



The State of the Estate in 2011

The State of the Estate in 2011

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

HM Government

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Foreword

Francis Maude, Minister for the Cabinet Office and Paymaster General



Reducing the size of the government estate presents us with two great opportunities – to save money for the taxpayer and to transform the way government works, with modern, flexible workplaces driving up productivity and innovation.

Both these aims are central to our vision for the government estate: one that is smaller, efficient and sustainable; and one in which we harness the latest technology and working practices to create a joined-up public sector that is more agile and better able to deliver its mission.

This year's *State of the Estate* report shows encouraging progress. Measures such as the moratorium on new leases have helped us reduce what we are spending on the estate, which fell by £278 million in real terms: or 9% in this Government's first year. We have surrendered more than 650 leases or freeholds to date. Last year alone the size of the estate fell by 6.5 million sq ft, or 6%. That's the size of 84 Wembley pitches or more than 7 times the size of the new Shard building in London. And the average cost we pay for office space is 16% lower compared with the private sector.

Modernising our core estate is enabling us to introduce more energy-saving initiatives. I am pleased that we exceeded the Prime Minister's challenge to reduce greenhouse gas emissions from the estate by 10% in the first year of this Government, and I am confident that we will meet the new, even more challenging, Greening Government targets.

We will also drive forward our vision for workplace transformation, modernising as we consolidate. We will introduce a more flexible, mobile way of working to break down departmental silos, boost productivity and encourage more innovative, joined-up government.

To achieve this we need to develop a new culture. It is not just about modern technologies and redesigned offices – it is about new ways of working using new tools, new processes and new approaches to management and teamwork. This requires different types of behaviour and different expectations about how and where work is done. Our aspiration should be to enable public servants to work seamlessly across locations, and at times that better suit both our customers and our staff.

This report shows that we have made important progress. But when we compare ourselves to the best performing organisations, there is still a long way to go: the estate is still too big and we must continue our drive to save space by co-locating, adopting flexible working, upgrading freeholds, intensifying usage and getting out of cumbersome, inefficient leases. So we will redouble our efforts to reduce the amount of property we have and make our core estate more space- and cost-efficient, consolidating where possible into the best performing and most strategically located buildings. This, in turn, will enable us to continue to make savings and to protect services and frontline service delivery.

A handwritten signature in black ink that reads "Francis Maude". The signature is written in a cursive style with a large, sweeping initial 'F'.

Francis Maude

Executive summary

The State of the Estate in 2011 reports on progress made during the year in improving the efficiency and sustainability of the Government's Civil Estate, as required under the Climate Change Act 2008. It is based on data drawn both from central databases and government departments, with progress measured against set targets and key performance indicators (KPIs) as well as trend analysis against previous years (refer to Chapter 1).

The figures for 2011 reflect significant progress in several areas. Most notably the total size of the estate fell by 6% to below the landmark figure of 10 million sq m, running costs were down by almost £278 million, while the 10% annual emission reductions target set by the Government was exceeded. Progress in making more efficient use of space was slower, but this was mainly due to delays in disposing of surplus space and is expected to improve in 2012.

The size of the estate

During 2011 the overall size of the mandated estate fell from 10,300,685 sq m to 9,699,126 sq m, a reduction of 5.8% (Figure A1, page 8). An estate below 10 million sq m marks a major milestone in the success of the rationalisation programme and reflects an overall reduction of 20% since January 2008.

The number of holdings fell from 6,700 to 5,957, down by 11.1%. The scale of the reduction reflects the diverse range of buildings on the Civil Estate, with 48% of all holdings being small (500 sq m or less), while only 2% are very large (over 10,000 sq m).

Running costs

The total cost of running the estate during the financial year 2010/11 was £3 billion, based on reported and estimated costs. Adjusted for inflation, this represents a reduction of £278 million on the total cost in 2009/10. This reduction is largely attributable to an accelerated drive to reduce the amount of space occupied and cost reductions are set to continue throughout 2012.

Cost and space efficiency

The overall efficiency of the Government's office estate remains on a par with the private sector at a cost per full-time equivalent employee (FTE) of £4,608 for the financial year 2010/11. More than half (52%) of all benchmarked office space on the Civil Estate is more efficient than private sector averages (refer to Chapter 3).

Cost of space

The average cost of office space at £349/sq m is 16% less expensive than the private sector average. London offices account for 25% of total office space and around 41% of total annual costs. At an average cost of £666/sq m, the cost of office space in London is less expensive than comparable private sector office space in terms of type and location. However, in terms of cost per person, the efficiency of the central London estate is worse than the private sector.

Space efficiency

Overall space efficiency at 13.2 sq m/FTE is similar to that reported in the previous two years. Progress in this area has been slower due to a number of factors: firstly, there has been a localised drop in space efficiency in some areas where staff reductions have taken place but a combination of contractual restrictions, market conditions and operational reasons have made it difficult to dispose of the vacated space in the short term; secondly, increased public demand for services during the current economic climate, and policy changes to the remit and responsibilities of departments, may mean short-term increases in demand for space, reducing or delaying the amount that can be vacated.

However, these upward pressures were offset by reductions in space achieved by the ongoing estate rationalisation and the implementation of the government space standards for new and refurbished offices of 8 sq m/FTE. Meanwhile, freehold space remains the least well used space across the estate and buildings in government ownership offer a great opportunity for increased space efficiency.

A more sustainable estate

In May 2010, the Prime Minister announced the Government's commitment to reduce emissions from the government office estate by 10% in 12 months and publish online real-time emissions data from departmental HQ buildings.

Both of these challenging targets have been achieved. Real-time emissions data for department HQs has been published online at data.gov.uk since July 2010, while figures for May 2011 showed that the 10% CO₂ reduction challenge had been exceeded, with a total emissions reduction of 13.8%.

Greening Government

In February 2011, the Coalition Government announced the next generation of internal sustainability targets: the Greening Government commitments, including a 25% reduction in greenhouse gas emissions across the whole estate. These should ensure that departments make real and faster improvements in the priority areas of sustainable operations and procurement and will form the basis of sustainability performance reporting going forward.

There are already signs that these commitments are driving improvement. For the first time, more than half of government buildings with Display Energy Certificates have an energy efficiency rating better than the industry standard.

Data collection

All of these results reinforce the importance of robust performance and management data to allow comparison of the performance of departments, and between public and private sectors. Government departments and their arm's-length bodies are responsible for providing and maintaining information about the property that they own or occupy. They are also required to verify that data held is accurate and up to date. In 2011 there has been increased attention to data quality, with 99% of organisations completing annual verification of their core data. This highlights an increasing focus by departments on the performance of their estates and an understanding of the contribution that good information can make to its efficient management.





Chapter 1

About this report

The annual *State of the Estate* report provides an assessment of progress being made towards improving the efficiency and environmental sustainability of the central government Civil Estate during 2011. Its publication is required under the Climate Change Act 2008.

The report concentrates on the four main priorities identified in the Act, which are:

- to reduce the overall size of the estate
- to increase the efficiency of administrative offices on the estate
- to improve the environmental sustainability of buildings on the estate
- to ensure that building acquisitions made during the year fall within the top quartile of energy performance.

The reporting period

This report is primarily focused on the calendar year 1 January to 31 December 2011. It includes commentary on trends over this period and, where appropriate, relates to baselines set out in *The State of the Estate in 2008*. However, data relating to sustainability, the cost of running the estate and the cost and space efficiency of offices is on a financial year basis. The most recent financial year for which full data is available is 2010/11.

The Civil Estate

The report focuses on the Civil Estate as established in 1996 following the full decentralisation of all government property holdings to the occupying organisations. The Civil Estate is defined as the workspace, offices and other property (land and buildings) used to deliver departments' activities which are owned, leased or occupied by a government body, including ministerial and non-ministerial departments, executive agencies, executive non-departmental public bodies (NDPBs) and special health authorities in Great Britain. It does not include the operational NHS estate, the prisons 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, the privatised rail entities or public corporations.

Figure A2 on pages 10–11 shows the family relationships of organisations that own property on the Civil Estate and how these vary in complexity and size.

Property management on the estate

In central government, departments and their arm's-length bodies – including executive agencies and NDPBs – are accountable, as principals, for the property they own or occupy and are specifically responsible for:

- resources spent in providing this accommodation and improving its environmental impact
- establishing appropriate departmental governance and accountability
- managing property assets as a strategic resource, including the quality of data used in decision making.

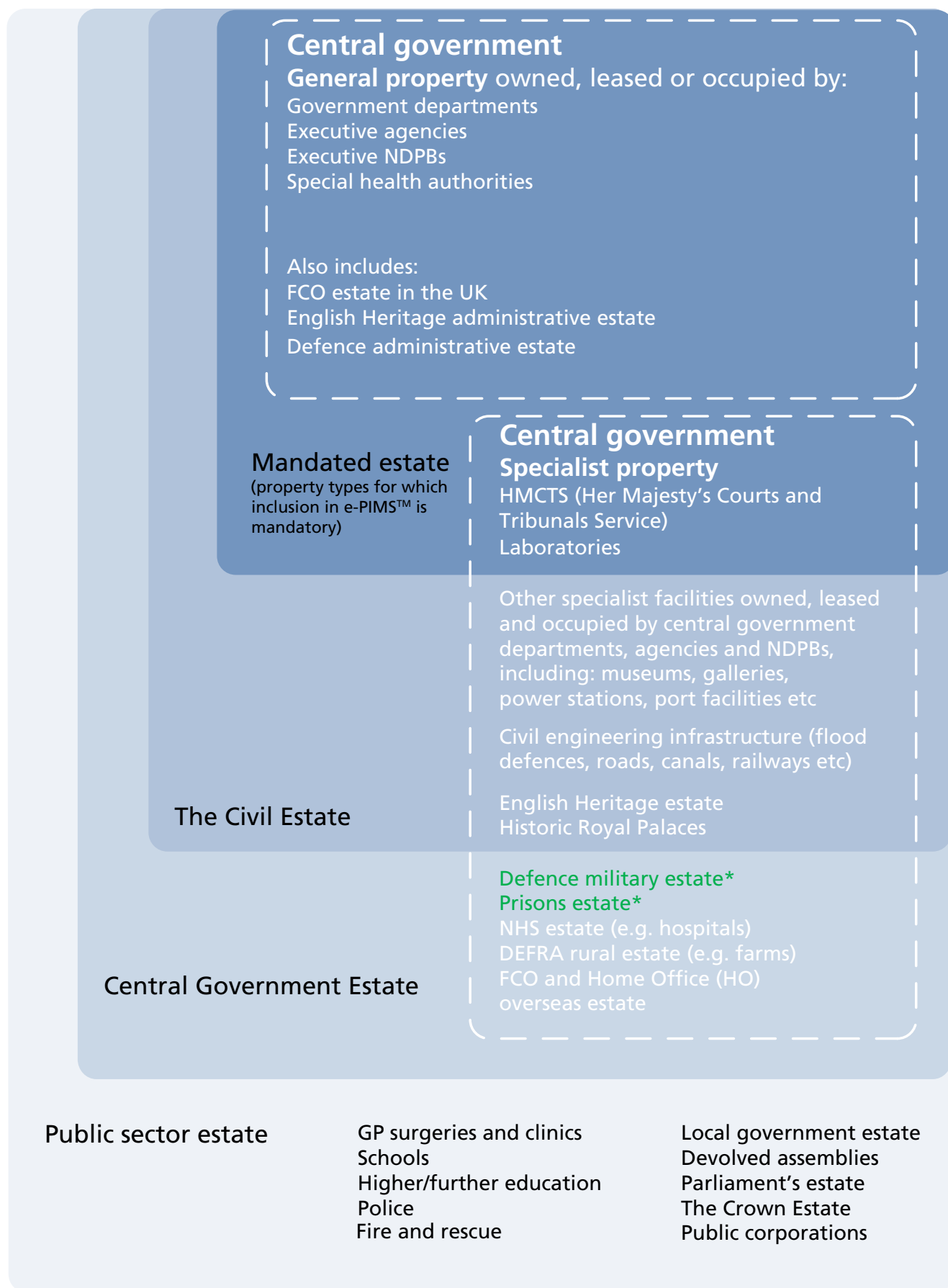
The operating model may differ depending on the nature of the organisation. For example, some may be funded externally through trading and some arm's-length bodies operate independently from government as part of their function. In some instances, the extent of individual arm's-length bodies' property holdings far exceeds that of their parent department.

The importance of effective property asset management (PAM) in this varied landscape is now well established with board-level property champions in departments accountable to permanent secretaries for PAM across the department and its arm's-length bodies. PAM boards (or their equivalent) have responsibility for leading integrated strategic management across the total property portfolio in a department.

Measuring performance

Efficient property management depends on having good information available and being able to interpret it meaningfully and use it effectively. Crucial to this is the development of appropriate metrics, which enable performance to be compared with other organisations in both the public and private sectors.

Figure A1: 'Estates' comprising the public sector



*In scope for Greening Government reporting

Key performance indicators

This report is focused around a dashboard of KPIs which measure:

- reductions in the overall area of the Civil Estate (sq m) and in the total cost of the estate
- improvements to workspace efficiency in offices expressed as £/FTE, calculated based on the £/sq m (rent, rates and other occupation costs) and the number of employees based in the building
- the use of occupied space expressed as sq m/FTE, based on space allocation per workspace and the ratio of FTEs to each workspace
- compliance with the commitment to procure buildings in the top quartile of energy performance
- Display Energy Certificate (DEC) ratings
- sustainability performance against targets for CO₂ emissions from offices, waste arising, waste recycled and water consumption.

Data coverage and collection

The Government has established e-PIMS™ – Electronic Property Information Mapping Service – as its central database for the Civil Estate. This allows departments and their arm’s-length bodies to record and collect the key information for all their property holdings. This includes details of landlords, leases and a wide range of building performance data. It also provides the precise locations of properties, holdings and occupations (including vacant space) on computerised mapping.

The mandated estate

All central government organisations are required by HM Treasury (HMT) to record and maintain up-to-date details – including sustainability and benchmarking data – for their core property holdings on the e-PIMS™ system. This is termed the ‘mandated estate’. Use of the system is increasingly expanding to non-mandated property types and land held elsewhere in the public sector but which are outside the scope of this report. Figure A1 illustrates where the Civil Estate (both mandated and non-mandated) sits within the wider central government and public sector estates.

Buildings in the mandated estate

The mandated Civil Estate includes a subset of those buildings primarily used for administrative purposes. As defined by the Climate Change Act 2008: ‘Building’ in this context means a building that uses energy for heating or cooling the whole or any part of its interior

and will consequently exclude certain buildings that are operational in nature – for example, a snow-plough shed or some aircraft hangars. Also, a ‘building’ is part of the mandated Civil Estate if:

- it is used for the purposes of central government administration; or
- at the passing of the Act, the Minister for the Cabinet Office had responsibility for that building in relation to efficiency and sustainability.

Datasets used in this report

Size: Information about size, distribution and ownership is generated from a snapshot of e-PIMS™ showing the mandated estate as recorded on 1 January 2012. This is compared with the position at 1 January 2011. This dataset is explored in Chapter 2 and detailed at Appendix A.

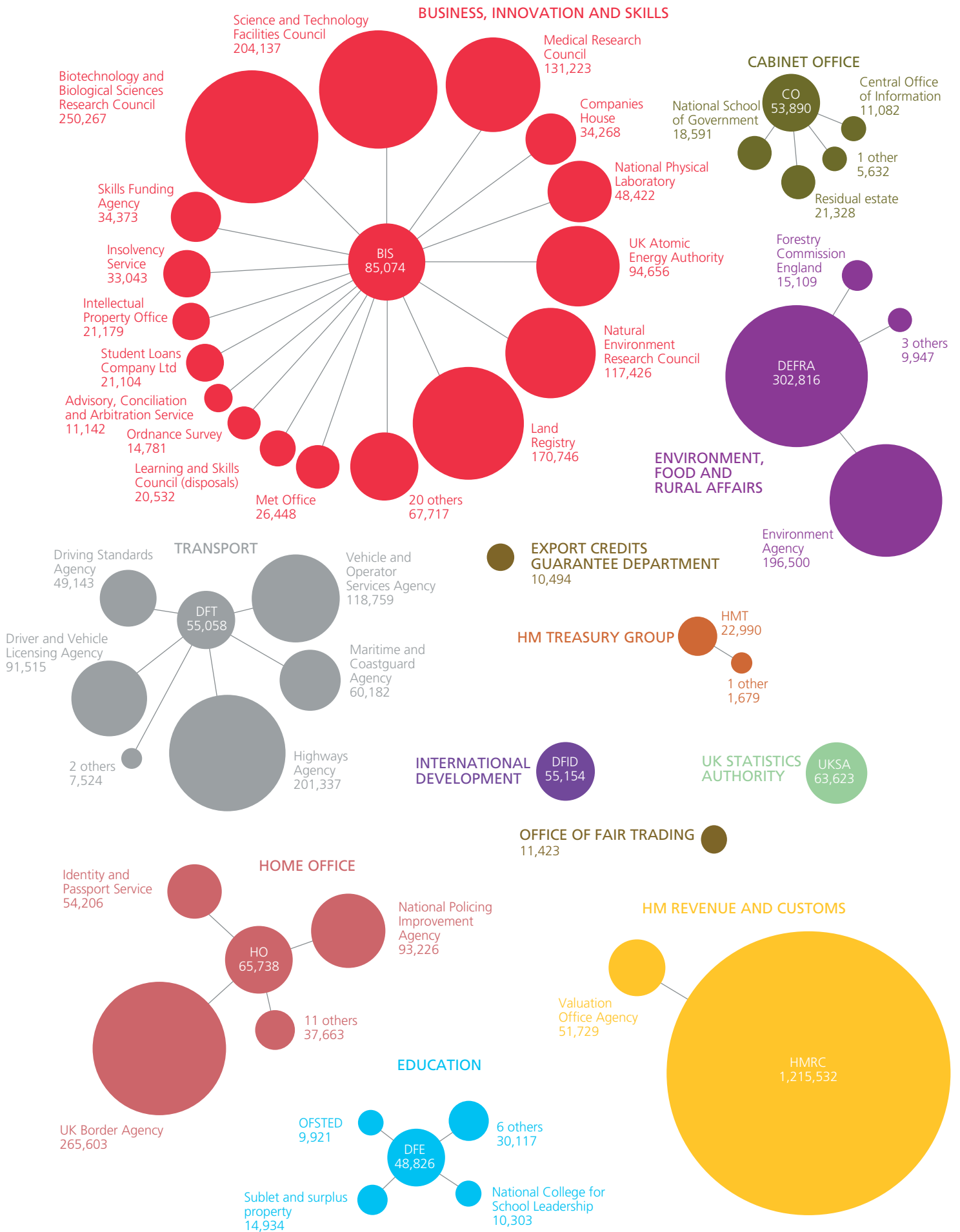
Cost: Departments have provided, from their financial accounts, the actual net cost recorded for running their estate for the financial year 2010/11. This total property cost dataset is used in Chapter 2 and detailed at Appendix B.

