414	295	£1,356,528	8.2	£4,598	£562	8.5	284
DCMS – Historic England	10	11,382	1,144	£6,473,046	10.0	£5,659	£569	9.6	1,186
DCMS – Horserace Betting Levy Board	1	401	13	£330,984	31.3	£25,858	£825	21.1	19
DCMS – Information Commissioners Office	1	2,921	408	£1,179,856	7.2	£2,892	£404	7.7	380
DCMS – National Heritage Memorial Fund	1	1,575	160	£952,500	9.8	£5,953	£605	9.8	160
DCMS – Sport England	3	1,685	192	£1,189,263	8.8	£6,210	£706	8.1	209
DCMS – Sports Grounds Safety Authority	1	135	5	£82,083	25.0	£15,201	£608	19.3	7
DCMS – UK Sport	1	838	92	£199,523	9.1	£2,169	£238	8.4	100
DCMS – Visit Britain	1	2,716	219	£1,245,200	12.4	£5,686	£458	12.4	219
<b>DCMS Total</b>	<b>37</b>	<b>46,451</b>	<b>4,565</b>	<b>£26,131,265</b>	<b>10.2</b>	<b>£5,725</b>	<b>£563</b>	<b>10.2</b>	<b>4,561</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
<b>DECC</b>									
DECC – Civil Nuclear Constabulary	4	4,838	269	£656,436	18.0	£2,440	£136	21.3	227
DECC – Coal Authority	1	1,870	167	£435,671	11.2	£2,609	£233	12.6	149
DECC – Committee on Climate Change	1	372	30	£322,441	12.5	£10,809	£867	10.3	36
DECC – Department of Energy and Climate Change	3	12,025	1,580	£10,692,690	7.6	£6,767	£889	9.4	1,286
DECC – Nuclear Decommissioning Authority – Occupied	3	5,270	246	£1,528,095	21.4	£6,212	£290	15.9	332
<b>DECC Total</b>	<b>12</b>	<b>24,375</b>	<b>2,292</b>	<b>£13,635,333</b>	<b>10.6</b>	<b>£5,949</b>	<b>£559</b>	<b>12.0</b>	<b>2,030</b>
<b>Defra</b>									
Defra – Agriculture & Horticulture Development Board	1	2,900	279	£788,305	10.4	£2,822	£272	8.6	337
Defra – Consumer Council for Water	1	53	5	£34,236	10.6	£6,847	£646	10.6	5
Defra – Department for Environment, Food and Rural Affairs	101	67,024	6,157	£35,697,481	10.9	£5,798	£533	9.3	7,244
Defra – Environment Agency Anglian	11	15,054	1,156	£2,175,242	13.0	£1,882	£144	12.6	1,192
Defra – Environment Agency Head Office	3	8,693	1,098	£2,978,999	7.9	£2,714	£343	10.3	842
Defra – Environment Agency Midlands	7	10,987	1,217	£2,661,209	9.0	£2,187	£242	9.9	1,105
Defra – Environment Agency North East	7	14,145	1,409	£3,609,921	10.0	£2,561	£255	10.2	1,383
Defra – Environment Agency North West	3	8,735	1,158	£1,481,439	7.5	£1,280	£170	8.7	1,002
Defra – Environment Agency South West	5	10,450	920	£1,783,488	11.4	£1,939	£171	12.3	847
Defra – Environment Agency Southern	9	8,101	773	£1,800,335	10.5	£2,330	£222	9.8	826
Defra – Environment Agency Thames	6	8,340	885	£2,917,449	9.4	£3,298	£350	10.0	838
Defra – Joint Nature Conservation Committee	1	1,329	130	£292,260	10.2	£2,248	£220	12.8	104
Defra – Sea Fish Industry Authority	3	1,269	64	£327,708	19.8	£5,120	£258	18.1	70
WSRA – Water Services Regulation Authority	3	1,828	188	£1,273,661	9.7	£6,775	£697	12.7	144
<b>Defra Total</b>	<b>161</b>	<b>158,908</b>	<b>15,438</b>	<b>£57,821,732</b>	<b>10.3</b>	<b>£3,745</b>	<b>£364</b>	<b>10.0</b>	<b>15,939</b>
<b>DfE</b>									
DfE – Education Funding Agency	1	174	10	£53,891	17.8	£5,510	£310	17.4	10
DfE – Equality and Human Rights Commission	4	2,521	185	£1,319,703	13.6	£7,134	£523	13.6	186
DfE – Office of Qualifications and Examinations Regulation (OFQUAL)	1	1,883	195	£774,608	9.6	£3,969	£411	6.9	272
DfE – Operational Properties	8	29,353	3,578	£15,675,096	8.2	£4,381	£534	9.4	3,112
Ofsted – Office for Standards in Education	4	6,267	880	£4,768,186	7.1	£5,418	£761	8.6	730
<b>DfE Total</b>	<b>18</b>	<b>40,198</b>	<b>4,848</b>	<b>£22,591,484</b>	<b>8.3</b>	<b>£4,660</b>	<b>£562</b>	<b>9.3</b>	<b>4,310</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
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DFID									
DFID – Department for International Development	2	16,233	1,904	£14,490,148	8.5	£7,610	£893	11.4	1,424
<b>DFID Total</b>	<b>2</b>	<b>16,233</b>	<b>1,904</b>	<b>£14,490,148</b>	<b>8.5</b>	<b>£7,610</b>	<b>£893</b>	<b>11.4</b>	<b>1,424</b>