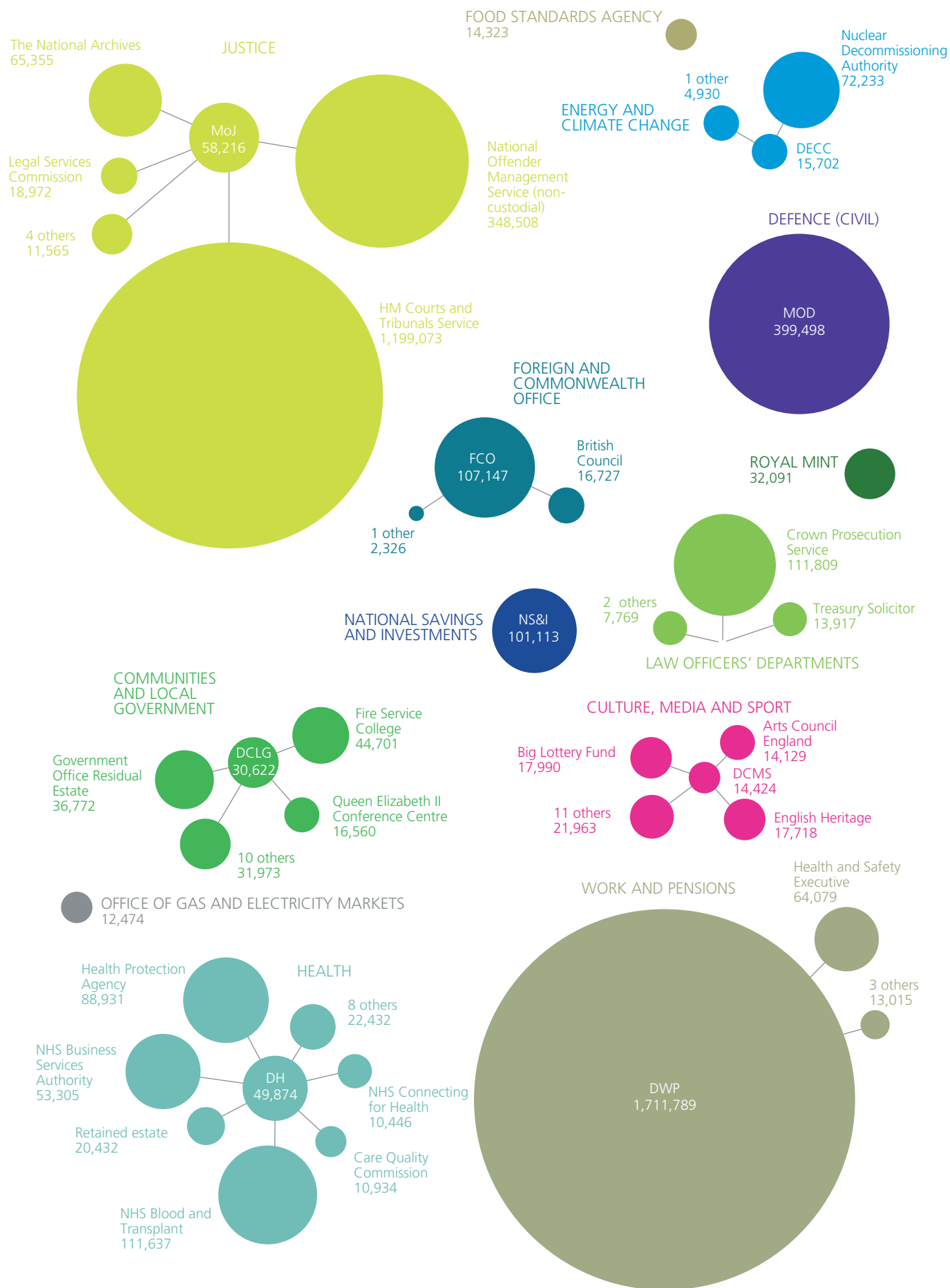
Cost definitions are based on the latest edition of the IPD Cost Code – full definitions can be found in the glossary – and figures are provided by departments.

Efficiency: Efficiency performance is derived from data for office occupations over 500 sq m submitted through the Property Benchmarking Service. This data specifically relates to the occupation, rather than ownership, of offices. Office cost data is a subset of the total estate running costs and relates to the financial year 2010/11, and where appropriate as at 31 March 2011. This dataset is used in Chapter 3 and detailed at Appendix C.

Sustainability: Sustainability data is drawn from performance against the 10% Carbon Reduction Commitment, Sustainable Operations on the Government Estate (SOGE) targets, DEC information and in-year top quartile energy performance derived from data held nationally on Energy Performance Certificates (EPCs). The scope of these datasets is wider than the administrative estate covered in Chapters 2 and 3 of this report and includes prisons and the MOD military estate. These datasets are used in Chapter 4 and detailed at Appendix D.

Figure A2: Departments with mandated estates over 10,000 sq m and their families as at January 2012







Chapter 2

The size of the estate

The year 2011 saw significant reductions in the overall size and running costs of the estate, while the number of holdings also fell. The total area of the central government mandated Civil Estate fell below the landmark figure of 10 million sq m to 9,699,126 sq m, a reduction of 601,560 sq m (5.8%); this was the largest annual percentage fall since 2008. The percentage of vacant space remains below the private sector average.

Area of the mandated estate

The continuing trend towards reducing the size of the estate reflects the efforts by departments to reduce costs and their environmental footprint through estate rationalisation. National Property Controls, including a moratorium on new building acquisitions and lease extensions, have reinforced this trend, with property exits accounting for 80% of the reduction in costs.

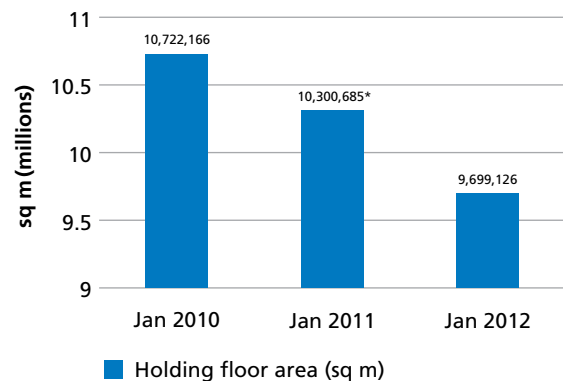
Changes in the size of the mandated estate, recorded through e-PIMS™, are tracked in real time as departments update their data to reflect disposals, sublettings, acquisitions and other changes.

Figure B1 shows the year-on-year reductions in the total size of the estate.

Key achievements

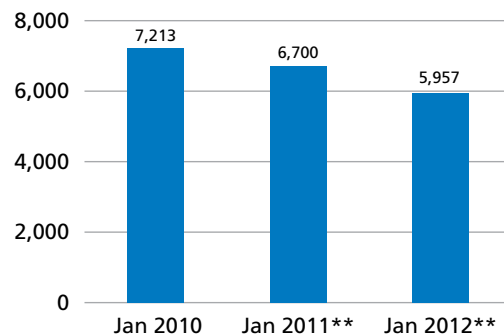
- The total area of the central government mandated Civil Estate fell by 5.8% in 2011 to below 10 million sq m
- The total cost of running the estate in 2010/11 was £3 billion, a reduction of £278 million over 2009/10
- Vacant space amounts to 3.1% of total area compared to the national average of 11.5%

Figure B1: Total size of the estate as at January 2012



Source: e-PIMS™

Figure B2: Total number of holdings as at January 2012



Source: e-PIMS™

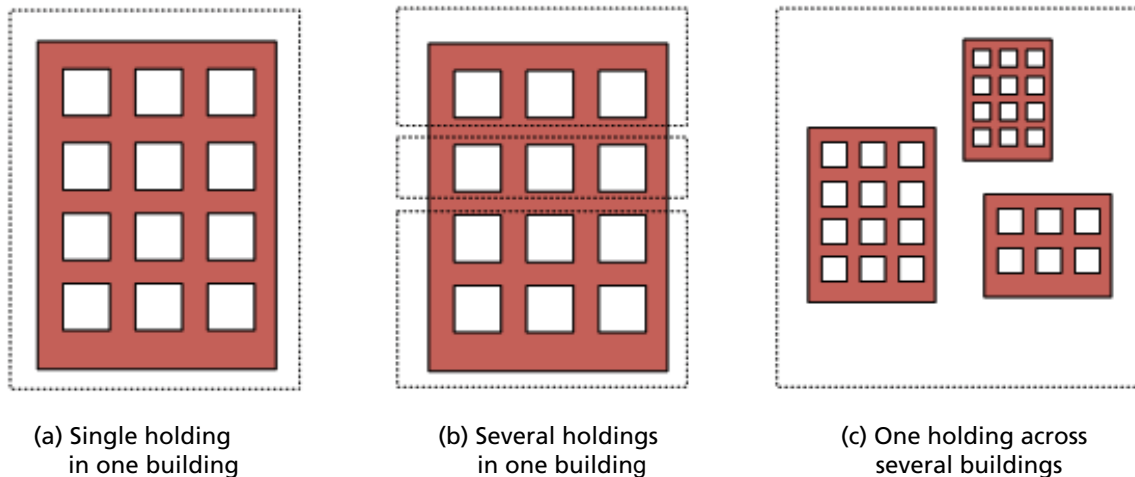
The number of holdings

The total number of holdings recorded as part of the mandated Civil Estate at 1 January 2012 was 5,957, a reduction of 11.1%. This reduction reflects the continuing trend to rationalise and consolidate the Civil Estate into fewer, larger holdings.

*Jan 2011 figure has been adjusted by +61,796 sq m to account for a change in the BIS estate.

**Includes 17 holdings located overseas related to borders and customs activities.

Figure B3: Definition of a holding



The term 'holding' refers to the property to which the holder has legal title under the terms of a commercial lease (and can include both buildings and land). As shown in Figure B3, a holding can be a single building; while a building might consist of several holdings (e.g. different floors); or a single holding might cover several buildings. A government organisation might have more than one holding in the same building or sublet space to others in a 'single building' holding.

Property leaves the Civil Estate when the legal title is disposed of or expires (or under the agreed terms within a PFI contract). In planning to reduce the size of the estate, the aim is to release holdings for disposal.

The total cost of running the estate

The total cost of running the mandated Civil Estate in the financial year 2010/11 was £3 billion. This represents a reduction of £278 million on the total cost in 2009/10.

Data has been provided by departments, including arm's-length and sponsored bodies. Where information was not available, the cost has been estimated. Total property operational costs are broken down into specific cost headings and are offset by receipts and income.

Appendix B contains the total cost data for each department.

Total area by department/region

Figure B4 shows the aggregated area of property owned by each department within the mandated Civil Estate, including its family of arm's-length bodies, over three years. In most cases there has been a reduction in space, but in a few cases the total area has increased – this is largely due

to machinery of government changes which involve a transfer of estates from one department to another.

The four largest departments make up more than 63% of the total: the Department for Work and Pensions (DWP) holds 18.4% of the total estate; Ministry of Justice (MoJ) 17.5%; the Department for Business, Innovation and Skills (BIS) 14.3%; and HM Revenue and Customs (HMRC) 13%. This is a reflection of the importance of property to business delivery in these organisations. The other departments occupy 6% or less each.

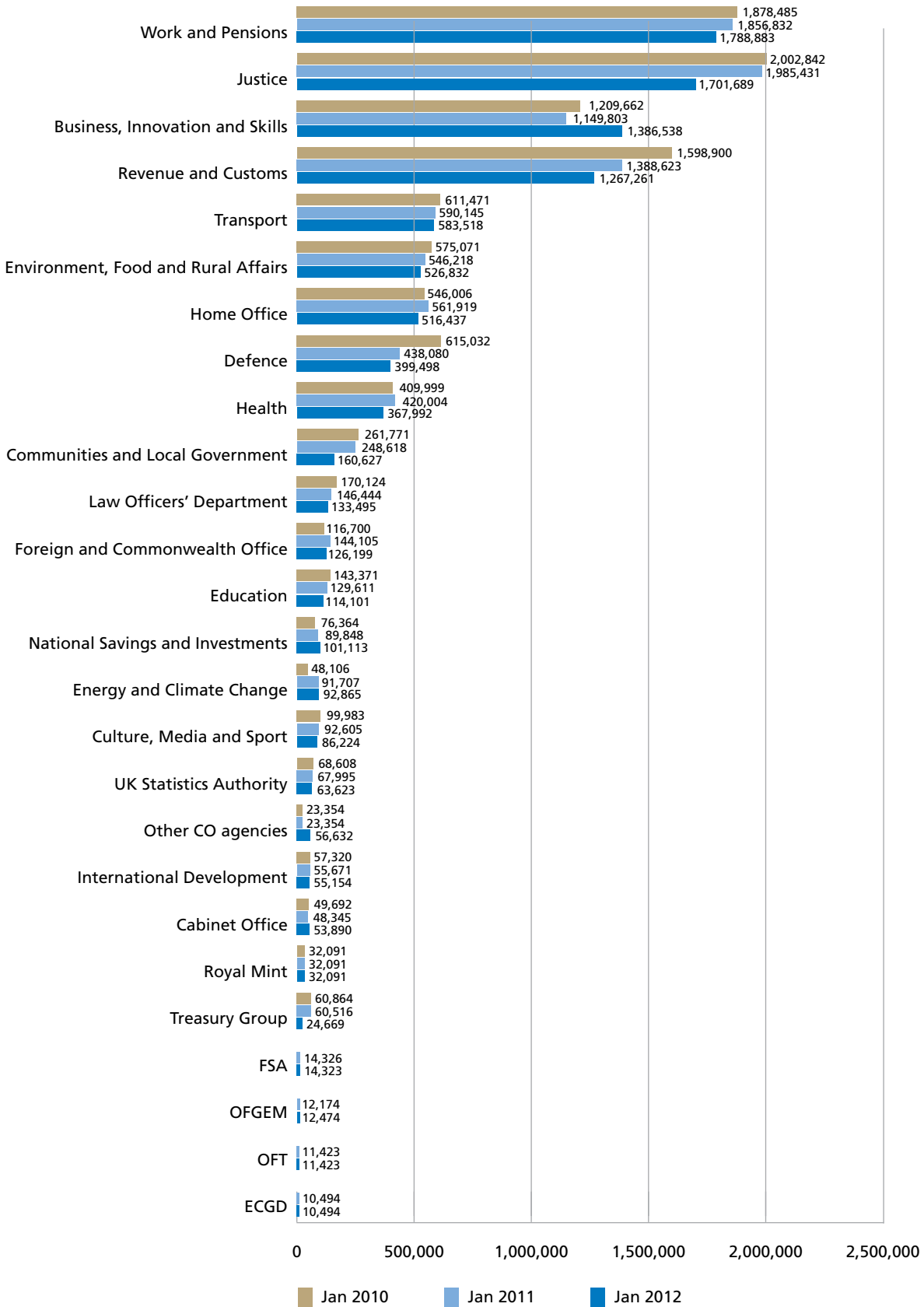
Departments vary considerably in the complexity of their estate. This is reflected in the number of holdings they own – for example, the Department for Transport (DfT) has an area of approximately 583,000 sq m, made up of 1,103 holdings; BIS has a larger estate (over 1.38 million sq m) but has only 340 holdings to manage.

Figure B5 (page 16) shows that London is the region with the largest amount of space in the mandated Civil Estate, a total of 1,889,606 sq m. This is a 6.8% reduction in size since 1 January 2011 and London's share of the total estate has fallen marginally by 0.4% from 19.8% to 19.4%. The next largest regions are the South East and the North West at 13.8% and 13% of the total estate respectively.

By contrast only 10.3% of holdings are in London, indicating a significant proportion of larger occupations; this reflects the concentration of departmental HQ buildings in and around Whitehall.

Figure B6 shows that the regions with the largest numbers of holdings are the North West and the South East (excluding London), which have 13% and 12.6% respectively. In addition, there are 17 holdings located overseas related to borders and customs activities.

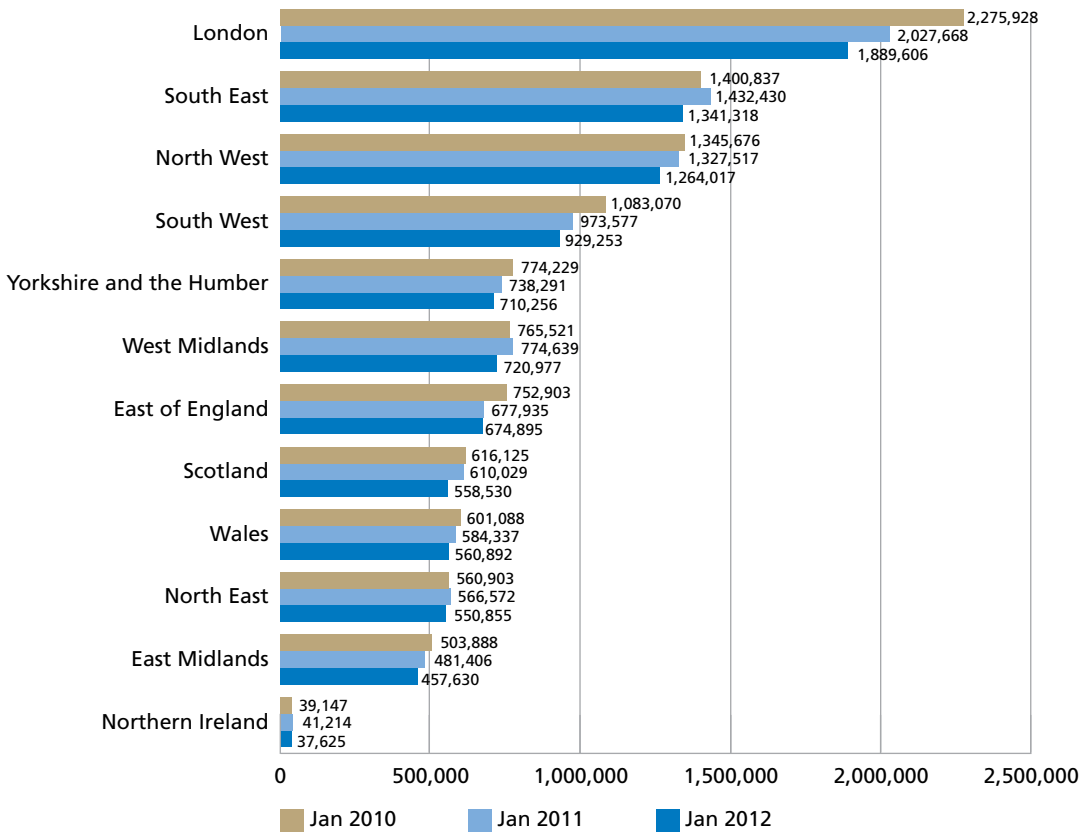
Figure B4: Total area by department (over 10,000 sq m)* as at January 2012



*Appendix A on pages 50–60 includes some references to explain changes in departments' estate.

Source: e-PIMS™

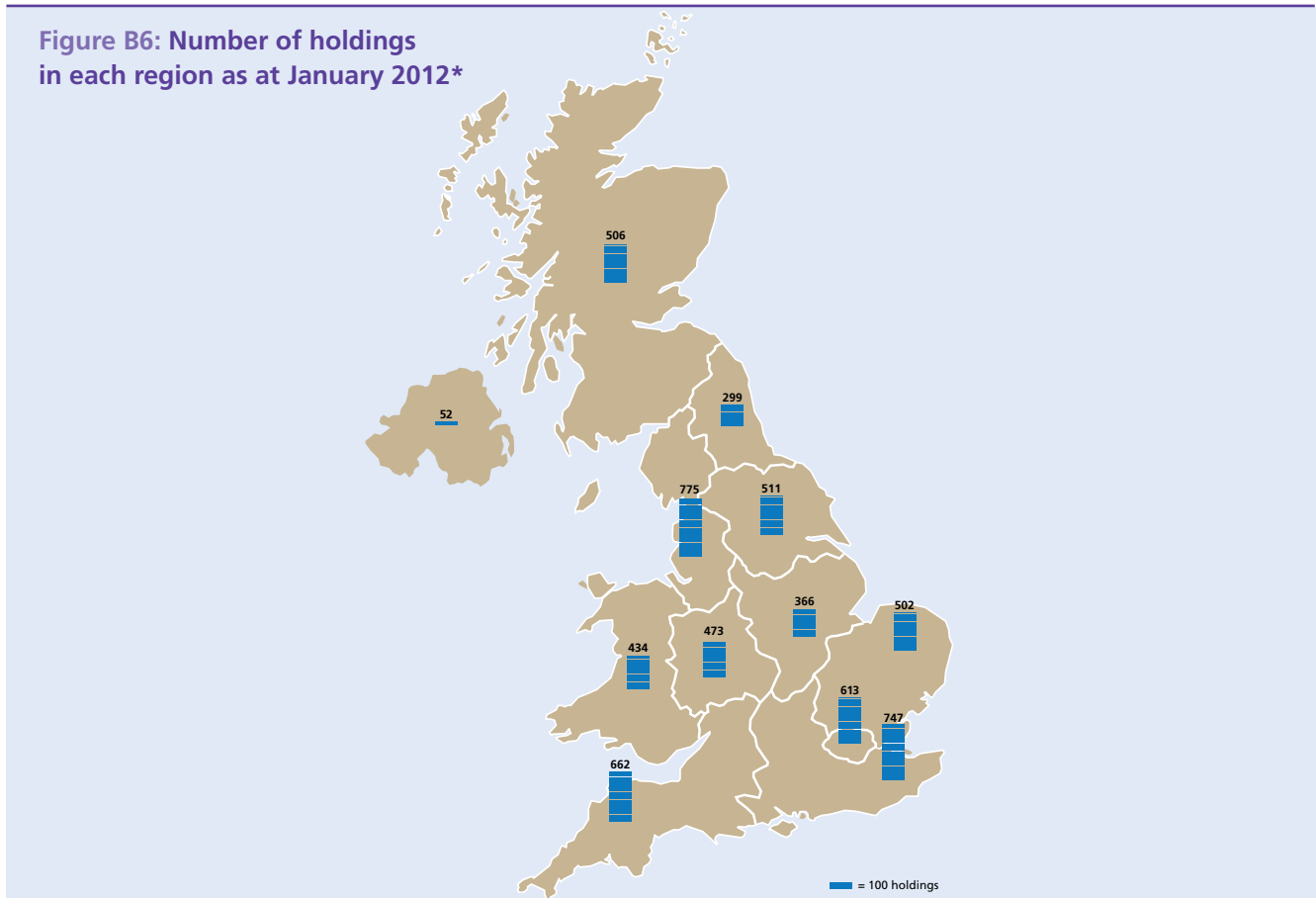
Figure B5: Regional distribution of total floor area (sq m)* as at January 2012



*3,272 sq m of space located overseas not shown here.

Source: e-PIMSTM

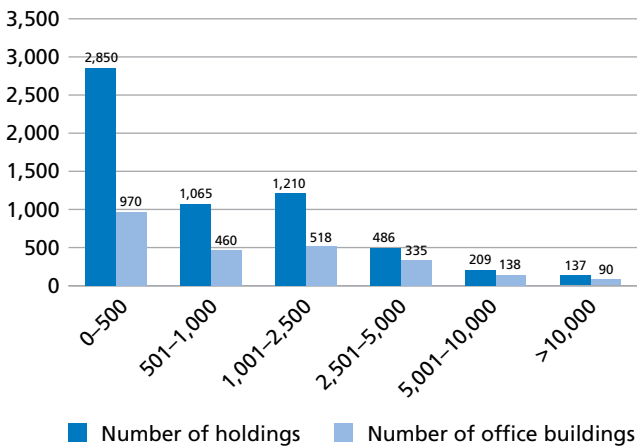
Figure B6: Number of holdings in each region as at January 2012*



*Excludes 17 international holdings located overseas.

Source: e-PIMSTM

Figure B7: Number of holdings/office buildings by size band as at January 2012



Source: e-PIMSTM

Size, age and tenure distribution

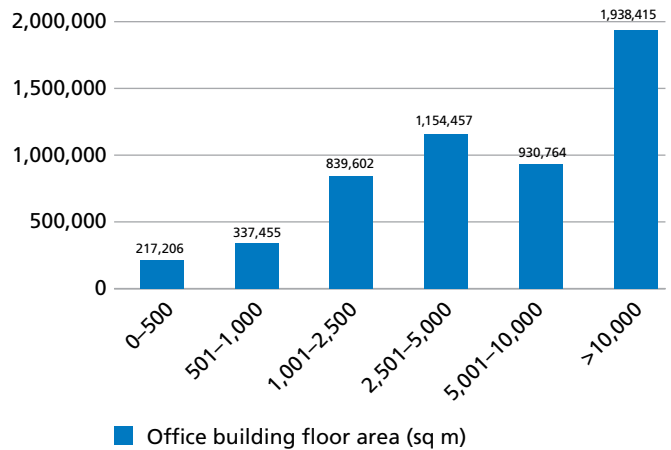
The building stock on the mandated Civil Estate varies considerably in size and age. In addition to conventional office buildings, there is a wide range of other building types including, for example, research establishments and laboratories, courts and coastguards' stations.

The sizes of holdings on the estate vary enormously. The distribution of holdings into size bands is shown at Figure B7. Around half of office space is held in the 228 largest buildings. There are around 970 buildings of less than 500 sq m each, making up approximately 4% of the total office area.

Only 44% of buildings on the estate have a date of construction recorded; the age distribution of these is shown at Figure B9 (overleaf).

The estate has been held in equal proportions between freehold, leasehold and PFI arrangements over the last few years. During 2011, there were significant space reductions in the leasehold and PFI estates (shown at Figure B10). This reflects the impact of both the National Property Controls and departments' efforts to exit more expensive leasehold occupations and exercise flexibilities to surrender space in PFI contractual arrangements. The extent of PFI tenure reflects the outsourcing of two major nationwide building management contracts (DWP and HMRC).

Figure B8: Total area (sq m) comprised in offices in each size band as at January 2012



Source: e-PIMSTM

Building uses on the Civil Estate

The wide variety of building uses recorded in e-PIMSTM reflects the diverse nature of government activities. Offices represent the largest single use category with 5,417,900 sq m or 56% of the total area, down from 61% in 2010. The next largest single use is for holdings described as specialist, with 1,834,743 sq m or 19% of the total area. The remaining 20% consists of a wide range of specific operational uses.

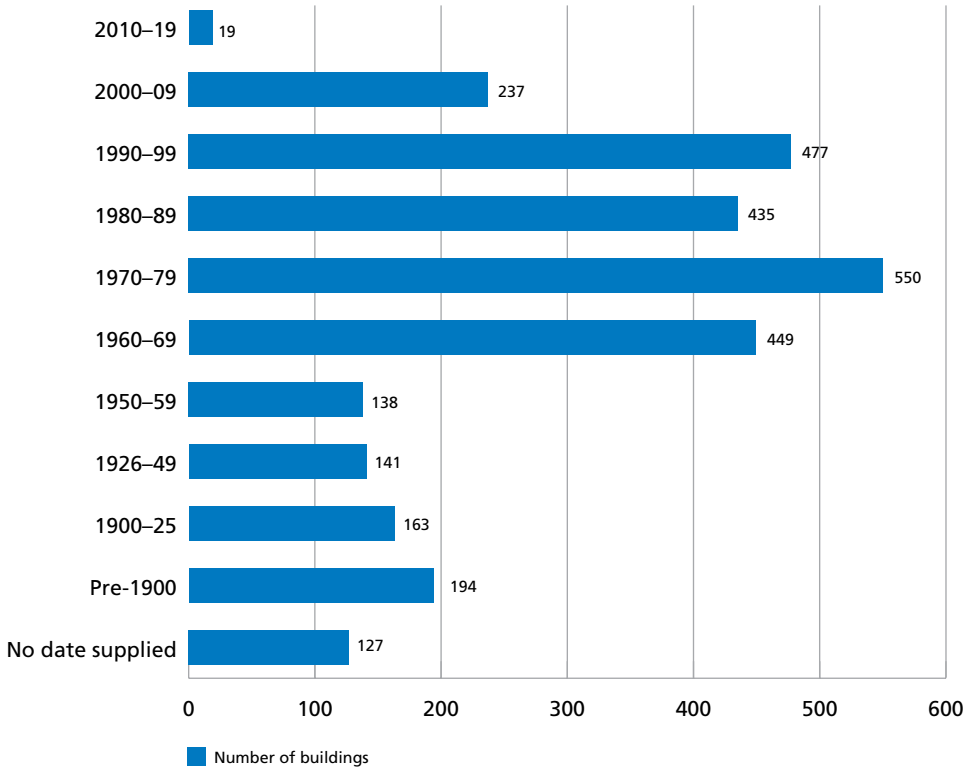
Vacant space

Vacant space on the mandated Civil Estate at 1 January 2012 was 304,689 sq m (3.1% of total area). Although still well below the reported national average (public and private sector) of 11.5%,¹ this represents an increase of 0.1% in vacant space over the last year. This increase is likely to be a consequence of both the significant restructuring of public bodies during the year and departments consolidating their occupations. Both of these activities have released space for disposal but a combination of contractual restrictions, market conditions and operational reasons often make the disposal of this surplus space difficult to achieve in the short term.

Figure B11 shows that the South West and the East of England have the highest amount of vacant space as a proportion of total area and London the lowest. Although London has the fourth largest area of vacant space, this represents only 1.7% of the London estate, compared with the average vacancy rate (public and private sector) for London of 7.3%.

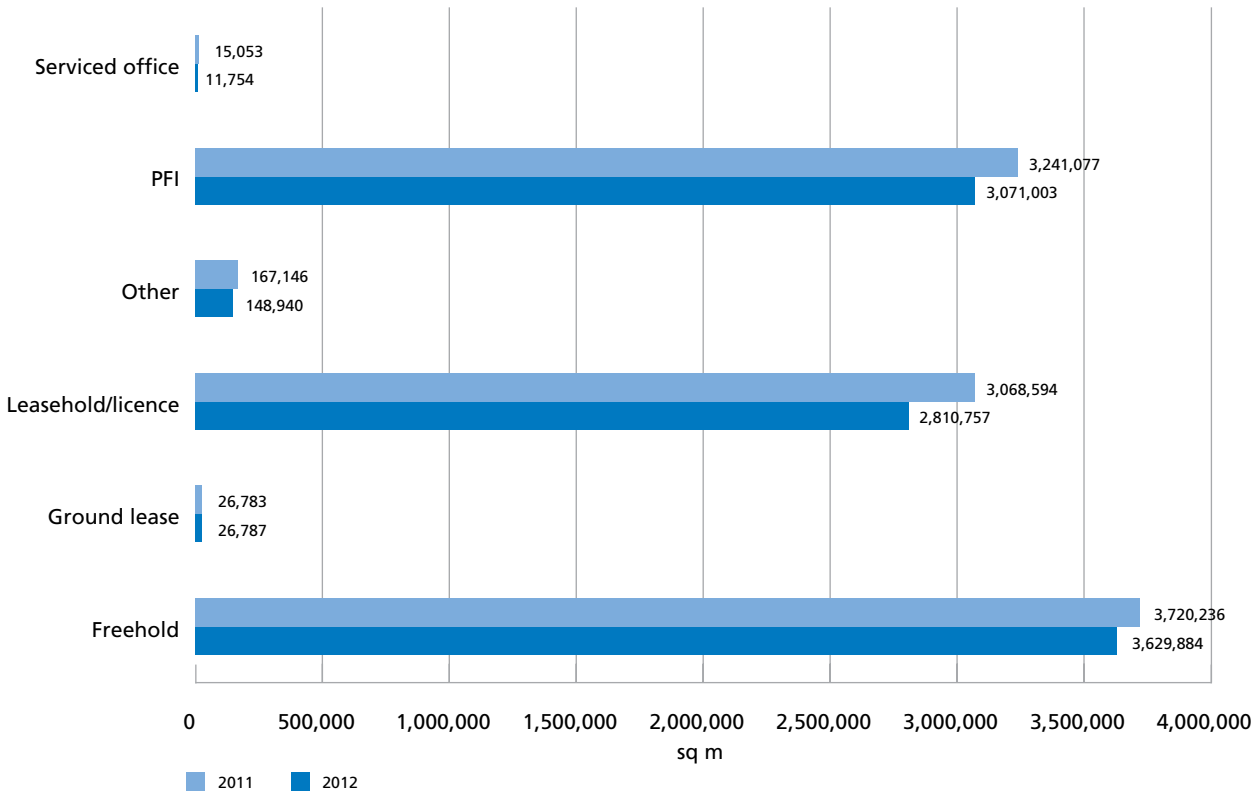
¹ Source: Knight Frank

Figure B9: Age profile of buildings as at January 2012



Source: e-PIMSTM

Figure B10: Breakdown of size of estate by tenure as at January 2012



Source: e-PIMSTM

National Property Controls

In May 2010, the Government introduced a moratorium on the acquisition of new properties or the extension of existing leases. This formed the basis of a new set of National Property Controls, which were introduced in 2011. These controls have been instrumental in delivering the Government's strategy to accelerate the reduction in both the size of and the cost of running the estate.

The presumption underlying the controls is that all leases will be surrendered at their expiry and any opportunity to break a lease will be exercised as it arises. Exemptions are granted only with the explicit approval of the Cabinet Office and are conditional on meeting set criteria, such as achieving workspace standards or demonstrating rental savings negotiated with landlords.

Sales of freehold property are restricted to ensure that any opportunities for reuse elsewhere in government are fully considered. However, sales of freehold property are allowed where there are good operational, commercial or value-for-money reasons for doing so. Since May 2010 more than 250 freeholds have left the estate, securing more than £640 million in capital receipts.

During 2011 the property controls have resulted in:

- the vacation of more than 660 holdings
- a reduction in the size of the estate of 469,000 sq m
- a reduction in the cost of the estate of £148.6 million.

The controls are helping the Government to take a more co-ordinated approach to managing the estate, with a renewed emphasis on the need for early planning of future lease breaks. They have also encouraged departments to work more closely together to plan their future estate needs, promote co-location and maximise the efficiency of the Government's core buildings.

Figure B13 illustrates the distribution of increases and reductions on the Civil Estate across organisations during 2011. In total the reduction amounted to 601,560 sq m (5.8%).

CASE STUDY

Estate rationalisation: ONS 'whole estate' approach helps increase overall space savings

The Office for National Statistics (ONS) used the Government Property Unit (GPU) London team to find government tenants for its vacated offices at One Drummond Gate – and enabled several leasehold properties to be exited, reducing property spend in the process.

As a result of large-scale relocation out of London, ONS needed to find tenants for its vacated offices at One Drummond Gate, Pimlico, a property consisting of 10,000 sq m, with a lease commitment until 2018.

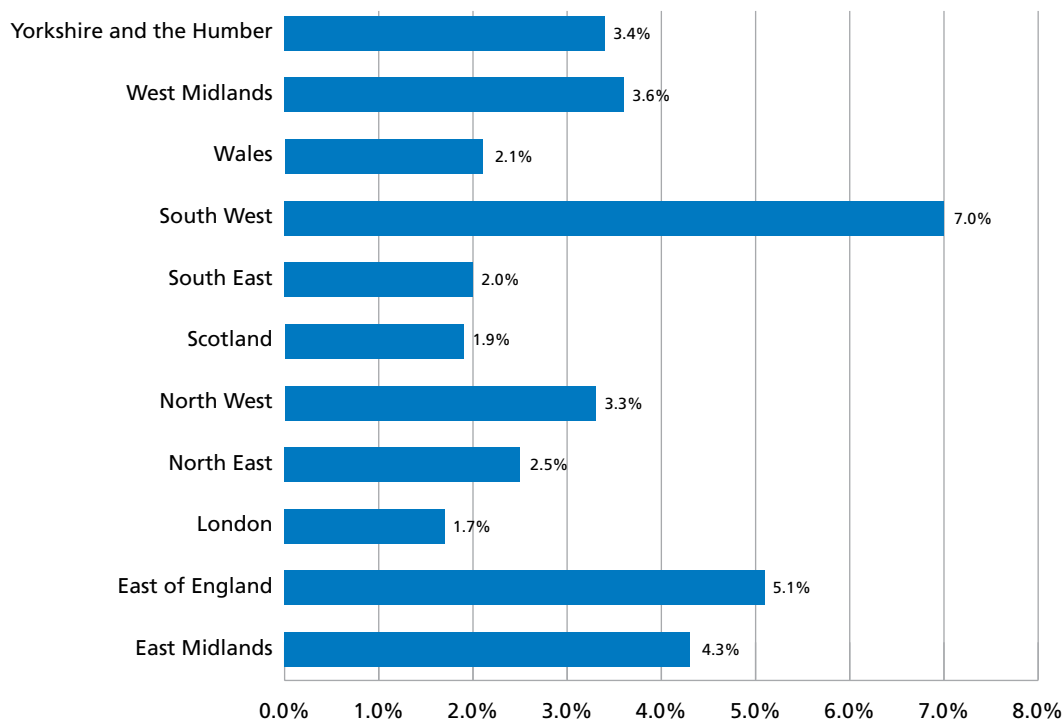
Due to poor market conditions, and a peripheral location, the instructed letting agents were unable to secure private sector interest and ONS asked the GPU to assist in finding other government tenants.

This approach enabled a 'whole estate' view and the GPU brokered agreements with other departments who were seeking to reduce their property holdings, enabling several other departments to vacate larger premises, thus reducing the size of the civil estate by a greater amount overall.

Ministry of Justice, National Savings and Investments, Passenger Focus and Crown Prosecution Service have all taken space in the building, vacating over 30 other properties totalling in excess of One Drummond Gate's 10,000 sq m size. ONS has also been able to return to the building in May 2011, vacating offices in Islington and thereby reducing the civil estate by a further 4,300 sq m.

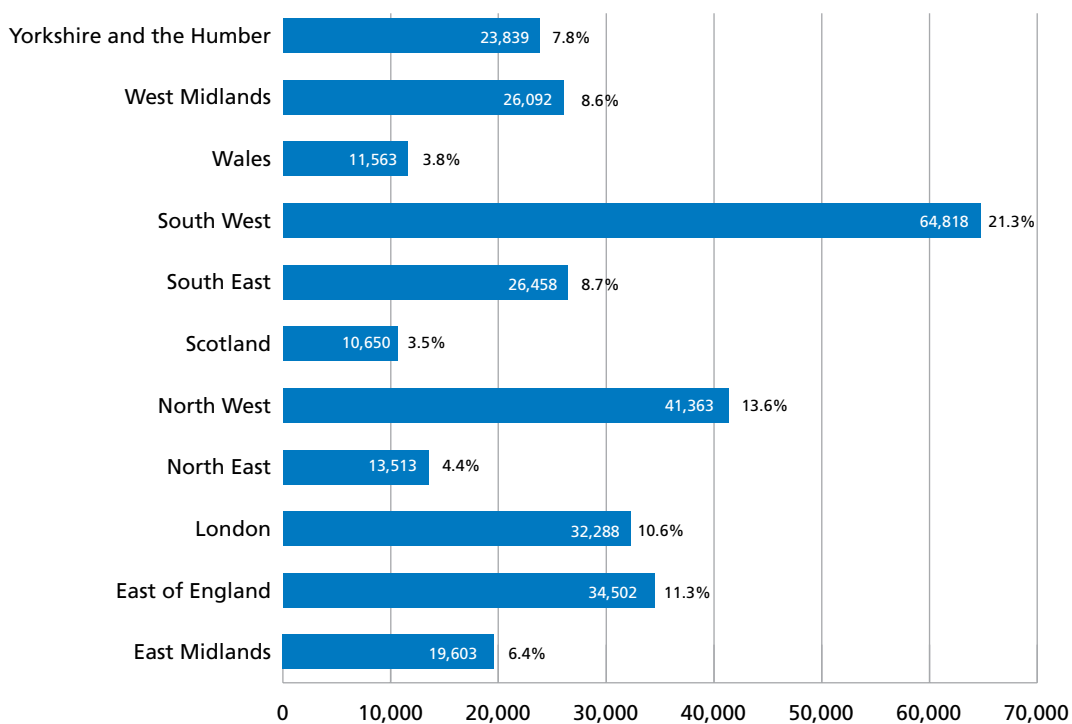
This co-ordinated estate management approach ensured that One Drummond Gate is fully occupied until its lease expiry. It has been achieved through the co-operation and co-ordination efforts of the GPU working closely with departments and has generated significant savings for the taxpayer in the process.

Figure B11: Vacant space as a percentage of total area in the region as at January 2012



Source: e-PIMSTM

Figure B12: Distribution of vacant space (sq m) by region as at January 2012



Source: e-PIMSTM

Regional delivery network project

Following the outcome of an initial pathfinder study for Bristol, which showed the potential for significant savings, the GPU is taking forward work to realise savings from rationalising and improving the efficiency of the retained core estate across England.

Place-based strategies that focus on office accommodation have now been developed in conjunction with departments for five key metropolitan areas – Birmingham/Solihull, Leeds/Bradford, Liverpool, Manchester and Tyne and Wear. Properties included in the strategies for Bristol and these five Metropolitan areas have a combined holding floor area of 1,279,000 sq m – 13.2% of the total holdings on the mandated Central Civil Estate.

The planned rationalisation of space within the metropolitan areas has the potential to deliver savings of £100 million a year by 2014/15 and ongoing annual savings of approximately £140 million to 2020. Rationalisation on this scale would reduce the number of office properties that central government occupies from 321 to 99 in these areas by 2019/20, with a consequent increase in the efficiency as well as the occupational density of the remaining core buildings. This would allow the cost to be reduced from £348 million to £206.6 million a year.

The second phase of this work is now under way and will involve development of rationalisation plans that will focus on South Yorkshire; the North West corridor of Warrington, Widnes, Runcorn and Crewe; Nottingham/Derby; and Croydon, Reading and Brighton in outer London and the South East.

Sharing space through the development of cross-department hubs will be a common feature linking all the regional strategies and is important not only for the transformation of the estate, but also for civil service reform. The emerging vision is one that allows staff from different departments to work together in one building supported by a common IT and security infrastructure and to be readily able to work in any part of the country.