DfT									
DfT – DfT Central	2	16,339	2,142	£13,736,340	7.6	£6,412	£841	10.0	1,637
DfT – Driver & Vehicle Standards Agency	4	11,423	1,056	£3,004,363	10.8	£2,845	£263	9.5	1,205
DfT – Driver and Vehicle Licensing Agency	4	52,218	5,501	£21,517,748	9.5	£3,912	£412	10.0	5,203
DfT – Highways England (Office and Operational Estate)	15	33,054	2,945	£12,235,304	11.2	£4,155	£370	13.5	2,440
DfT – Maritime and Coastguard Agency	1	5,500	394	£1,560,414	14.0	£3,965	£284	11.0	501
DfT – Network Rail	24	117,035	12,158	£41,265,517	9.6	£3,394	£353	10.5	11,185
<b>DfT Total</b>	<b>50</b>	<b>235,569</b>	<b>24,194</b>	<b>£93,319,686</b>	<b>9.7</b>	<b>£3,857</b>	<b>£396</b>	<b>10.6</b>	<b>22,171</b>

DH									
DH – Care Quality Commission	5	8,349	1,285	£4,650,075	6.5	£3,619	£557	6.7	1,255
DH – Health & Social Care Information Centre	14	19,536	2,752	£10,180,362	7.1	£3,699	£521	6.7	2,906
DH – Health Education England	11	16,321	1,542	£6,749,346	10.6	£4,378	£414	9.9	1,655
DH – Health Research Authority	2	1,140	109	£419,080	10.5	£3,845	£368	9.8	116
DH – HQ	7	30,121	2,283	£24,561,586	13.2	£10,758	£815	11.0	2,728
DH – Medicines and Healthcare Products Regulatory Agency	1	5,990	990	£5,651,264	6.1	£5,708	£943	8.3	720
DH – Monitor	1	4,540	591	£3,141,029	7.7	£5,315	£692	8.8	515
DH – National Institute for Health and Care Excellence	2	5,261	576	£3,145,032	9.1	£5,457	£598	10.0	527
DH – NHS Blood & Transplant	7	3,622	315	£1,487,583	11.5	£4,730	£411	13.8	263
DH – NHS Business Services Authority	8	27,135	2,560	£6,061,827	10.6	£2,368	£223	8.8	3,077
DH – NHS England	21	26,850	3,706	£13,534,195	7.2	£3,652	£504	8.6	3,131
DH – NHS Litigation Authority	1	847	200	£946,822	4.2	£4,731	£1,117	5.3	160
DH – NHS Trust & Development Authority	2	1,067	129	£767,560	8.3	£5,950	£720	8.3	129
DH – Public Health England	13	14,764	1,755	£8,153,395	8.4	£4,646	£552	8.5	1,746
<b>DH Total</b>	<b>95</b>	<b>165,543</b>	<b>18,792</b>	<b>£89,449,155</b>	<b>8.8</b>	<b>£4,760</b>	<b>£540</b>	<b>8.7</b>	<b>18,928</b>