Planning is now at an advanced stage for Temple Quay House in Bristol to provide the proof of concept. Currently mainly occupied by DCLG, Temple Quay will see 20 different agencies co-locate (from 12 different departments), with the number of workstations set to increase from 955 to 1,275. The first moves in this chain will start from the second half of 2012, creating a great example of different departments sharing one address.

CASE STUDY

Estate rationalisation: SFO office move boosts teamwork and saves £1.8 million

Starting early has paid dividends for the Serious Fraud Office (SFO), with an office move that will not only save property costs, but also promote teamwork and information-sharing.

The SFO is located in two properties in Holborn, London. Staff are arranged over 12 separate floors, which impedes opportunities to mix and share knowledge. The SFO contacted the GPU London team about plans for new premises in early 2011, well in advance of the December 2012 lease expiry.

The key priorities included: a central London location within close proximity to law courts; an open-plan environment to enable the teams to sit and work together, allowing smarter working; the installation of a new IT system for digital forensics; secure parking for large vans and lorries along with facilities

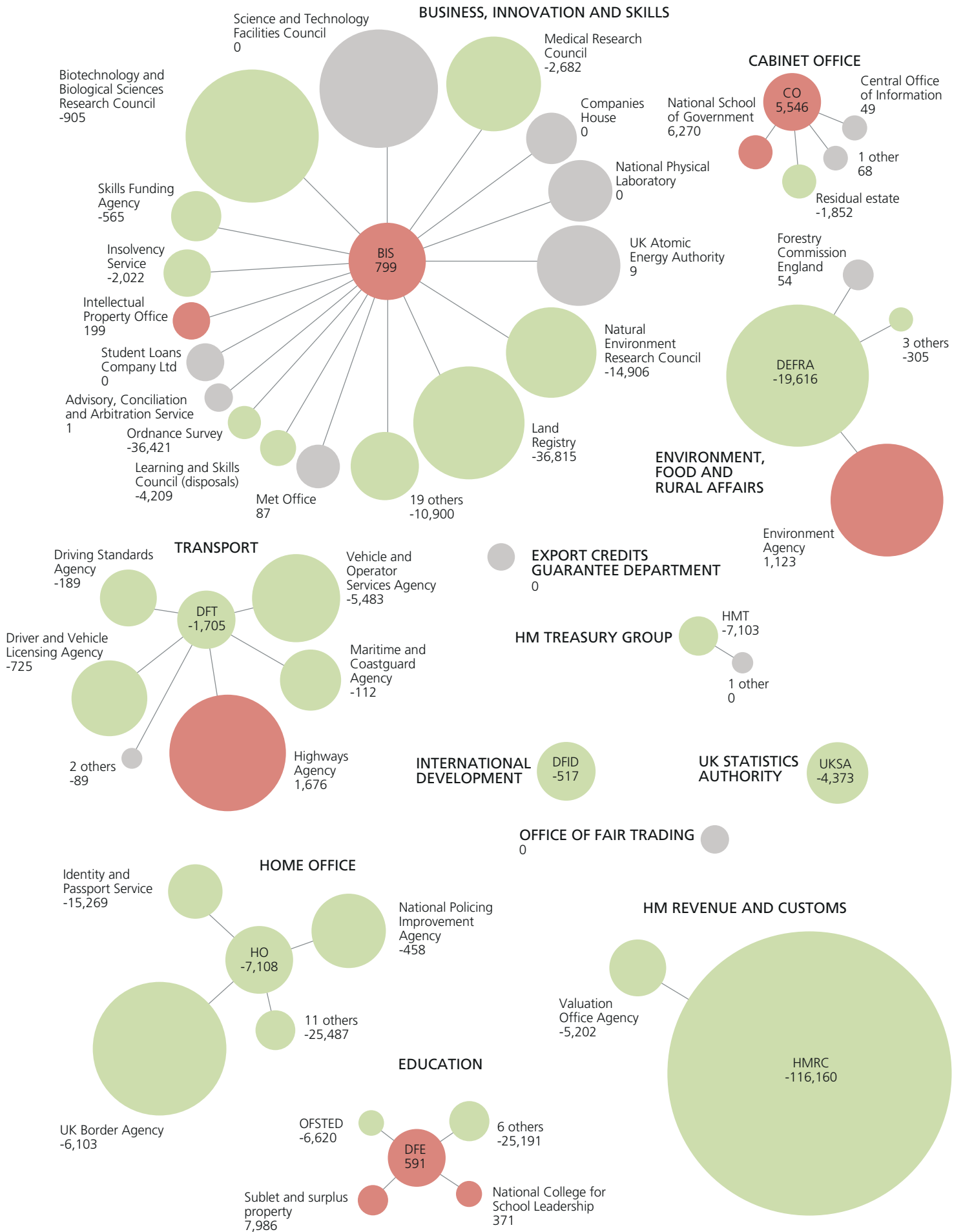
for secure transfer of documents from vehicles to offices; and reduced property costs.

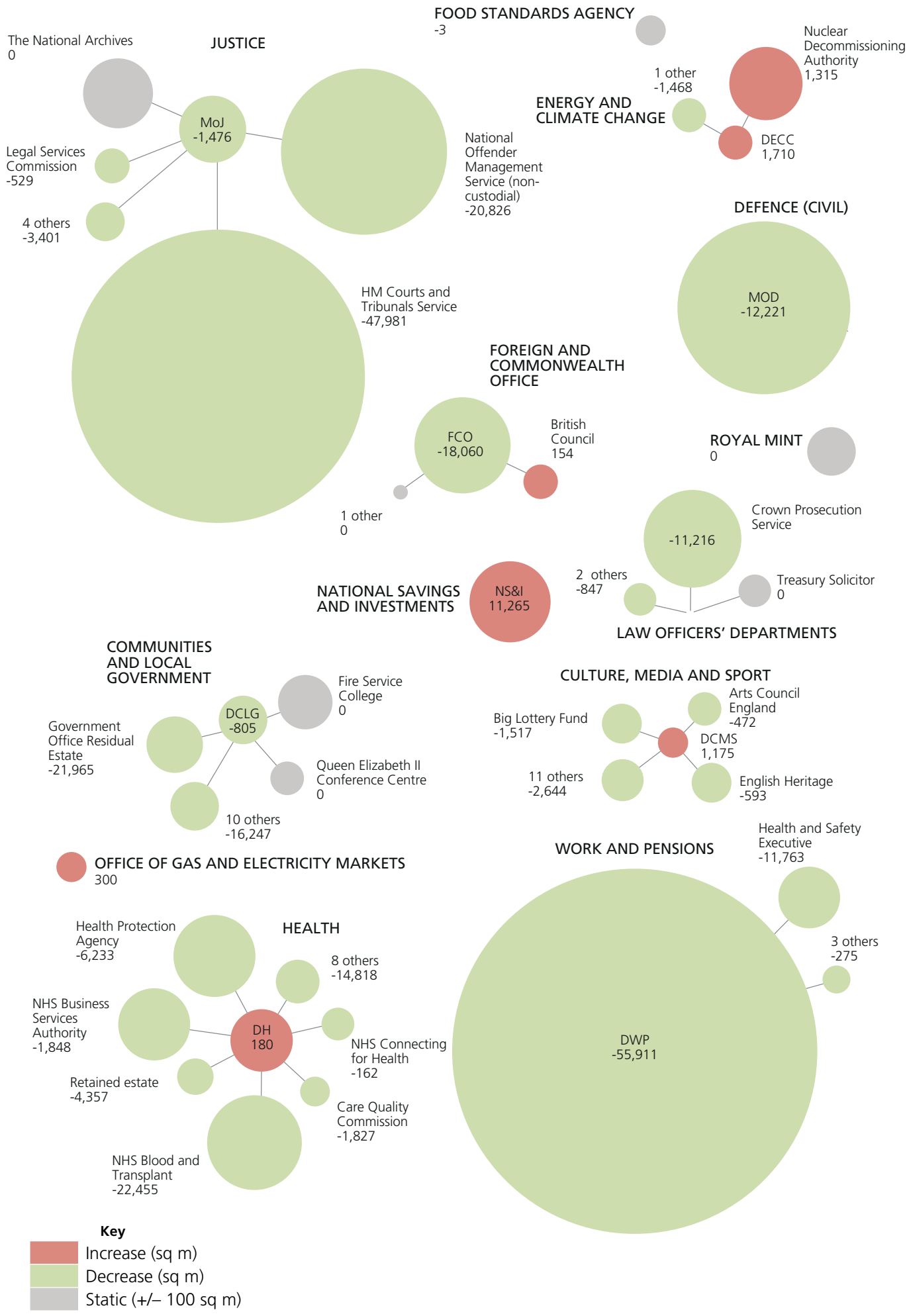
With a long lead-in time, 12 properties were identified on the Civil Estate matching these requirements. The SFO viewed 10 and the GPU assisted the SFO to secure space in the Department for Culture, Media and Sport head office at 2–4 Cockspur Street which was not declared as vacant, but would be available following the completion of the Olympics in October 2012.

The move will reduce the Civil Estate by over 6,500 sq m and save £6.5 million a year, improve the organisation's cross-functional working with larger floors and more flexible space, and enable teams to be co-located and make IT installation easier.

The GPU is also assisting the SFO in a similar exercise in Manchester, working with the wider public sector on a search for appropriate space.

Figure B13: Space increases/reductions in departments with mandated estates over 10,000 sq m and their families as at January 2012





Facilities management

New joint strategy to deliver benefits

Facilities management (FM) plays an increasingly central role in delivering estate rationalisation and efficiency as part of a joint property and FM strategy developed in 2011.

The strategy will ensure that FM is factored into all decisions on estate moves and consolidations and that FM contracts support the drive towards greater efficiency. The FM Category Board oversees implementation and steers the work of the FM Category Team within the Cabinet Office, as part of a more joined-up approach to property management.

The strategy recognises the important role that FM can play in delivering efficiency. It includes a focus on cost saving and workplace transformation, as well as tighter control over the procurement of FM contracts and the development of FM service standards across government.

It also recognises that FM must be considered at the outset in any estate rationalisation, so that all the impacts on FM contracts can be considered. That includes everything from the impact of higher density occupation on cleaning services to the issues involved in leaving an FM contract early.

Engaging with departments and suppliers

The new strategy has been developed through engagement with suppliers and departments to test potential delivery models and to ensure that all sectors

of the FM market, including small and medium-sized enterprise suppliers, were consulted. Elements of the strategy include:

Data – setting a standard for all new procurements to include high-quality data reporting in a clear, standardised form. This, in turn, will highlight opportunities for efficiencies.

Suppliers – better management of relationships between suppliers, FM teams and departments.

Service – development of FM service standards that can be applied to all new FM contracts to enable a more consistent process for procurement of FM services across the office estate.

Contract approvals – tightening the approvals process for all new contracts and contract extensions to ensure compliance with government spending controls and transparency of data.

Procurement – looking at how we procure services and how we can move towards a single standard FM contract across all government departments with minimum service standards for all FM services. The number of existing contracts and their varying complexity and duration mean that this can only be achieved gradually, through the formulation of short, medium and long-term aspirations for FM procurement and management.

Evidence of departments working together to deliver savings through an aggregated approach include the following:

- A recent joint FM contract between the Department for Communities and Local Government (DCLG) and



the Department for Education (DFE) focused on shared services and combining the procurement function and contract management elements for the benefit of both departments. This contract was procured through the Government Procurement Service's framework for FM services.

- BIS has rationalised its contract management function through the procurement of a managing contractor to cover seven BIS partner organisations and two legacy estates. It has also utilised the Government Procurement Service's framework.
- Ministry of Justice (MoJ) has procured its own Total Facilities Management framework for FM services across its diverse estate. This replaces the existing arrangements whereby multiple suppliers delivered a large number of different FM services. As well as delivering significant savings, the new framework allows for a single point of contact for MoJ and a single FM helpdesk for MoJ staff. Data and management information will also be available from a single source.

These contracting models provide evidence for other central government departments seeking to rationalise FM services. This will increase the quality and transparency of performance data, helping to identify opportunities for further efficiency and value for money.

Contracting vehicle

A new FM contracting vehicle concept started in 2011 with input from departments and industry to identify models for rationalising FM contracts and obtaining further savings. Closer co-operation between FM and property through the FM Category Board will support this standardisation strategy and will enable a more consistent, collaborative and transparent approach to procuring FM services. It will also enable management information and data to be shared and benchmarked on a more like-for-like basis.

'Soft Landings'

During 2011 the Cabinet Office FM Category Team led on the development of a 'Soft Landings' policy for the government construction strategy. This means involving FM in the early planning phase of any new construction project, so that the building design can be assessed for FM impacts, including input from the end users and FM providers at the appropriate stages. The objective is to ensure that operational efficiencies are considered more closely through design and construction, and that buildings are then monitored for performance against their design criteria post-construction.

CASE STUDY

HMRC: Liverpool estate review proves benefit of flexible approach

Estate consolidation often means moving from several smaller buildings into one larger one – but not always, as HMRC recently demonstrated when undertaking a holistic study of overall capacity in the North West region.

Following an estate strategic review in 2007, the Department's intention was to exit its smaller properties in favour of retaining a larger flagship building in the region. However, the 2010/11 Liverpool review overturned that thinking and found that the most cost-effective option was to dispose of the larger building and retain the others.

Cost savings

The larger building was actually more expensive to lease and run than the other two combined. And the contract meant that the lease could be exited at minimal cost. To retain the larger building, HMRC needed to co-locate with other government tenants, but none were available. Sustainability was also an issue as environmental problems with the larger building would have required spending more than £6 million to fix.

Staff from the larger building have now moved into the smaller ones, maximising efficient use of space. The moves will save more than £5.5 million a year in running costs, a major contribution to cost saving across the total government estate.

Adaptable estate strategy

This approach is a good example of a department remaining open and adaptable in its estate strategy, responding to changing events and circumstances to produce a cost-efficient outcome. With the challenging economic climate, HMRC re-thought its previous strategy and put cost effectiveness first in the interests of the Government as a whole.

This flexibility enabled the department to maximise space available in existing public buildings, while saving money and following government's approval processes in an open and transparent manner.



Delivering efficiencies

The cost of space per employee increased slightly in 2011, mainly due to short-term delays in disposing of surplus office space left by civil service staff reductions. However, it remains on a par with the private sector. Space efficiency (sq m/employee) was significantly worse than in the private sector, while the average cost of space was cheaper.

Measuring performance

To make sustained improvements in efficiency – and meet the Government’s expectations for accountability and transparency – detailed and reliable performance data is required from across the Civil Estate. Having one consistent set of accurate data enables performance to be compared, cost factors to be understood and efficiency to be driven up.

Government departments and their arm’s-length bodies are required to measure the efficiency, effectiveness and environmental sustainability of their administrative office occupations over 500 sq m, and an increasing number of departments are also opting to include their smaller offices.

Data is collected through the cross-government e-PIMS™ system, with the performance of each building reported back to the occupying organisation through consistent and independently validated metrics. The principal way in which this information is interpreted and used is through engagement in an annual benchmarking programme.

Benchmarking

The Civil Estate Property Benchmarking Service measures the performance of the central government office portfolio against private sector benchmarks and against government targets and standards, where these have been set. This provides a standardised basis for data definition and for consistent reporting across the estate. Benchmarks are derived from comparable buildings in the private sector and industry best practice. To provide a level playing field for comparison, the core dataset used for benchmarking is based on a basket of main cost elements which are readily available for all buildings. However, as benchmarking develops, and demand

Figure C1: Size of the benchmarked office estate

Benchmarked occupations	1,479
Occupied office space (sq m)	4,114,739
Individual property centres	203
Total cost*	£1,436,423,941
FTE staff	311,704

* References to ‘cost’ represent a defined subset of core property annual occupation and operating costs. The definition of total cost specifically only includes rent, rates, net service charge, maintenance, cleaning, utility and security costs and is defined by the IPD Cost Code.

Source: Property Benchmarking Service

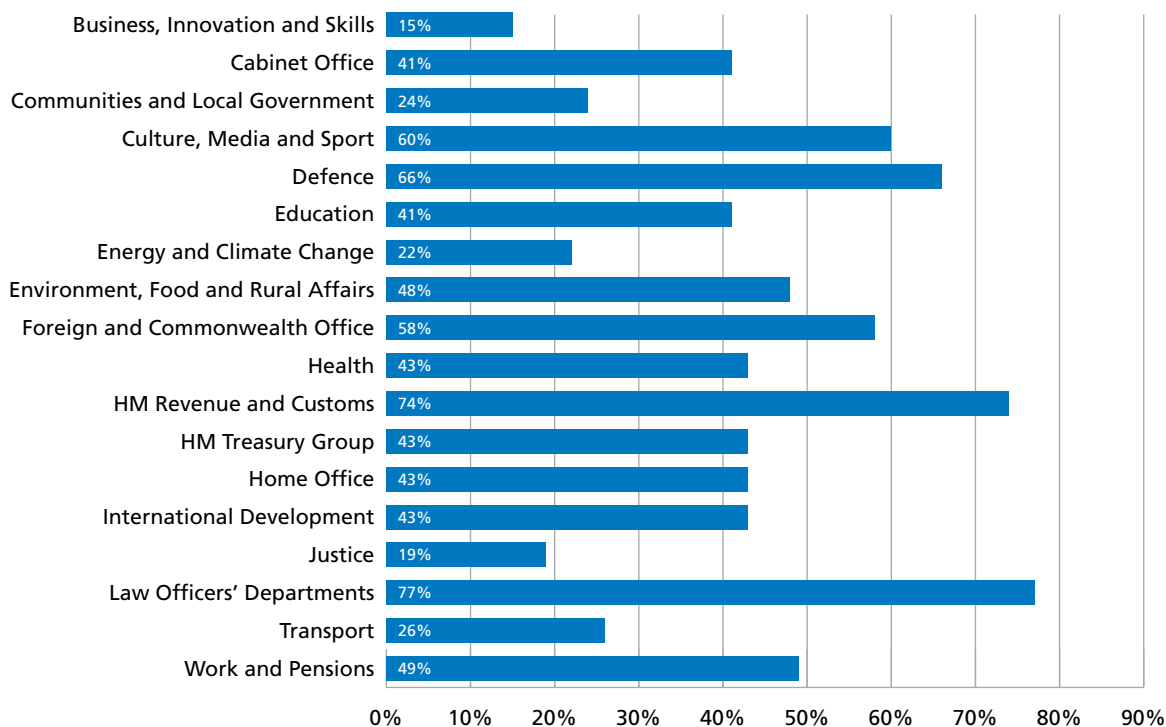
increases for additional metrics and more detailed analysis of component facilities management costs, a move to measuring the total costs of occupation is expected.

Benchmarking covers administrative office buildings, which account for around 60% of the total Civil Estate. However, some departments’ property portfolios include a large amount of specialist property used for operational delivery of government business, such as courts and tribunals, laboratories, research facilities and job centres. This means that some departments’ benchmarked property is low as a proportion of their total property holdings, as shown in Figure C2. Nor does benchmarking currently cover all offices, applying mainly to those above a 500 sq m threshold, while some occupations will be in transition (i.e. moving in or out). This accounts for the gaps in coverage of departments’ office estate, as shown in Figure C3.

Key achievements

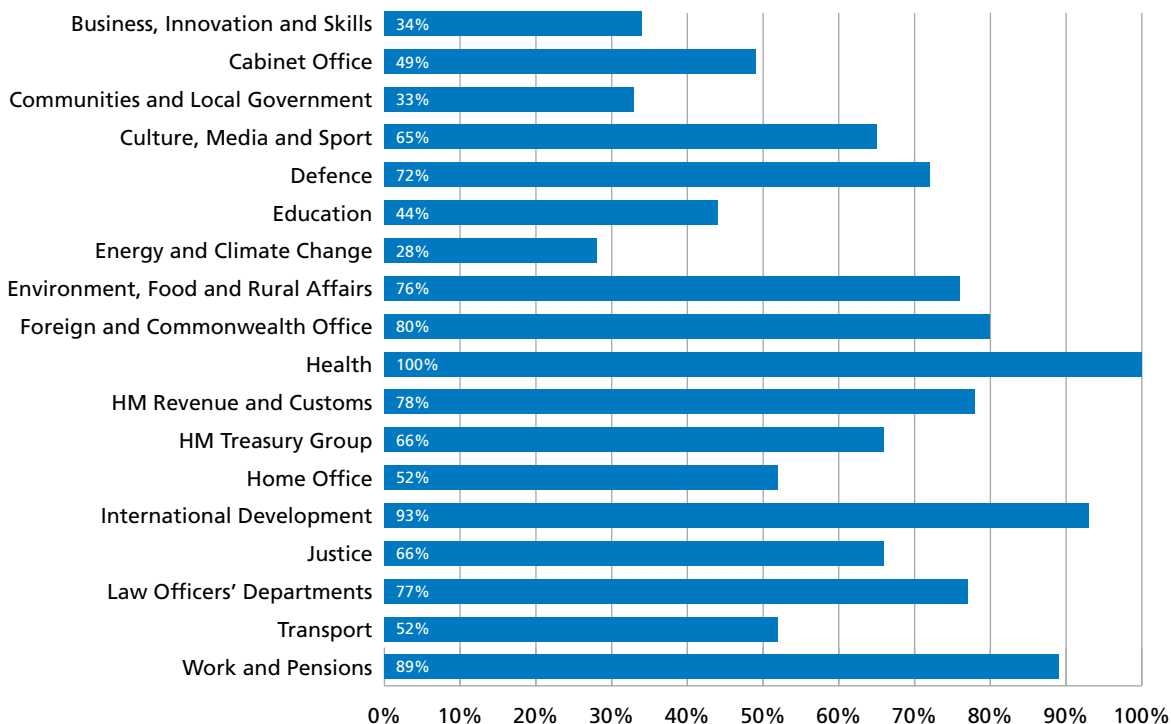
- The average cost of benchmarked office space per sq m was 16% below the private sector benchmark for 2010/11
- 52% of benchmarked space has an overall cost of space per employee lower than the private sector benchmark
- 18% of benchmarked office space has met the Government’s 10 sq m/FTE workspace standard

Figure C2: Benchmarked offices as a proportion of departments' total mandated estate



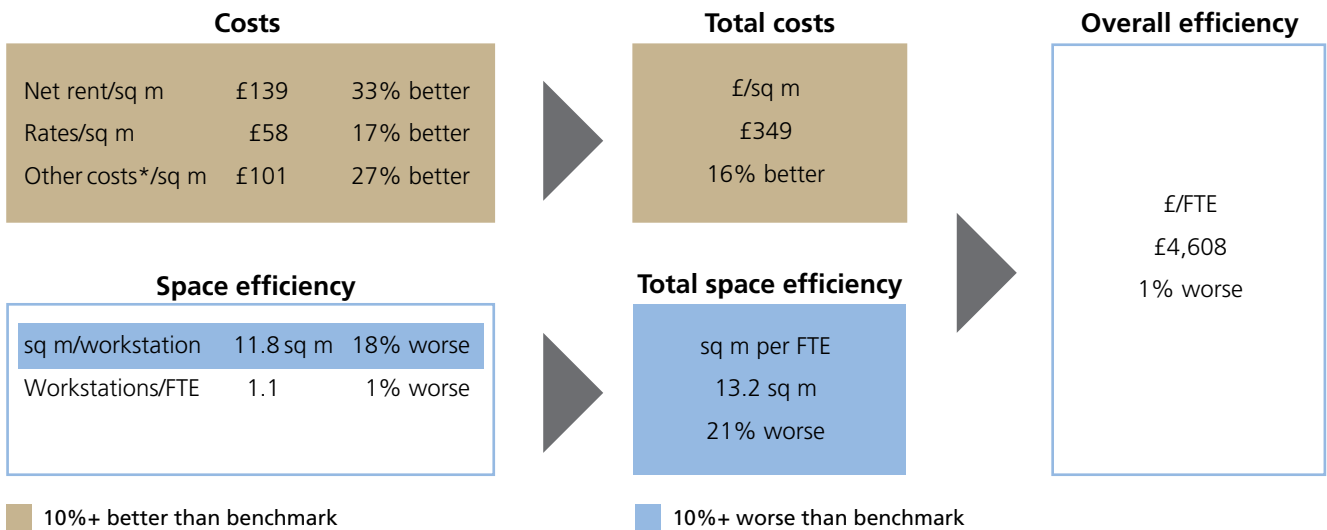
Source: Property Benchmarking Service/e-PIMS™

Figure C3: Benchmarked offices as a proportion of departments' total office estate



Source: Property Benchmarking Service/e-PIMS™

Figure C4: Efficiency performance: how the Central Government Estate compares with the private sector



Source: IPD

Note: This diagram shows how the relationship between cost and space components will influence the overall efficiency measure: £/FTE. Costs show the detailed KPIs underpinning the total cost and space efficiency metrics.

*Includes: service charges; internal repair and maintenance; security; cleaning; water and sewerage; and total energy costs.

Cost per full-time equivalent employee

Cost/FTE – key points

- In line with industry trends, the average £/FTE on the benchmarked office estate increased in 2011, to £4,608. However, this remains on a par with private sector performance.
- The Civil Estate has a core of well managed and efficient office space but 40% of the benchmarked office estate holds potential for improvement.
- Most regions report a £/FTE which is near benchmark. Central London is the major exception, where £/FTE at £9,301 is around 25% higher than in the private sector.

The primary indicator used to report and assess building efficiency on the Civil Estate is the cost per FTE, expressed as £/FTE. It provides a simple but effective metric by incorporating aspects of both cost and space performance.

During 2011, the average £/FTE rose by 4% to £4,608, following a 7% rise in 2010. However, it remains on a par with the private sector, while 52% of the benchmarked space actually reports a £/FTE performance lower than private sector averages.

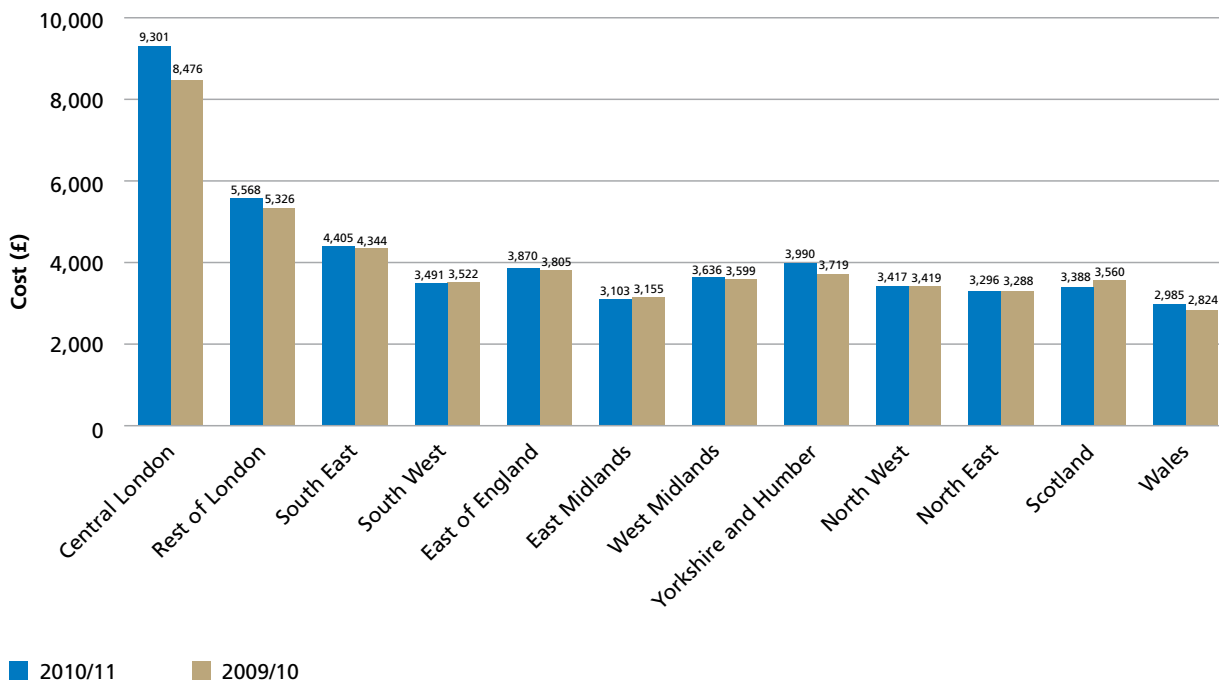
The main contributor to the rise is the central London office estate, which remains the least efficient in the country relative to benchmark. The reported £/FTE for central London space is almost twice the level of the next most costly region and, when measured against the private sector average, is 25% higher. As a result the central London estate remains the priority for significant rationalisation activity to drive down cost and space usage.

A consolidation programme is under way to address these issues and significant cost is being driven out. However, staff reductions mean that space is becoming surplus at a faster rate than it can be disposed of, resulting in a proportionate increase in cost per FTE. As staff reductions level off and consolidation increases, we expect to see an improvement in £/FTE in future years.

Figure C4 illustrates how £/FTE is derived from its separate cost and space components. These KPIs are also scored against a private sector based index where 100 represents the benchmark. Details and scores for each KPI at organisation level are shown in Appendix C.

Figure C5 illustrates that most UK regions have experienced increases in cost per FTE since 2009/10, yet average costs per FTE remain typically either lower than or very close to private sector rates.

Figure C5: Average cost/FTE across the country, 2010/11



Source: Property Benchmarking Service/IPD

Cost of space

Cost/sq m – key points

- The average £/sq m of benchmarked office space was 16% lower than the private sector benchmark in 2010/11.
- Costs (£/sq m) of occupied office space has increased during 2010/11 and now stands at £349.

The average cost of space per sq m (£/sq m) in the benchmarked office estate showed a marginal increase of 3% to £349/sq m in 2010/11.

However, as in 2009/10, this was 16% lower than the private sector average and continues to be the strongest part of office efficiency performance. The wide variations in £/sq m and in relative performance across the estate do, however, offer scope for improvement.

Around 15% of the benchmarked estate currently reports property running costs 20% or more above the private sector benchmark. For the future a more complete and detailed analysis of the component elements that make up these running costs will help identify where there is scope for targeting value-for-money improvements.

Figure C6 illustrates the impact of cost in different locations. To provide a robust basis for comparative assessment, the cost performance across all buildings reported relates only to core property cost.

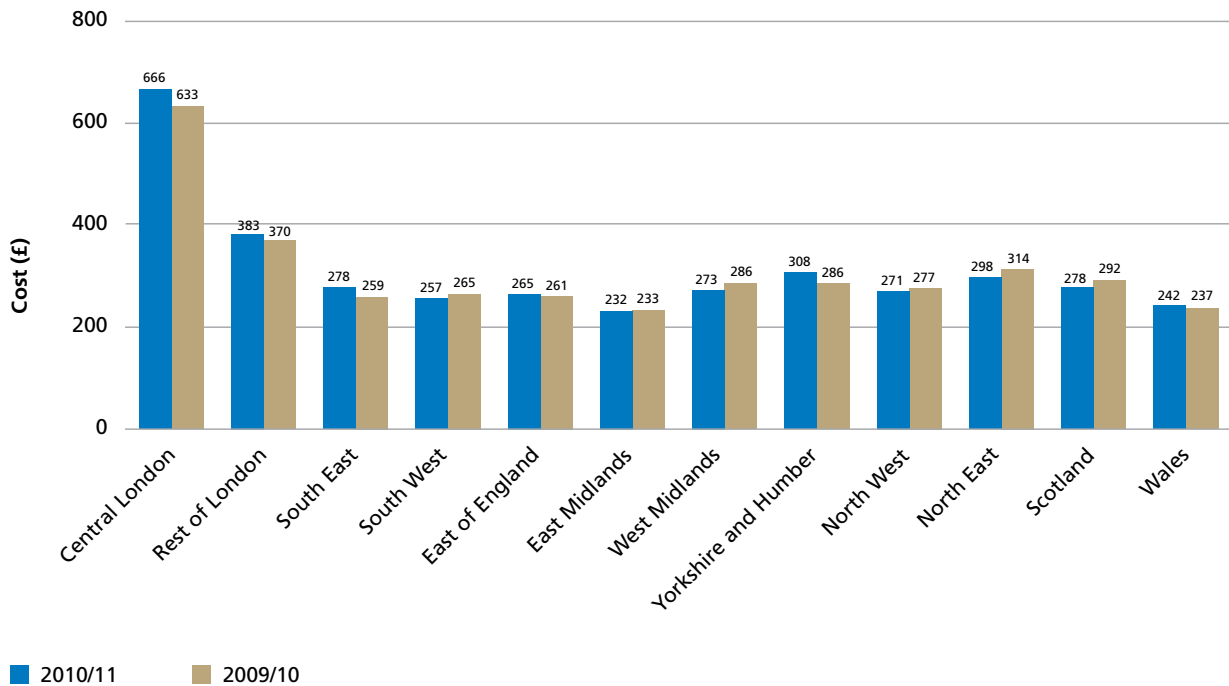
Space efficiency

Sq m/FTE – key points

- Overall space efficiency was around 13 sq m/FTE, similar to the previous two reporting years.
- 18% of benchmarked offices met the Government's 10 sq m/FTE workspace standard but a significant share of space remains above 12 sq m/FTE.
- There is a core of well managed space. A little over one third of the estate has reported no change or an improvement in space per person.
- Freehold space is, on average, 12% less well utilised than leasehold space.

Space efficiency is measured as the amount of space per FTE (sq m/FTE). Overall space efficiency has remained at around 13 sq m/FTE for the third successive year; while a third of space operates at less than 12 sq m/FTE, the majority is still occupied above this level. However, this seeming lack of progress is partly due to significant

Figure C6: Average cost/sq m across the country, 2010/11



Source: Property Benchmarking Service/IPD

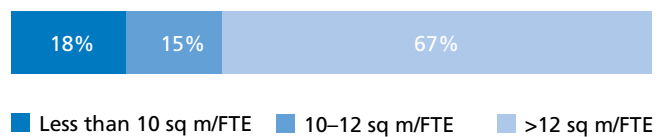
reductions in staff numbers during the year, while a combination of contractual restrictions, market conditions and operational reasons have made it difficult to dispose of the surplus space in the short term.

More than a third of benchmarked occupations have reported either an improvement in space per person or no change, while around 18% of benchmarked office space has met the 10 sq m/FTE workplace standard.

The overall profile for offices on the Civil Estate has moved very little and a significant focus on managing the less efficient space is required to move the estate rapidly towards the target level of 10 sq m/FTE or better. In particular, attention increasingly needs to focus on the 38% of occupations where utilisation actually deteriorated by more than 10% during 2010/11.

Freehold space remains the least well used space across the estate and that exploitation of buildings in government ownership provides a significant opportunity to improve space efficiency. Realising this opportunity does present challenges, in particular for older buildings where restrictions in building form and heritage issues may be limiting factors. Similarly, there is a tendency for the performance of smaller occupations to lag behind that of larger ones, suggesting that they do not benefit from economies of scale to the same degree and as a result opportunities to optimise space usage can be more limited.

Figure C7: Profile of space utilisation in 2010/11



Source: Property Benchmarking Service/IPD

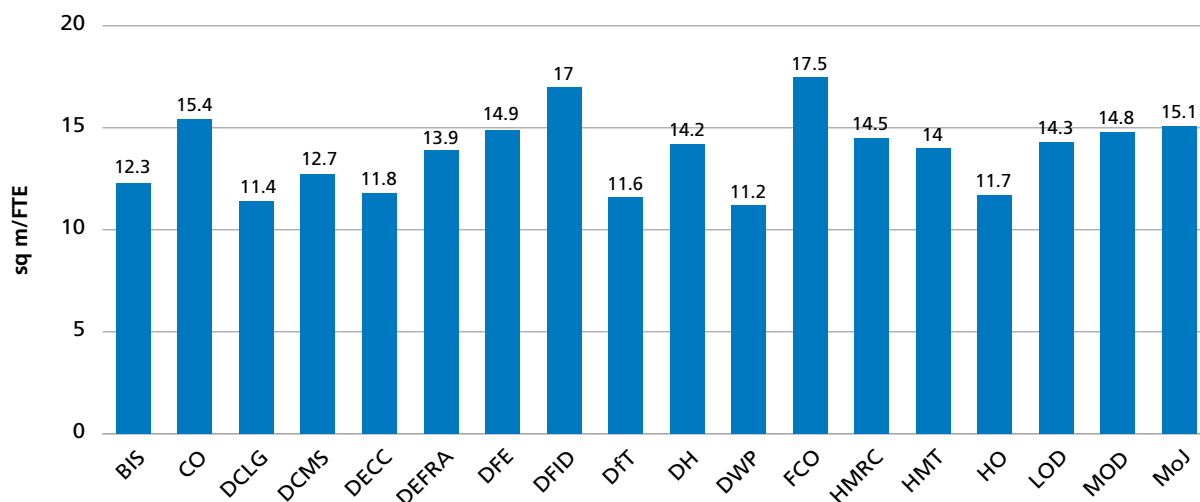
Figure C8: Variations and opportunities across the benchmarked estate in 2010/11

Tenure	Freehold	Leasehold	PFI
	14.7 sq m/FTE	13.2 sq m/FTE	13.0 sq m/FTE
Size	<500 sq m	500-2,500 sq m	>5,000 sq m
	13.7 sq m/FTE	14.1 sq m/FTE	13.4 sq m/FTE

Source: Property Benchmarking Service

As government organisations shrink and space requirements adjust accordingly, we need a renewed emphasis on space optimisation through estate restructuring, workplace transformation and collaboration across departmental boundaries. The combination of a strategic focus on space, the implementation of workspace standards and the impact of National Property Controls (see page 19) should drive the next phases of improvement.

Figure C9: Space occupation (sq m/FTE) in main departments in 2010/11



Source: Property Benchmarking Service/IPD

Figure C9 illustrates the sq m/FTE performance of each main department.

Trends

The average cost per sq m of the office estate has risen by 12% since 2007/08 and compares with a 26% increase for the equivalent private sector benchmark over the same period. The average cost per sq m of benchmarked offices on the Civil Estate has consistently remained below that of the private sector over this time.

The average cost per person (FTE) has risen by 2% since 2007/08. Increases in the cost of space were initially offset by the strong progress made in reducing the amount of space occupied per FTE; however, as

reductions in space per FTE have stalled over the succeeding years, cost increases have tended to translate through directly to the average cost per person.

Space per FTE has remained largely static for the last three years across the benchmarked office estate at around 13 sq m per FTE. This is due to several factors, most recently the reductions in staff numbers during 2010/11. Since 2009 the private sector average has improved in reaction to a reduced need for space following significant headcount reductions; however, an equivalent improvement is still to be realised on the Civil Estate. As a result, the performance gap with the private sector has widened. Having stood at near parity in 2008, the private sector is currently reported to be around 20% more space efficient.

CASE STUDY

Measuring effective workplaces at DWP

To make buildings more efficient, you also need to know how effective they are. That's why DWP expanded the reach of property user surveys to gather information from the people who know the buildings best – the staff who work in them.

KPIs and benchmarking can't tell the whole story of how a building works. You also need to measure how effective it is in meeting the organisation's needs day to day. DWP already had in place email-based user surveys as part of the Property Benchmarking Service, but the response rate was patchy. With more than 80,000 staff based in office locations across the country, the Department decided it needed more comprehensive feedback and devised a way to both increase the response rate and capture more information from the results.

The solution lay in using the e-PIMSTTM reporting system to enable people to complete a quick online questionnaire. The new method was introduced as part of the 2011 benchmarking programme with immediate impact. Coverage of the target audience increased dramatically with response rates exceeding 40% of staff in many buildings.

Overall the new approach recorded over 14,500 survey returns representing 19% of total DWP staff – possibly the largest building survey of its kind in the UK. This level of response has added to the confidence in the survey's accuracy and presents opportunities for a more comprehensive and detailed analysis of effectiveness at both property centre and individual building level across DWP. The challenge is now to respond in a meaningful way and work is under way to take forward the results within DWP's Commercial Directorate and devise an action plan with DWP's PFI partners Telereal Trillium to address the issues raised.