DWP									
DWP – CMG	12	61,262	4,573	£18,286,398	13.4	£3,999	£298	12.6	4,875
DWP – Corporate Centre	10	92,117	8,144	£45,747,560	11.3	£5,617	£497	10.6	8,712
DWP – Health and Safety Executive	14	23,693	1,881	£9,832,782	12.6	£5,227	£415	8.7	2,734
DWP – Operations	122	411,166	35,919	£130,277,355	11.4	£3,627	£317	10.8	38,173
DWP – Pensions Regulator	1	3,366	540	£1,954,607	6.2	£3,620	£581	6.5	518
<b>DWP Total</b>	<b>159</b>	<b>591,604</b>	<b>51,058</b>	<b>£206,098,702</b>	<b>11.6</b>	<b>£4,037</b>	<b>£348</b>	<b>10.8</b>	<b>55,012</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
<b>ECGD</b>									
ECGD – Export Credits Guarantee Department	1	1,796	253	£2,320,493	7.1	£9,161	£1,292	7.0	256
<b>ECGD Total</b>	<b>1</b>	<b>1,796</b>	<b>253</b>	<b>£2,320,493</b>	<b>7.1</b>	<b>£9,161</b>	<b>£1,292</b>	<b>7.0</b>	<b>256</b>
<b>FC</b>									
FC – Forestry Commission England	2	2,317	218	£870,137	10.6	£3,996	£375	11.9	195
<b>FC Total</b>	<b>2</b>	<b>2,317</b>	<b>218</b>	<b>£870,137</b>	<b>10.6</b>	<b>£3,996</b>	<b>£375</b>	<b>11.9</b>	<b>195</b>
<b>FCO</b>									
FCO – British Council	5	9,485	1,436	£5,502,651	6.6	£3,831	£580	10.4	911
FCO – Foreign & Commonwealth Office	2	28,393	2,902	£22,506,484	9.8	£7,756	£793	11.6	2,450
FCO – Great Britain-China Centre (GBCC)	1	73	10	£68,954	7.3	£6,895	£948	7.3	10
FCO – Westminster Foundation for Democracy (WFD)	1	186	22	£159,280	8.5	£7,240	£855	8.5	22
<b>FCO Total</b>	<b>9</b>	<b>38,136</b>	<b>4,370</b>	<b>£28,237,369</b>	<b>8.7</b>	<b>£6,461</b>	<b>£740</b>	<b>11.2</b>	<b>3,393</b>
<b>FSA</b>									
FSA – Food Standards Agency	4	5,076	535	£5,455,356	9.5	£10,197	£1,075	8.8	578
<b>FSA Total</b>	<b>4</b>	<b>5,076</b>	<b>535</b>	<b>£5,455,356</b>	<b>9.5</b>	<b>£10,197</b>	<b>£1,075</b>	<b>8.8</b>	<b>578</b>
<b>GAD</b>									
GAD – Government Actuary's Department	1	1,389	168	£1,724,935	8.3	£10,267	£1,242	8.3	168
<b>GAD Total</b>	<b>1</b>	<b>1,389</b>	<b>168</b>	<b>£1,724,935</b>	<b>8.3</b>	<b>£10,267</b>	<b>£1,242</b>	<b>8.3</b>	<b>168</b>
<b>HMRC</b>									
HMRC – HM Revenue and Customs	109	528,144	50,443	£177,724,289	10.5	£3,523	£337	8.9	59,112
HMRC – Valuation Office Agency	42	30,922	2,498	£10,312,398	12.4	£4,129	£333	10.4	2,966
<b>HMRC Total</b>	<b>151</b>	<b>559,066</b>	<b>52,941</b>	<b>£188,036,687</b>	<b>10.6</b>	<b>£3,552</b>	<b>£336</b>	<b>9.0</b>	<b>62,078</b>
<b>HMT</b>									
HMT – HM Treasury	2	11,261	1,392	£7,996,902	8.1	£5,744	£710	9.0	1,245
HMT – UK Debt Management Office	1	1,290	118	£1,408,936	10.9	£11,940	£1,092	8.7	149
<b>HMT Total</b>	<b>3</b>	<b>12,551</b>	<b>1,510</b>	<b>£9,405,838</b>	<b>8.3</b>	<b>£6,229</b>	<b>£749</b>	<b>9.0</b>	<b>1,394</b>
<b>HO</b>									
HOPG – Core Home Office	61	211,614	21,938	£104,953,728	9.6	£4,784	£496	10.8	19,626
HOPG – Disclosure and Barring Service	2	8,147	769	£3,659,966	10.6	£4,758	£449	14.4	566
HOPG – HM Inspectorate of Constabulary	1	100	20	£70,531	5.0	£3,527	£705	4.0	25
HOPG – Independent Police Complaints Commission	5	5,731	678	£3,373,018	8.4	£4,973	£589	8.0	717
HOPG – Office of the Immigration Services Commissioner	1	561	56	£362,113	10.0	£6,466	£645	10.6	53
HOPG – Security Industry Authority	1	1,096	167	£1,089,237	6.6	£6,522	£994	5.3	205
<b>HO Total</b>	<b>71</b>	<b>227,250</b>	<b>23,629</b>	<b>£113,508,593</b>	<b>9.6</b>	<b>£4,804</b>	<b>£499</b>	<b>10.7</b>	<b>21,192</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
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LOD									
CPS – East Midlands	3	3,924	317	£1,208,400	12.4	£3,812	£308	11.9	329
CPS – East of England	2	3,251	285	£1,749,791	11.4	£6,148	£538	12.7	255
CPS – Headquarters	2	10,959	1,076	£9,429,635	10.2	£8,764	£860	7.4	1,489
CPS – London	2	6,025	646	£4,270,006	9.3	£6,609	£709	9.3	645
CPS – North East	2	3,690	278	£1,535,852	13.3	£5,519	£416	13.5	274
CPS – North West	2	4,139	485	£1,723,973	8.5	£3,558	£417	8.5	486
CPS – South East	3	2,797	202	£1,187,459	13.8	£5,878	£425	10.5	266
CPS – South West	1	701	110	£564,082	6.4	£5,141	£805	6.7	104
CPS – Thames & Chiltern	2	2,503	207	£1,046,055	12.1	£5,053	£418	12.5	201
CPS – Wales	1	1,834	183	£583,792	10.0	£3,185	£318	9.3	197
CPS – Wessex	3	2,486	216	£890,120	11.5	£4,130	£358	11.5	216
CPS – West Midlands	1	4,506	473	£2,253,986	9.5	£4,765	£500	8.7	519
CPS – Yorkshire & Humberside	3	7,065	496	£1,890,540	14.2	£3,812	£268	15.5	457
GLD – Government Legal Department	1	8,541	992	£5,858,518	8.6	£5,906	£686	9.7	878
SFO – Serious Fraud Office	2	3,790	597	£3,491,397	6.3	£5,848	£921	8.4	449
<b>LOD Total</b>	<b>30</b>	<b>66,209</b>	<b>6,562</b>	<b>£37,683,606</b>	<b>10.1</b>	<b>£5,743</b>	<b>£569</b>	<b>9.8</b>	<b>6,765</b>
MOD									
MOD – Ministry of Defence	16	202,712	17,467	£115,000,172	11.6	£6,584	£567	12.9	15,719
<b>MOD Total</b>	<b>16</b>	<b>202,712</b>	<b>17,467</b>	<b>£115,000,172</b>	<b>11.6</b>	<b>£6,584</b>	<b>£567</b>	<b>12.9</b>	<b>15,719</b>
MOJ									
MOJ – Children & Family Court Advisory & Support Service	32	15,231	1,459	£5,545,325	10.4	£3,801	£364	11.5	1,327
MOJ – Criminal Cases Review Commission	1	993	86	£15,663	11.6	£183	£16	9.8	101
MOJ – HMCTS (London)	1	2,039	310	£530,593	6.6	£1,712	£260	6.8	300
MOJ – HMCTS (Midlands)	6	11,666	760	£3,493,459	15.3	£4,594	£299	11.6	1,003
MOJ – HMCTS (North East)	2	1,483	121	£452,256	12.2	£3,733	£305	7.8	191
MOJ – HMCTS (North West)	3	3,344	368	£1,025,302	9.1	£2,790	£307	8.8	378
MOJ – HMCTS (South East)	3	1,313	114	£1,065,501	11.5	£9,346	£812	7.6	173
MOJ – HMCTS (South West)	3	2,901	153	£1,089,604	19.0	£7,138	£376	29.9	97
MOJ – HMCTS (Wales)	2	2,177	156	£264,335	14.0	£1,694	£121	14.0	156
MOJ – Legal Aid Agency	8	8,387	973	£4,758,453	8.6	£4,890	£567	8.2	1,027
MOJ – Legal Services Board	1	354	34	£289,400	10.4	£8,512	£818	10.4	34
MOJ – Ministry of Justice HQ	3	44,718	5,962	£41,243,754	7.5	£6,917	£922	9.0	4,996
<b>MOJ Total</b>	<b>65</b>	<b>94,605</b>	<b>10,496</b>	<b>£59,773,644</b>	<b>9.0</b>	<b>£5,695</b>	<b>£632</b>	<b>9.7</b>	<b>9,783</b>
NIO									
NIO – Northern Ireland Office	1	493	47	£861,840	10.5	£18,337	£1,748	7.6	65
<b>NIO Total</b>	<b>1</b>	<b>493</b>	<b>47</b>	<b>£861,840</b>	<b>10.5</b>	<b>£18,337</b>	<b>£1,748</b>	<b>7.6</b>	<b>65</b>
NS&I									
NS&I – National Savings and Investments	1	2,150	225	£1,474,575	9.6	£6,554	£686	11.6	185
<b>NS&amp;I Total</b>	<b>1</b>	<b>2,150</b>	<b>225</b>	<b>£1,474,575</b>	<b>9.6</b>	<b>£6,554</b>	<b>£686</b>	<b>11.6</b>	<b>185</b>



Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per Sq.m	Sq.m per workstation	Number of workstations
Ofgem									
Ofgem – Office of Gas and Electricity Markets	2	9,485	939	£7,766,211	10.1	£8,271	£819	9.7	981
<b>Ofgem Total</b>	<b>2</b>	<b>9,485</b>	<b>939</b>	<b>£7,766,211</b>	<b>10.1</b>	<b>£8,271</b>	<b>£819</b>	<b>9.7</b>	<b>981</b>
ORR									
ORR – Office of Rail and Road	1	2,381	241	£1,707,200	9.9	£7,084	£717	10.3	232
<b>ORR Total</b>	<b>1</b>	<b>2,381</b>	<b>241</b>	<b>£1,707,200</b>	<b>9.9</b>	<b>£7,084</b>	<b>£717</b>	<b>10.3</b>	<b>232</b>
SO									
SO – Scotland Office	2	2,046	132	£1,179,021	15.5	£8,956	£576	13.2	155
<b>SCO Total</b>	<b>2</b>	<b>2,046</b>	<b>132</b>	<b>£1,179,021</b>	<b>15.5</b>	<b>£8,956</b>	<b>£576</b>	<b>13.2</b>	<b>155</b>
UKSA									
ONS – Office for National Statistics	3	37,948	2,702	£8,745,109	14.0	£3,237	£230	10.1	3,758
<b>UKSA Total</b>	<b>3</b>	<b>37,948</b>	<b>2,702</b>	<b>£8,745,109</b>	<b>14.0</b>	<b>£3,237</b>	<b>£230</b>	<b>10.1</b>	<b>3,758</b>
WO									
WO – Wales Office	2	1,141	45	£1,069,563	25.6	£23,960	£937	14.3	80
<b>WO Total</b>	<b>2</b>	<b>1,141</b>	<b>45</b>	<b>£1,069,563</b>	<b>25.6</b>	<b>£23,960</b>	<b>£937</b>	<b>14.3</b>	<b>80</b>
<b>Grand total</b>	<b>1,031</b>	<b>2,833,371</b>	<b>273,499</b>	<b>£1,254,425,945</b>	<b>10.4</b>	<b>£4,587</b>	<b>£443</b>	<b>10.1</b>	<b>279,990</b>