Figure C10: Cost per FTE trend

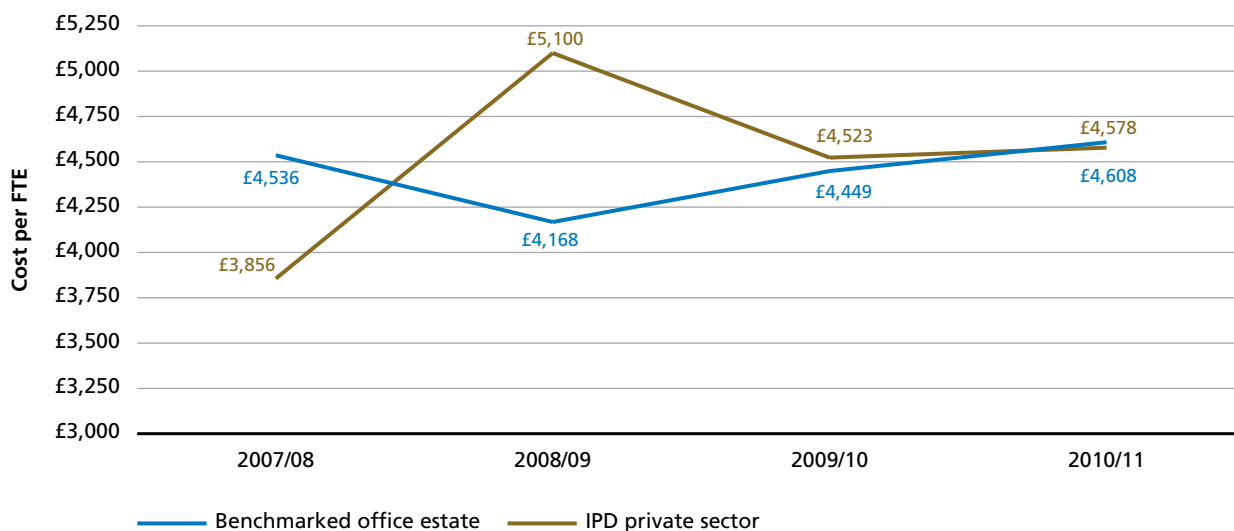


Figure C11: Sq m per FTE trend

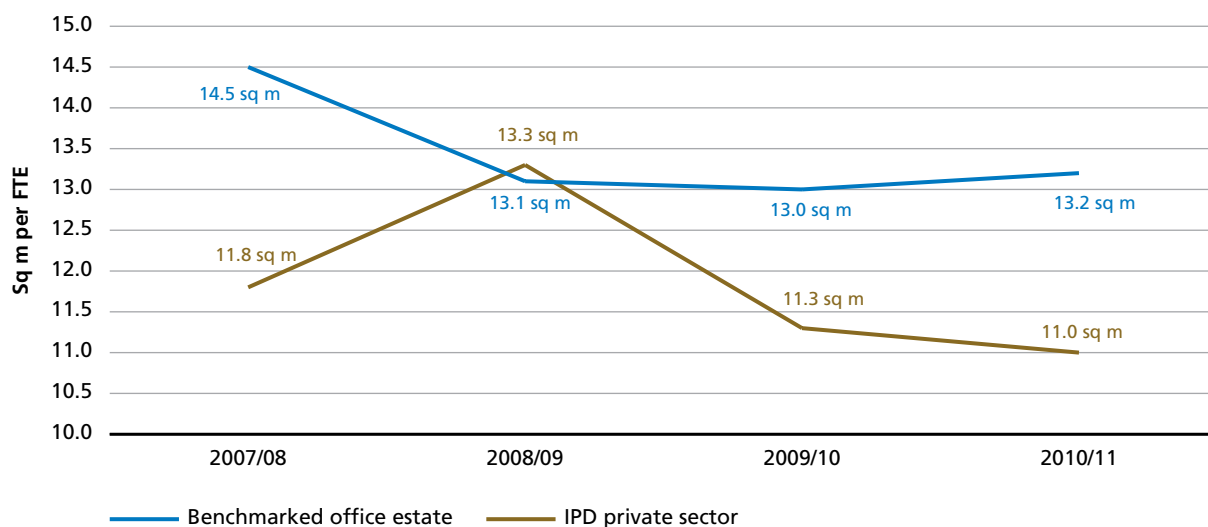
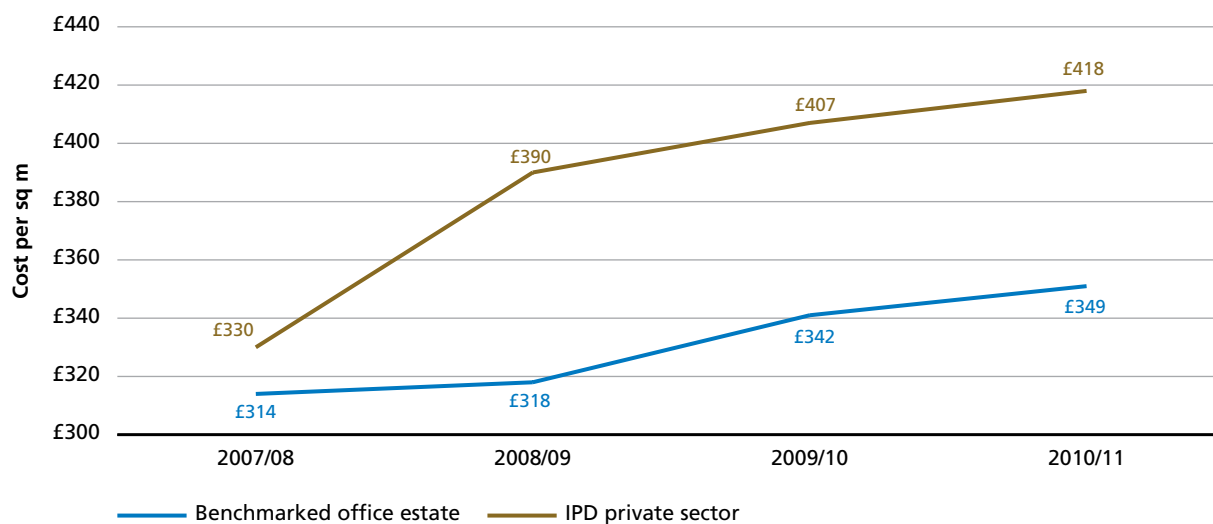


Figure C12: Cost per sq m trend



Source: Property Benchmarking Service/IPD



Chapter 4

Sustainability

The estate made good progress towards a more sustainable future, exceeding the Government's target for emissions reduction, while more than half of the estate reported better energy performance than the private sector benchmark. Work is now under way to meet the Greening Government commitments announced in 2011.

2011 was the first full year for departments to demonstrate action to deliver the Prime Minister's commitment that the Government would be the greenest ever (May 2010). This included two key challenges for departments:

- Reduce emissions from the central government office estate by 10% in 12 months.
- Publish online real-time emissions data from government departments' HQ buildings.

This chapter covers performance against these targets as well as performance against the pre-existing SOGE targets which concluded in 2010/11.

The SOGE targets have now been replaced by the new, more ambitious Greening Government commitments. This new framework should ensure that departments make real and faster improvements in the priority areas of sustainable operations and procurement and will form the basis of sustainability performance reporting in future *State of the Estate* reports.

Implementing the 10% challenge

The Prime Minister's challenges were adopted by departments as a priority activity through the establishment of a cross-Whitehall Ministerial Working Group. The programme was on the Cabinet Agenda, with the Cabinet Secretary providing strong leadership across the Permanent Secretary community and the wider civil service.

In July 2010, ministers met with facilities management suppliers and energy services companies to highlight the role that private sector partners could play in driving greater energy efficiencies. This led to successful initiatives such as a payment by results mechanism for energy services piloted by the Home Office.

Departments were accountable for delivery to the Ministerial Working Group, with challenge meetings held at official level between the Chief Sustainability Officer and senior departmental sponsors. This was in turn supported by the monthly reporting and publication of departmental data, both energy consumption and progress against implementation plans.

However, departments were free to choose the methods that would best suit the buildings they managed. Most concentrated on improving facilities management, including payment by results contracts, and behaviour change, through applying 'nudge principles', as well as empowering Green Champions among their staff. The impact of estate rationalisation through consolidation, with hot-desking and the application of space standards helped to reduce energy use, as did work towards greening of ICT activities. Finally, some departments released funds for investment in better equipment such as lighting, boilers, chillers and voltage optimisation.

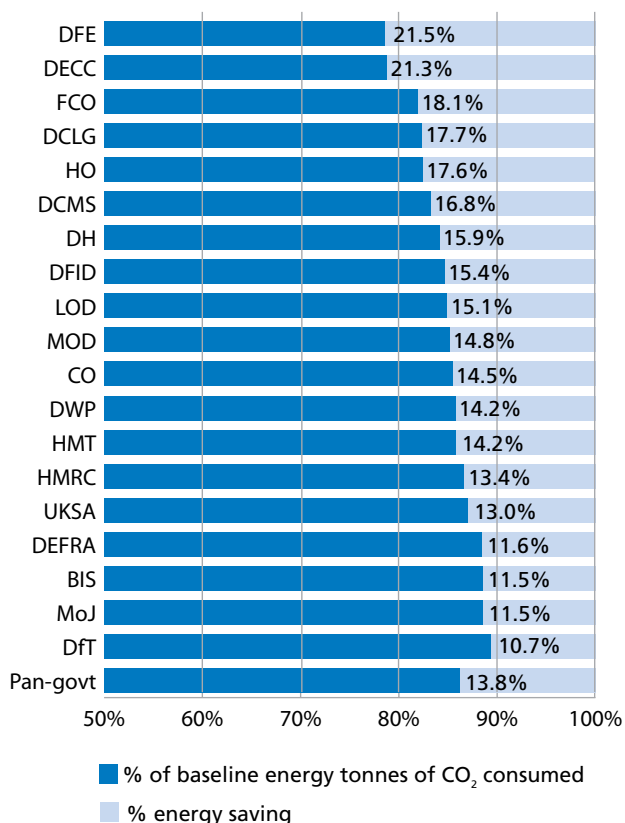
Key achievements

Government exceeded its 10% emissions reduction target for the central government offices with a fall of 13.8% between May 2010 and May 2011

More than 50% of central government buildings show a better energy performance than benchmark, an improvement of 7.2% on last year

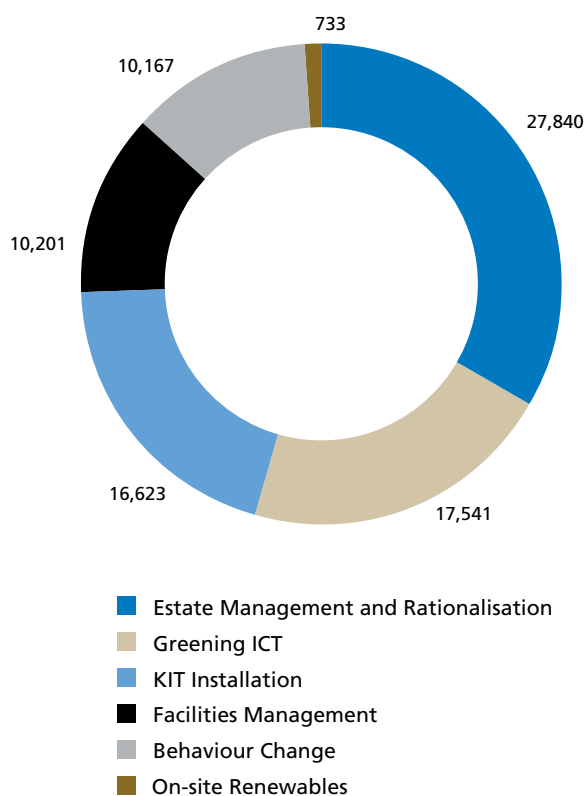
More than half of all waste arising on the estate was recycled, up by 6% to 57.4% in 2010/11

Figure D1: Departments' weather-corrected CO₂ emissions from May 2010 to May 2011 as proportion of the 10% target



Source: Property Benchmarking Service/e-PIMSTM

Figure D2: 10% carbon reduction initiatives (tonnes of CO₂)



Publishing real-time data

Implementation of the Prime Minister's second challenge, to publish real-time energy use data online, also contributed to the emissions reduction effort by providing greater transparency and scrutiny of performance. Real-time energy displays were successfully rolled out to all departments showing, via departmental websites, the energy consumption of the main HQ buildings as well as 10 Downing Street, with monthly performance updates, including underlying consumption statistics. This information is also available to the public at data.gov.uk.

Performance against the 10% target

The estate achieved a CO₂ emissions reduction of 13.8% between May 2010 and May 2011, relative to 2009/10 levels. The biggest reduction came from DFE with 21.5%, while DWP saved the most tonnes, 26,994 t CO₂, representing just over a quarter of the total saving across government.

Each department developed plans for reducing emissions across their office estate. More than 170 carbon-reducing projects were included, grouped under six key categories as shown in Figure D2.

Changing behaviour on energy use

Some departments had notable success in this area, such as the Department of Energy and Climate Change (DECC) 'CarbonCulture' pilot. DECC is continuing to run a national behaviour change programme and is monitoring its impact carefully (www.decc.gov.uk/en/content/cms/tackling/saving_energy/what_doing/10_percent/low_carbon/low_carbon.aspx).

However, while most departments used behaviour change to some degree in achieving the carbon reduction challenge, it has been very difficult to isolate and evaluate the impact of behaviour change initiatives when delivered as part of a wider and tightly time-constrained programme.

The Cabinet Office Behavioural Insight Team published a report on energy efficiency in July 2011 (www.cabinetoffice.gov.uk/resource-library/behaviour-change-and-energy-use) which set out ways in which 'nudge' principles can support action on emissions reduction.

Working with facilities management/PFI providers

Several departments cited their FM or PFI contractors as instrumental in delivering the 10% target, in particular where they control energy-consuming plant and equipment such as heating, lighting and cooling.

Two key factors in this success are making sure that contractors have clear output specifications and reward mechanisms to incentivise good performance. These should be included in all future contracts, not just on energy but also on waste and water. However, experience has shown that changing existing contract provisions and contract management is more difficult, often requiring scarce commercial resources and high-level commitment in an organisation.

Through the application of the FM Service Standards, a key piece of work that the GPU FM team has been working on over the last 12 months, all new FM contracts and, where possible, contract extensions will be required to apply the same standards across all contract requirements. There are explicit requirements to ensure that all government commitments on sustainability and the environment are met, with KPIs being developed in order to monitor and track this compliance.

Conclusions from the 10% challenge

A 10% emissions reduction could be achieved, but only with strong leadership and a relentless focus by senior staff across government on the day-to-day operation of buildings, as well as engagement with their private sector contractors. There is no one silver bullet: a range of approaches, tailored appropriately for each building, is needed.

A report on the programme is available (www.cabinetoffice.gov.uk/resource-library/green-government), setting out the achievements and summarising the lessons learned.

Energy-efficient Whitehall

This is a joint programme between the Technology Strategy Board and DECC to develop nine pilot projects demonstrating the use of energy-efficient technologies across Westminster and Whitehall, and is in addition to departments' own investment plans.

The programme focused on four Whitehall buildings: 3 Whitehall Place (DECC), Eland House (DCLG), 1 Victoria Street (BIS) and King Charles Street (FCO). Monitoring over 12 months will determine actual reductions in energy use and carbon emissions, and the results will be published during 2012. This should provide valuable insights to other occupiers across the government office estate.

Projects include the following:

- Desktop power control integrated to energy monitoring and display – DECC
- Energy-efficiency benefits of spectrally rich lighting (addressing poor lighting management, improving visibility for occupants by restoring normal office illumination levels with no additional energy consumption) – BIS
- SHAPER – Sustainable Habits and Actions with Personalised Experience and Reward (bringing awareness, giving ownership of the energy challenge to the building users and rewarding them for sustainable behaviour change) – BIS
- Design and installation of new, innovative LED lighting – DECC
- Naturally cooled and day-lit Whitehall (light redirection and natural daylight enhancement technology) – DCLG
- Utilising a passive ceiling system to reduce energy and carbon emissions (material that absorbs and stores latent heat, releasing it when the temperature of the space drops) – DECC



The Greening Government commitments

The Greening Government commitments set challenging targets, including a 25% emissions cut by 2015, across a much wider scope of government operations than the previous SOGE regime. So, in order to drive the necessary performance improvements, ministers have decided to take personal charge of the agenda.

A new set of comprehensive commitments was announced in 2011 to ensure sustainable operation of the government estate through to 2015. DEFRA, DECC, DfT and Cabinet Office collaborated on the Greening Government commitments, which replace the previous SOGE targets and will ensure that departments make real and faster improvements in the priority areas of emissions reduction, waste, water and procurement. Progress towards meeting these commitments will be reported in *The State of the Estate in 2012*.

The commitments are backed by *An Action Plan for Driving Sustainable Operations and Procurement Across Government* (<http://sd.defra.gov.uk/documents/ap-driving-sustain-ops.pdf>, November 2010), which set out how the vision to be the greenest government ever would be supported through a step change in leadership, efficiency, transparency and accountability, underpinning the Government's reform of operations and procurement.

New Cabinet sub-committee

The Prime Minister has established a formal sub-committee of Cabinet to oversee departments' progress towards achieving the commitments. The committee is jointly chaired by the Minister for Government Policy and the Environment Secretary and acts as a 'star chamber', chasing progress and robustly challenging performance. The Minister for Government Policy also uses the business plan review process to ensure that departments are taking their commitments seriously.

Departments have taken responsibility for publishing their own performance data and plans, which should ensure that they have greater ownership of their targets. The new Cabinet sub-committee is supported by the Cabinet Secretariat and DEFRA. These new arrangements streamline the reporting structures and improve the efficiency and effectiveness of the way green issues are handled across government.

Greening Government commitments

1. *Reduce greenhouse gas emissions by 25% from a 2009/10 baseline from the whole estate and business-related transport*

- Cut carbon emissions from central government offices by 10% in 2010/11 and all ministerial HQs to publish online real-time energy use information.
- Cut domestic business travel flights by 20% by 2015 from a 2009/10 baseline.

2. *Reduce the amount of waste we generate by 25% from a 2009/10 baseline*

- Cut our paper use by 10% in 2011/12.
- Government will go to market with a requirement for 'closed loop' recycled paper in 2011, subject to approval from the Government's Procurement Executive Board.
- Ensure that redundant ICT equipment is reused (within government, the public sector or wider society) or responsibly recycled.

3. *Reduce water consumption from a 2009/10 baseline, and report on office water use against best practice benchmarks – 6 m³ or more water consumption per FTE is poor practice; 4–6 m³ is good practice; 4 m³ or less is best practice*

- Publish the percentage of offices meeting the best/good/poor practice benchmarks.

4. *Ensure that government buys more sustainable and efficient products and engages with its suppliers to understand and reduce the impacts of its supply chain*

- Embed the Government Buying Standards in departmental and centralised procurement contracts, within the context of government's overarching priorities of value for money and streamlining procurement processes.
- Improve and publish data on our supply chain impacts, initially focusing on carbon, but also on water and waste – setting detailed baselines for reducing these impacts.

HMRC Green Volunteers' contribution to the 2010/11 10% carbon reduction target

As a large and geographically dispersed organisation – around 69,000 people in over 400 offices – HMRC recognised the importance of encouraging everyone in HMRC to take small steps to reduce their energy consumption, in support of the Government's target to reduce carbon emissions from offices by 10% from May 2010 to May 2011.

HMRC realised the importance of harnessing the enthusiasm and local knowledge of their network of Green Volunteers as part of an extensive communications campaign to reach all levels of staff in HMRC and embed sustainability into their business processes. Across the estate, HMRC has over 450 Green Volunteers, who offer a cost-effective, practical channel to publicise environmental initiatives in their local offices.

Reducing emissions would deliver a significant reduction in HMRC's energy expenditure, so their 10% campaign focused on financial as well as environmental benefits, using the austerity messages to underline the importance of taking collective responsibility for energy and waste reduction.

The Green Volunteers were supported by the central Environment Team, who provided practical step-by-step guidance on a wide range of ways in which they could run site-specific events to publicise the campaign. Their involvement in achieving the 10% reduction in carbon emissions included:

- engaging staff locally in a five-week intranet-based campaign of '10 small steps' that staff could take to reduce their environmental impact, for example switching off lights and computer monitors when not in use
- assisting in the distribution of guidance on an improved video-conferencing service and promoting its availability, taking some of the 'fear' out of new technology
- promoting Climate Week and Earth Hour
- conducting office walkabouts to identify and report energy waste
- publicising the innovative environmental waste calculator, which measures the financial and carbon savings that can be achieved through changes in individual behaviour or processes relating to the use of paper, printing, postage and office equipment
- considering environmental waste as part of their 'pacesetter' team-based efficiency programme
- encouraging use of HMRC's online 'swap shop' for unwanted office supplies and furniture, and collecting pairs of spectacles for the charity Vision Aid Overseas, to reach a target of 10,000 by June 2011. Although not related directly to the 10% target, this helped stimulate interest and involvement in the environment agenda as a whole.