# Glossary

## Organisations

AGO	Attorney General's Office	HMCTS	Her Majesty's Courts and Tribunals Service
BIS	Department for Business, Innovation and Skills	HMPO	HM Passport Office
CHAR	Charity Commission	HMRC	HM Revenue and Customs
CO	Cabinet Office	HMT	HM Treasury Group
CPS	Crown Prosecution Service	HO	Home Office
DCLG	Department for Communities and Local Government	HOPG	Home Office Property General
DCMS	Department for Culture, Media and Sport	LGA	Local Government Association
DECC	Department of Energy and Climate Change	LOD	Law Officers' Departments
Defra	Department for Environment, Food and Rural Affairs	MOD	Ministry of Defence
DfE	Department for Education	MOJ	Ministry of Justice
DFID	Department for International Development	NCA	National Crime Agency
DfT	Department for Transport	NIO	Northern Ireland Office
DH	Department of Health	NOMS	National Offender Management Service
DSA	Driving Standards Agency	NS&I	National Savings and Investments
DVSA	Driver and Vehicle Standards Agency	Ofgem	Office of the Gas and Electricity Markets
DWP	Department for Work and Pensions	Ofsted	Office for Standards in Education, Children's Services and Skills
ECGD	Export Credit Guarantee Department	ONS	Office for National Statistics
EHRC	Equality and Human Rights Commission	ORR	Office of Rail and Road
FC	Forestry Commission	SFO	Serious Fraud Office
FCO	Foreign and Commonwealth Office	SO	Scotland Office
FSA	Food Standards Agency	TNA	The National Archives
GAD	Government Actuary's Department	UKSA	UK Statistics Authority
GPA	Government Property Agency	VOSA	Vehicle Operator and Services Agency
GPU	Government Property Unit	WO	Wales Office
HCA	Homes and Communities Agency	WSRA	Water Services Regulation Authority
		YJB	Youth Justice Board

# Definitions

## £/FTE

Cost per person calculated as total operating cost divided by total FTE staff.