The active involvement of the Green Volunteers helped HMRC to exceed the target by achieving a 13.4% reduction in carbon emissions from offices in the 12 months to May 2011.

Energy Performance Certificates

EPCs were introduced in 2008 and are required for all commercial buildings that are being sold or leased, or on completion of construction, which use energy for heating or cooling. There are some exceptions, such as temporary accommodation (less than two years' planned use), stand-alone non-dwellings less than 50 sq m and places of worship.

EPCs are produced by the landlord/vendor and are valid for 10 years. EPCs tell potential buyers and tenants about the energy performance of a building so that they can consider energy efficiency as part of their investment or business decision to buy or occupy that building.

An EPC will provide an energy rating – from A to G – for a building which is based on the performance potential of the building itself (the fabric) and its services (such as heating, ventilation and lighting). The energy rating given on the certificate reflects the intrinsic energy performance standard of the building relative to a benchmark, which can then be used to make comparisons with other properties. It is accompanied by a report, which provides recommendations on how the energy performance of the building could be enhanced, together with an indication of the payback period.

Energy-efficient buildings

The target for energy-efficient buildings, set out in the Climate Change Act 2008, is that central government will only procure buildings in the top quartile of energy performance. In 2011, 63% (10 out of 16) administrative buildings added to the Civil Estate were procured from within the top quartile range of energy performance. This compares with 44% in 2009 and 65% in 2010.

Government defines a new top quartile level each year, based on the minimum EPC level (refer to page 39) achieved by the most energy-efficient 25% of buildings. The top quartile level for buildings acquired during 2009 was 64; during 2010 it was 68 and during 2011 it was 69 (refer to Figure D3 opposite).

This shows an apparent relaxation of the required level since 2008. This is likely to be because the EPC database contained a large number of very energy-efficient buildings in 2008, the owners of which had obtained EPCs voluntarily; this made the top quartile level artificially high. As more buildings have been added to the database throughout 2009, 2010 and now 2011, the top quartile level has become a closer reflection of the market.

However, the level set for 2012 is the same as that for 2011, reflecting a stabilisation in the data, and the top quartile level can be expected to become more stringent in future years.

Comply or explain

It will not always be possible for departments to obtain buildings that meet business need and value-for-money imperatives which also fall within the top quartile of energy performance. Where this is the case, departments are expected to procure the most energy-efficient building possible and to provide an explanation in the *State of the Estate* report. Of the 16 buildings added to the Civil Estate during the year, 10 exceeded the top quartile level (2 with an EPC B rating and 8 rated low C) and 6 fell below it.

Where buildings fell below the top quartile level, departments provided the following explanation as to why the acquisitions went ahead (EPC energy ratings in brackets):

MoJ, Lord Roberts Road, Beverley (C75)

This was the only property in the locality suitable for probation use at the right size and with adequate transport links to meet an operational requirement.

MoJ, Ashley Business Court, Rotherham (D88)

This was the only property in the locality suitable for probation use at the right size and with adequate transport links to meet an operational requirement.

MoJ, Sovereign House, Irvine (E71)

This was the only property in the locality suitable for Tribunal Service use at the right size and at competitive cost with adequate transport links to meet an operational requirement as agreed with the GPU.

OFCOM, St Vincent Place, Glasgow (E72)

This acquisition was for a small part (195 sq m) of a building. There was a lack of alternatives in Glasgow of a suitable specification.

BIS, Portcullis House, Cardiff (E119)

Consumer Focus required a small part of a building on a relatively short lease and Portcullis House was the only available space that met the location and size requirements for this front-line operation. Taking this space permitted a 50% reduction in accommodation costs (70% on rent only), with no dilapidation risks and a capped service charge.

MoJ, Cromwell House, Winchester (F127)

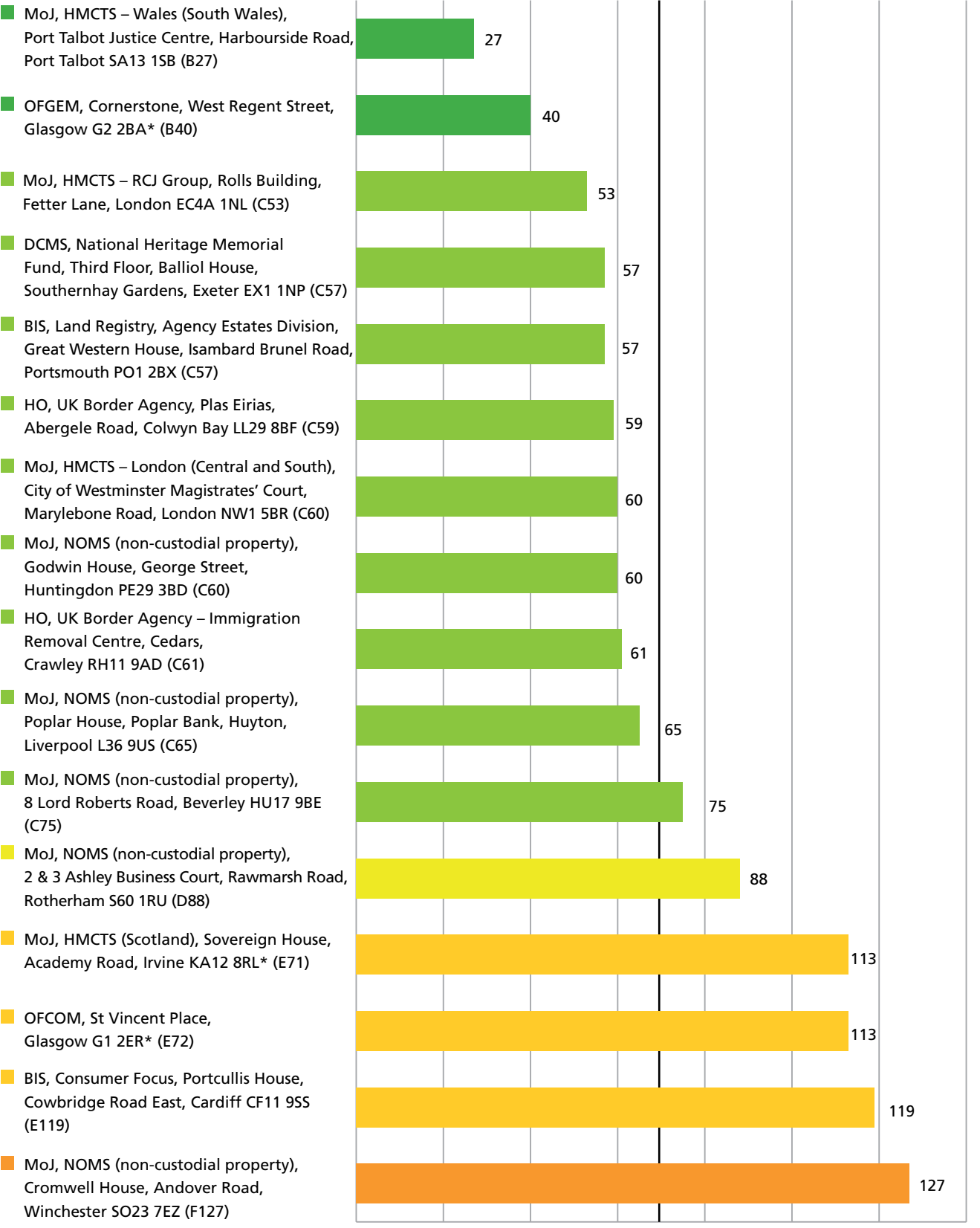
This was the only property in the locality suitable for probation use at the right size and with adequate transport links to meet an operational requirement.

Display Energy Certificates

DECs are required in all public sector buildings and offices larger than 1,000 sq m and which are frequently visited by the public. DEC rates the operational energy efficiency and performance of a building with a rating of A to G – similar to EPC ratings and much like domestic appliances. This rating is relative to the average energy performance for a category of building of the same type, which is set at 100.

DECs, which are reassessed annually, must be prominently displayed where all visitors can see them. They provide a 'snapshot' of energy efficiency with details of individual building records and departmental summary statistics. DEC rates are useful in measuring overall performance but they are only produced annually. This means that their value in measuring and monitoring the effectiveness of energy efficiency improvements is limited, especially when compared with half-hourly data in buildings that have real-time displays.

Figure D3: Energy performance of new acquisitions



*EPC scores for properties acquired in Scotland are not directly comparable with England/Wales.

Top quartile level = 69

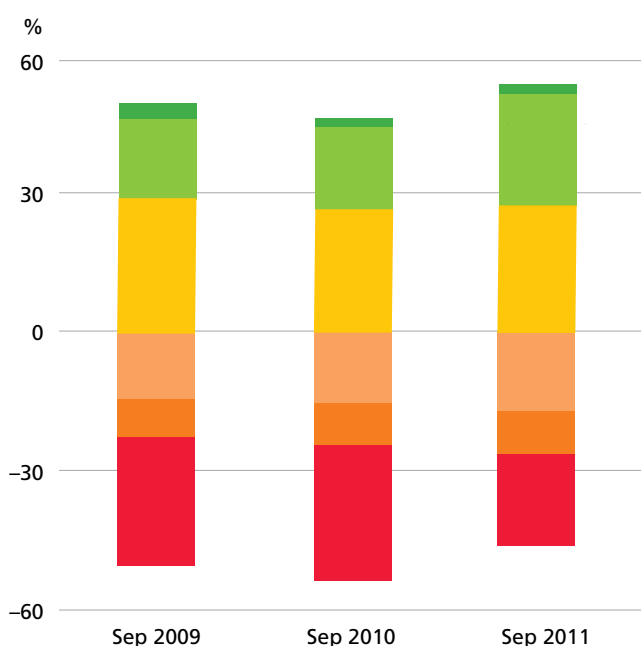
Energy Efficiency Rating A B C D E F G

Source: Efficiency and Reform Group

Performance against DEC benchmark

This is the first year since their introduction that more than half of the certificates issued to central government have had an energy performance better than the benchmark of D(100). There has been a 7.2% increase in buildings assessed as performing between A and D, with a big decrease in G-rated buildings matched by a similar increase in C-rated buildings (Figure D4). This improvement reflects the Government's focus on energy efficiency and emissions reduction during 2011.

Figure D4: DEC profile distributed around the benchmark score of D(100)



Source: e-PIMS™

This is the first snapshot to include DEC ratings produced with data from the 10% emissions reduction period. While 67.5% of current certificates are driven by data from this period or later, it will take until May 2012 to see the full effect of the 10% carbon reduction target on the DEC ratings across the estate.

It is expected that the 10% target and Greening Government commitments, plus additional scrutiny through data transparency initiatives, will lead to future improvements in DEC ratings on the government estate.

Better quality data

The year 2011 saw the end of the default DEC rating, a transitional rating which had been created to support those buildings that could not provide the requisite data for a full DEC. These are being phased out but the impact can be seen already, with only 10.7% of default ratings appearing in the current dataset, a reduction of 7.9% compared with last year.

There is still a problem of compliance with the requirement to hold and display DEC ratings, with 418 buildings failing to do so. Departments have been reminded of their obligation to obtain and display current certificates.

Sustainable Operations on the Government Estate

The framework of SOGE targets and commitments was set in 2006 and came to an end in 2010/11. The SOGE framework measured progress since 1999/2000 and included targets on reducing carbon emissions, reducing water consumption, and improving waste and recycling rates. This report reviews performance in the final year of their operation. Final reports can be viewed at: <http://sd.defra.gov.uk/progress/soge/performance-data-2011>.

Results for the final year of SOGE show improvements in performance across government.

Carbon from office buildings

SOGE target:

- Reduce CO₂ emissions by 12.5% by 2010/11, relative to 1999/2000 levels.

Final performance:

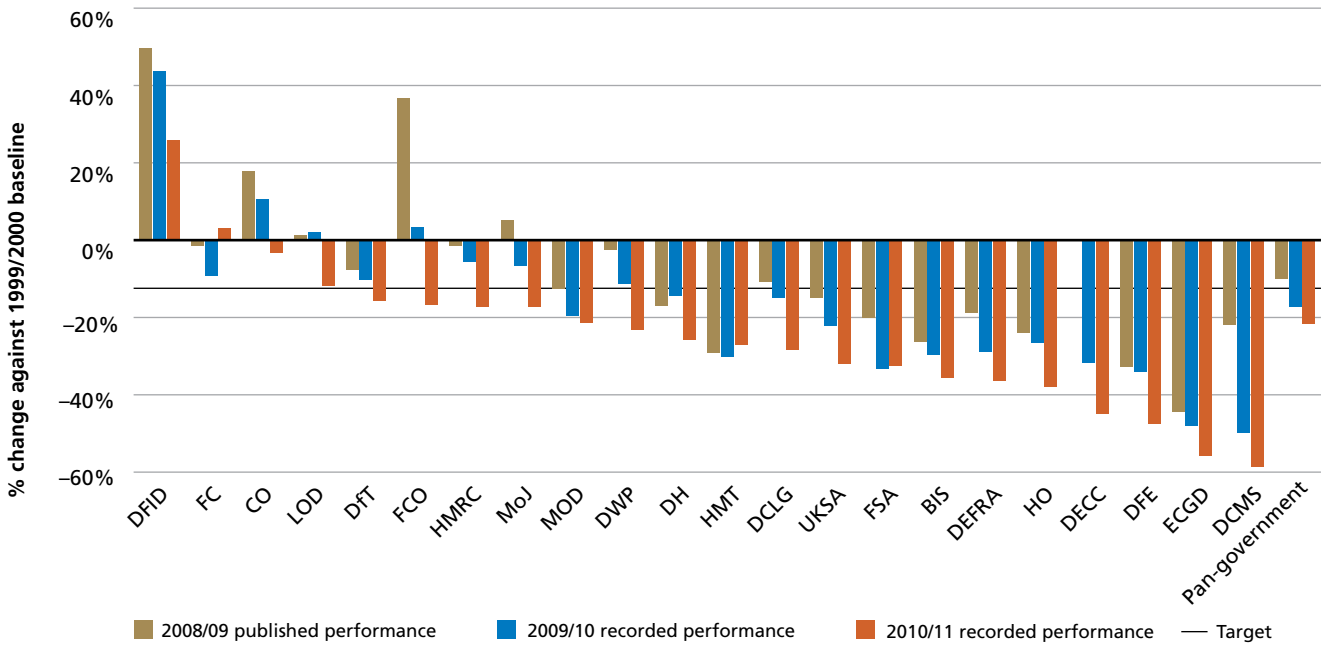
- Government achieved a CO₂ emissions reduction of 21.6% in 2010/11, relative to 1999/2000 levels.

Performance by department:

- Of the 22 departments that reported against the SOGE targets, 18 exceeded the target, as shown in Figure D5.

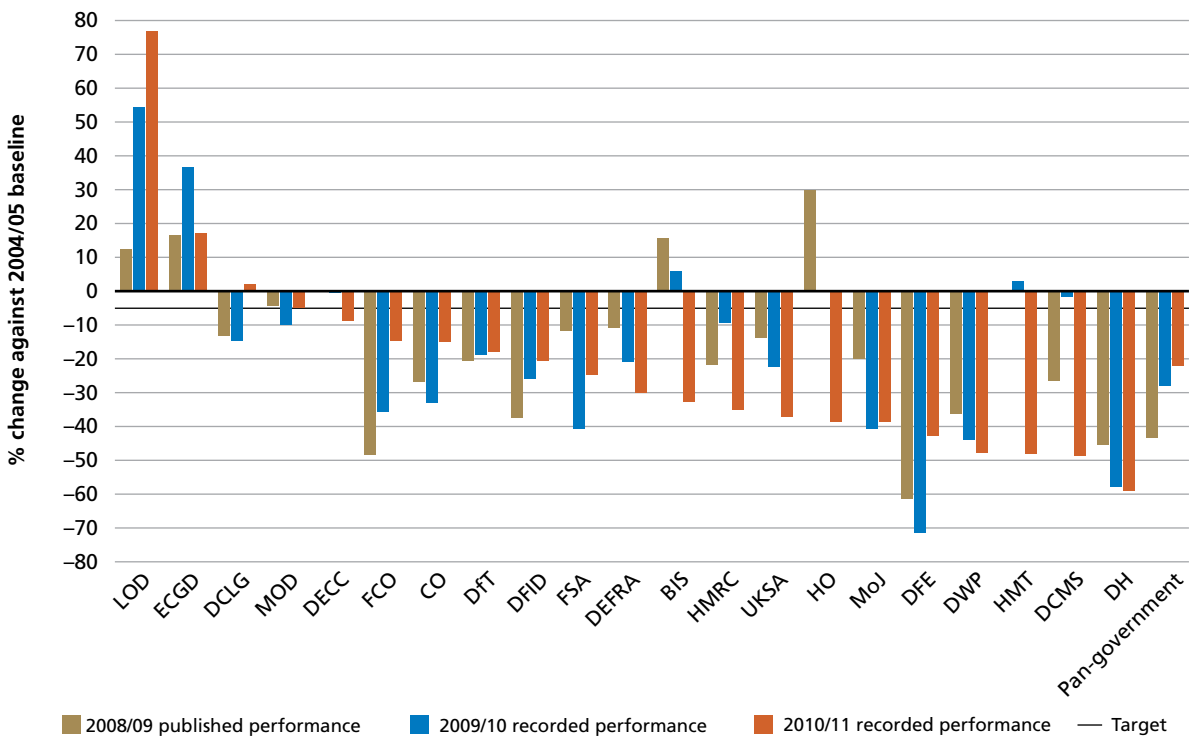
The performance against the carbon from offices target reflects success in meeting the 10% carbon reduction challenge last year, but is measured against a much wider baseline including the MOD operational estate, which was excluded from the scope of the Prime Minister's target. The MOD operational estate was the major determinant of government performance against the SOGE target, accounting for 73% of the baseline.