## £/sq.m

Cost of space calculated as total operating cost divided by total usable square metres (NIA).

## Central Estate

The Central Estate is made up of the 'core' property holdings of organisations from the Civil Estate. Formerly referred to as the mandated estate.

## Civil Estate

The Civil Estate comprises the properties (buildings and land) used to deliver government activity that are owned, leased or occupied by government organisations, including ministerial and non-ministerial departments, executive agencies and executive NDPBs.

The Civil Estate does not include the operational NHS estate, the Foreign and Commonwealth Office (FCO) overseas estate, the Department for Environment, Food and Rural Affairs (Defra) rural estate, the Ministry of Defence (MOD) military estate or public corporations.

## Climate Change Act 2008

Two key aims of the Act are to:

- improve carbon management and help the transition towards a low-carbon economy in the UK
- demonstrate strong UK leadership internationally and signal that the UK is committed to taking its share of responsibility for reducing global emissions.

You can find the Climate Change Act 2008 at [www.legislation.gov.uk](http://www.legislation.gov.uk).

## Cost efficiency

A measure of the cost of occupancy: the sum of rent (or rental equivalent for freehold buildings), rates and other charges (service charge, repair and maintenance, security, cleaning and utilities).

## DEC

Display Energy Certificate. Required from October 2008 for buildings with a total useful floor area of over 1,000 sq.m that are occupied by a public authority and by institutions providing a public service to a large number of persons, and therefore visited by those persons. A DEC showing an operational rating must be displayed in a prominent place clearly visible to the public. DECs show the energy performance of a building based on actual energy consumption as recorded and reassessed annually.

## EPC

Energy Performance Certificate. EPCs provide an energy rating for a building (A–G), which is based on the performance potential of the building itself (the fabric) and its services (such as heating, ventilation and lighting). They were phased in during 2008 and are now required for all buildings when they are constructed, sold or let.

## e-PIMS™

Electronic Property Information Mapping Service. e-PIMS™ is the central database of government's Civil Estate properties and land. It is mandatory for all government departments (including non-ministerial departments) and their executive agencies, arm's-length bodies and NDPBs to capture and maintain their property information on e-PIMS™. It also covers property-related activities for the devolved administrations and for some parts of the public sector outside central government, as well as the collection of sustainability data.

## FTE

Full-time equivalent (staff).

## Holding

A 'property holding' refers to building(s) and/or land described in terms of legal ownership, e.g. leasehold, freehold or PFI contract. It is different from a building (the physical entity) or an occupation, and there can be many holdings to one building or many holdings to many buildings.

## KPI

Key Performance Indicator.

## MOTO

Memorandum of Terms of Occupation. A type of licence agreement for the sharing of accommodation between government organisations known as 'Crown Bodies'.

## NDPB

Non-departmental public body.

## NIA

Net internal area. NIA is the 'usable area within a building measured to the internal face of the perimeter walls at each floor level' (Royal Institution of Chartered Surveyors). It includes meeting rooms, kitchens, built-in cupboards, ramps and non-shared entrance halls.

## Occupation

Refers to the organisation using space within a holding.

## **Operational ratings**

Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO<sub>2</sub> per sq.m arising from energy consumption, compared with a value that would be considered typical for the particular type of building. The operational rating is a numerical indicator of the amount of energy consumed during the occupation of the building over a period of 12 months, based on meter readings.

## **PFI**

Private Finance Initiative.

## **Property**

A separately identifiable unit of real estate. In this report, we use the word 'property' to refer to the geographical location of a site.

## **Sq.m**

Square metres.

## **Sq.m/FTE**

Space per person measured as total square metres NIA divided by total FTE staff.

## **Top quartile commitment**

A commitment to procure buildings in the upper quartile of energy performance. Originally announced in the Energy Efficiency Action Plan 2004, it is now a requirement of the Climate Change Act 2008.

## **Total annual operating cost**

The total net cost of operating the property estate reported in *The State of the Estate* includes annual property occupation costs, building operation costs, business support costs, property management costs, utilities and capital charges. Income from sub-letting and charges for use of facilities are subtracted from the total expenditure to give the total annual operating cost.



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