Figure D5: Carbon from offices, performance by department



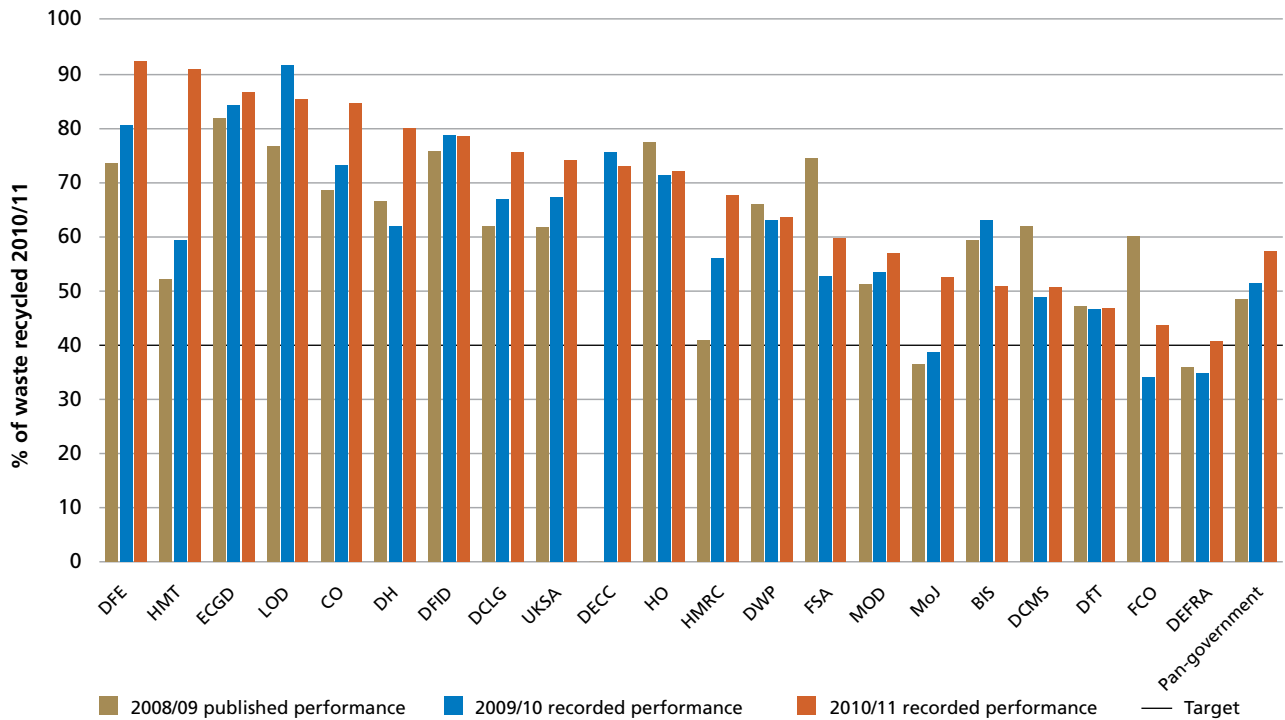
Source: Efficiency and Reform Group

Figure D6: Waste reduction, performance by department



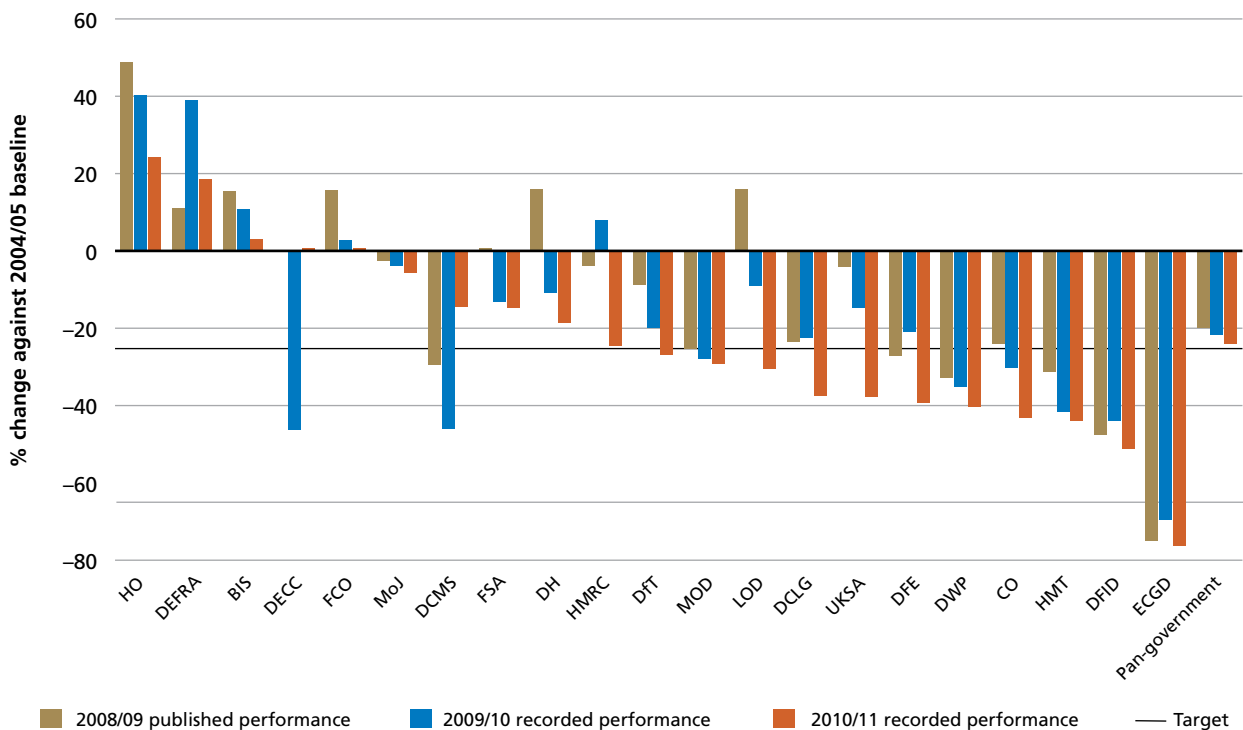
Source: Efficiency and Reform Group

Figure D7: Recycling performance by department



Source: Efficiency and Reform Group

Figure D8: Water reduction performance by department



Source: Efficiency and Reform Group

Waste and recycling

SOGE targets:

- Reduce waste by 5% by 2010/11, relative to 2004/05 levels.
- Increase recycling to 40% by 2010/11, relative to 2004/05 levels.

Final performance:

- Government achieved waste reduction of 22.1% in 2010/11, relative to 2004/05 levels.
- Government recycled 57.4% of its waste in 2010/11.

Performance by department:

- Government as a whole exceeded the 2010/11 target; 18 departments met the target. Of those, 16 made excellent progress in reducing the waste arising from their activities, exceeding the 2010/11 target by at least a factor of 2, as shown in Figure D6.

Overall, departments have made excellent progress in waste recycling, as shown in Figure D7. All have exceeded the 2010/11 target and all but three have

recycled more than half of the waste they produced during the year. Six departments have managed to reduce waste to landfill to less than 20% of their total waste.

Water consumption

SOGE target:

- Reduce water consumption by 25% by 2020/21, relative to 2004/05 levels.

Current performance:

- Water consumption reduced by 24% in 2010/11, relative to 2004/05 levels.

Performance by department:

- Performance is variable. Over half of departments have made excellent progress, already showing reductions in excess of the 25% target against their departmental baselines. Even the two departments that had shown increases of around 40% in 2009/10 have made significant improvements in performance this year (refer to Figure D8).





Chapter 5

Forward look

Reform of the government estate is already benefitting the public purse and creating more productive and positive workplaces. Consolidation of the office estate has already saved hundreds of millions of pounds and we will continue to make savings year on year until at least 2020. And, as the rationalisation of the estate moves forward, there is also the opportunity to create an efficient, transformational and sustainable estate for the future.

Driving efficiency

Looking ahead, the Government will redouble its efforts to reduce the amount of office space it occupies and use that space more efficiently and sustainably.

Government departments will continue to reduce the amount of space they occupy to reflect reductions in staff numbers and more efficient use of space. The overall aim is to ensure that departments work together in a coherent manner, to capitalise on as many opportunities as possible to reduce space usage and costs quickly. For example, in Bristol, the coming year will see the start of staff moving from 12 departments to co-locate in one building, Temple Quay House, making best use of the space in that building and enabling lease exits elsewhere.

Already, the work that departments and the GPU are undertaking on estates rationalisation strategies in central London and the six metropolitan focus areas of Bristol, Birmingham, Manchester, Liverpool, Leeds and Bradford and Tyne and Wear is demonstrating that greater efficiency can be achieved if departments work closely together. Such opportunities will be extended in other locations.

Working with local government

There is also scope to work in a more joined-up manner with local government, which often has offices in similar locations to those of central government. Some departments, such as DWP, have already been working closely with local authorities, but increasingly the GPU is

also talking to councils across England to see where central and local government could use the same premises, saving costs and potentially providing a one-stop-shop-service for local people. A pathfinder project will begin during 2012 to test the viability of co-location with local authorities and identify methods and models that could be applied elsewhere.

Improving the way the civil service works

Further opportunities for estate rationalisation are expected to result from transforming the way in which the civil service works. For the first time, under the Efficiency Reform Group, government is looking in a holistic way at how the civil service works, to identify how it can change the way it approaches the use of ICT, its estate, its security procedures and the way individuals do their work to increase productivity and reduce overall administrative costs. It is exploring how to boost productivity by making greater use of mobile ICT and more compatible systems across buildings, and changing the way we use our office spaces – all of which could offer significant opportunities.

DfT and BIS have been examining the benefits of more flexible workplaces and working practices, supported by the GPU. We will be considering the key principles and benefits that might result from these pilots in 2012 with a view to delivering a wider programme of change across government.

This breaking down of barriers between buildings, systems and departments will be an important driver in civil service reform, helping to create a workforce that is more productive and connected, while enjoying the benefits of flexible working.

Vacant space

Getting better at using space will mean vacating lots of it. Where this involves the vacation of freehold space, and where the space is not suitable for alternative purposes, the presumption will remain towards disposal. For leaseholds, the aim will be to reduce costs as quickly as we can, primarily through lease surrender or sub-letting.

Supporting growth

There will inevitably be vacant space that cannot be easily removed. Where surplus property is awaiting disposal or lease end but cannot yet be sold or sublet commercially, one aim will be to look at supporting economic growth by using suitable space out of this portfolio to provide low-cost estate to support business start-ups. Other uses could include providing temporary accommodation for free schools that have not yet found permanent premises.

The GPU is also supporting DCLG in its work with departments that have surplus land holdings to see whether this space could be released for house building or commercial use to provide a boost to the local economy.

More transparency

Underpinning all these efforts is performance data. The commitment and drive to improve the quality of data available on the office estate and how it is run will continue, as we push for more comprehensive, accurate and transparent reporting. In 2012, land and property information on the Central Civil Estate will continue to be refreshed approximately once a quarter on the government data website, data.gov.uk, and we will look for further opportunities to provide more.

Sustainability

Although we are focusing on the benefits of estate rationalisation, we will not let our focus slip from also making the estate more sustainable. Future efforts will concentrate on buildings that have been identified as core for the Government, ensuring that their owning departments are operating them above a minimum sustainability standard or have improvement plans in place to exceed those standards.

Meanwhile, the performance of the 100 worst buildings for sustainability in the Civil Estate will be challenged, based on the common success factors in the 20 best-performing buildings.





Appendices

Appendix A – Size of the mandated estate (summary) – owned property

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills ¹	1,211,600	1,386,538	174,938	14.44%	Business, Innovation and Skills
Cabinet Office	48,344	53,890	5,546	11.47%	Cabinet Office
Other Cabinet Office agencies ²	23,354	56,632	33,278	142.49%	Other Cabinet Office agencies
Charity Commission ³	5,136	5,301	165	3.20%	Charity Commission
Communities and Local Government	248,618	160,627	-87,991	-35.39%	Communities and Local Government
Culture, Media and Sport	92,605	86,224	-6,382	-6.89%	Culture, Media and Sport
Defence	438,079	399,498	-38,581	-8.81%	Defence
Education	129,611	114,101	-15,509	-11.97%	Education
Energy and Climate Change	91,707	92,865	1,158	1.26%	Energy and Climate Change
Environment, Food and Rural Affairs	546,218	526,832	-19,386	-3.55%	Environment, Food and Rural Affairs
Export Credits Guarantee Department	10,494	10,494	0	0.00%	Export Credits Guarantee Department
Food Standards Agency	14,326	14,323	-3	-0.02%	Food Standards Agency
Foreign and Commonwealth Office	144,105	126,199	-17,906	-12.43%	Foreign and Commonwealth Office
Government Actuary's Department	2,874	2,874	0	0.00%	Government Actuary's Department
Government Equalities Office	8,941		N/A	N/A	
Health	420,004	367,992	-52,012	-12.38%	Health
HM Revenue and Customs	1,388,623	1,267,261	-121,362	-8.74%	HM Revenue and Customs
HM Treasury Group	60,516	24,669	-35,847	-59.24%	HM Treasury Group
Home Office	561,920	516,437	-45,483	-8.09%	Home Office
International Development	55,671	55,154	-517	-0.93%	International Development
Justice	1,985,432	1,701,689	-283,743	-14.29%	Justice
Law Officers' Department	146,444	133,495	-12,949	-8.84%	Law Officers' Department
National Savings and Investments	89,848	101,113	11,265	12.54%	National Savings and Investments
Office of Fair Trading	11,423	11,423	0	0.00%	Office of Fair Trading
OFGEM	12,174	12,474	300	2.46%	OFGEM
Office of Rail Regulation	5,556	2,907	-2,649	-47.68%	Office of Rail Regulation
Royal Mint	32,091	32,091	0	0.00%	Royal Mint
Transport	590,145	583,518	-6,627	-1.12%	Transport
UK Statistics Authority	67,995	63,623	-4,373	-6.43%	UK Statistics Authority
Work and Pensions	1,856,832	1,788,883	-67,949	-3.66%	Work and Pensions
Total	10,300,685⁴	9,699,126	-601,560	-5.84%	

¹ Increase in size is due to machinery of government changes.

² Increase in size is due to the Residual Estate being transferred to Cabinet Office.

³ This increase is due to a correction of the information previously recorded, rather than an actual increase.

⁴ Figure has been adjusted by +61,796 sq m to account for a change in the BIS estate.

Appendix A – Size of the mandated estate (full) – owned property

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills					Business, Innovation and Skills
BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL	4,275	1,156	-3,119	-72.96%	BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL
BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE	11,141	11,142	1	0.01%	BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE
BIS – ARTS AND HUMANITIES RESEARCH COUNCIL	850	850	0	0.00%	BIS – ARTS AND HUMANITIES RESEARCH COUNCIL
BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL	251,172	250,267	-905	-0.36%	BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL
BIS – CAPITAL FOR ENTERPRISE LTD	232	232	0	0.00%	BIS – CAPITAL FOR ENTERPRISE LTD
BIS – COMPANIES HOUSE	34,268	34,268	0	0.00%	BIS – COMPANIES HOUSE
BIS – COMPETITION COMMISSION	8,258	8,258	0	0.00%	BIS – COMPETITION COMMISSION
BIS – CONSUMER FOCUS	2,947	1,688	-1,259	-42.73%	BIS – CONSUMER FOCUS
BIS – CORE	84,275	85,074	799	0.95%	BIS – CORE
BIS – DESIGN COUNCIL	1,448		N/A	N/A	BIS – DESIGN COUNCIL ⁴
BIS – EAST MIDLANDS DEVELOPMENT AGENCY – OPERATIONAL	3,440	3,440	0	0.00%	BIS – EAST MIDLANDS DEVELOPMENT AGENCY – OPERATIONAL
BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – OPERATIONAL	2,442	2,442	0	0.00%	BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – OPERATIONAL
BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL	1,325	1,325	0	0.00%	BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL
BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL	3,633	3,633	0	0.00%	BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL
BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND	4,145	4,145	0	0.00%	BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND
BIS – INSOLVENCY SERVICE	35,066	33,043	-2,022	-5.77%	BIS – INSOLVENCY SERVICE
BIS – INTELLECTUAL PROPERTY OFFICE	20,980	21,179	199	0.95%	BIS – INTELLECTUAL PROPERTY OFFICE
MOJ – LAND REGISTRY AGENCY ESTATES DIVISION (MoG change ¹ from MoJ)	207,561	170,746	-36,815	-17.74%	BIS – LAND REGISTRY AGENCY ESTATES DIVISION
BIS – LEARNING AND SKILLS COUNCIL – DISPOSALS	24,741	20,532	-4,209	-17.01%	BIS – LEARNING AND SKILLS COUNCIL – DISPOSALS
BIS – LOCAL BETTER REGULATION OFFICE	408		N/A	N/A	BIS – LOCAL BETTER REGULATION OFFICE ²
BIS – MEDICAL RESEARCH COUNCIL	133,905	131,223	-2,682	-2.00%	BIS – MEDICAL RESEARCH COUNCIL
MOD – MET OFFICE (MoG change ¹ from MOD)	26,361	26,448	87	0.33%	BIS – MET OFFICE
BIS – NATIONAL ENDOWMENT FOR SCIENCE, TECHNOLOGY AND THE ARTS	30	30	0	0.00%	BIS – NATIONAL ENDOWMENT FOR SCIENCE, TECHNOLOGY AND THE ARTS
BIS – NATIONAL MEASUREMENT OFFICE	4,482	4,482	0	0.00%	BIS – NATIONAL MEASUREMENT OFFICE

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills (continued)					
BIS – NATIONAL PHYSICAL LABORATORY	48,422	48,422	0	0.00%	BIS – NATIONAL PHYSICAL LABORATORY
BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL	132,332	117,426	-14,906	-11.26%	BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL
BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL	10,819	8,475	-2,344	-21.67%	BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL
BIS – ONE NORTH EAST – OPERATIONAL	7,774	5,517	-2,257	-29.03%	BIS – ONE NORTH EAST – OPERATIONAL
DCLG – ORDNANCE SURVEY HQ ESTATES SERVICE (MoG change ¹ from DCLG)	51,201	14,781	-36,421	-71.13%	BIS – ORDNANCE SURVEY HQ ESTATES SERVICE
BIS – RESEARCH COUNCILS UK	4,582	4,582	0	0.00%	BIS – RESEARCH COUNCILS UK
BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	204,137	204,137	0	0.00%	BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL
BIS – SKILLS FUNDING AGENCY	34,938	34,373	-565	-1.62%	BIS – SKILLS FUNDING AGENCY
BIS – SOUTH EAST ENGLAND DEVELOPMENT AGENCY – OPERATIONAL	4,064	4,064	0	0.00%	BIS – SOUTH EAST ENGLAND DEVELOPMENT AGENCY – OPERATIONAL
BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – OPERATIONAL	3,785	3,785	0	0.00%	BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – OPERATIONAL
BIS – STUDENT LOANS COMPANY LTD	21,104	21,104	0	0.00%	BIS – STUDENT LOANS COMPANY LTD
BIS – TECHNOLOGY STRATEGY BOARD	1,215	1,215	0	0.00%	BIS – TECHNOLOGY STRATEGY BOARD
BIS – UK ATOMIC ENERGY AUTHORITY	94,646	94,656	9	0.01%	BIS – UK ATOMIC ENERGY AUTHORITY
BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS	1,614	1,525	-89	-5.51%	BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS
BIS – YORKSHIRE FORWARD – OPERATIONAL	8,705	6,873	-1,832	-21.05%	BIS – YORKSHIRE FORWARD – OPERATIONAL
Cabinet Office					
HMT – BUYING SOLUTIONS (MoG change ¹ from HMT)	5,565	5,632	68	1.21%	CO – GOVERNMENT PROCUREMENT SERVICE
CO – FINANCIAL AND ESTATE MANAGEMENT	48,344	53,890	5,546	11.47%	CO – FINANCIAL AND ESTATE MANAGEMENT
Other Cabinet Office agencies					
HMT – RESIDUAL ESTATE (MoG change ¹ from HMT)	23,179	21,328	-1,852	-7.99%	CO – RESIDUAL ESTATE
COI – CENTRAL OFFICE OF INFORMATION	11,033	11,082	49	0.44%	COI – CENTRAL OFFICE OF INFORMATION
NSG – NATIONAL SCHOOL OF GOVERNMENT	12,321	18,591	6,270	50.89%	NSG – NATIONAL SCHOOL OF GOVERNMENT
Charity Commission					
CHAR – CHARITY COMMISSION	5,136	5,301	165	3.21%	CHAR – CHARITY COMMISSION

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Communities and Local Government					DCLG
DCLG – CENTRAL	31,427	30,622	-805	-2.56%	DCLG – CENTRAL
DCLG – COMMUNITY DEVELOPMENT FOUNDATION	766		N/A	N/A	DCLG – COMMUNITY DEVELOPMENT FOUNDATION ⁴
DCLG – FIRE SERVICE COLLEGE	44,701	44,701	0	0.00%	DCLG – FIRE SERVICE COLLEGE
DCLG – FIREBUY	172		N/A	N/A	DCLG – FIREBUY ⁴
DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE	58,737	36,772	-21,965	-37.40%	DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE
DCLG – HOMES AND COMMUNITIES AGENCY	19,902	8,605	-11,298	-56.77%	DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL)
DCLG – INDEPENDENT HOUSING OMBUDSMAN	628	628	0	0.00%	DCLG – INDEPENDENT HOUSING OMBUDSMAN
		4,070	N/A	N/A	DCLG – LOCAL GOVERNMENT OMBUDSMAN
DCLG – LONDON THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL	644	644	0	0.00%	DCLG – LONDON THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL
DCLG – ORDNANCE SURVEY HQ ESTATES SERVICE (MoG change ¹ to BIS)					
DCLG – PLANNING INSPECTORATE	13,161	9,177	-3,984	-30.27%	DCLG – PLANNING INSPECTORATE
DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE	16,560	16,560	0	0.00%	DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE
DCLG – RESIDENTIAL PROPERTY TRIBUNAL SERVICE	3,405	3,405	0	0.00%	DCLG – RESIDENTIAL PROPERTY TRIBUNAL SERVICE
DCLG – STANDARDS BOARD FOR ENGLAND	1,143	1,143	0	0.00%	DCLG – STANDARDS BOARD FOR ENGLAND
DCLG – TENANT SERVICES AUTHORITY	2,324	2,324	0	0.00%	DCLG – TENANT SERVICES AUTHORITY
DCLG – THURROCK THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL PROPERTIES	906		N/A	N/A	DCLG – THURROCK THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL PROPERTIES ⁴
DCLG – VALUATION TRIBUNAL SERVICE	2,529	1,563	-965	-38.18%	DCLG – VALUATION TRIBUNAL SERVICE
DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	415	0	0	DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION
Culture, Media and Sport					Culture, Media and Sport
DCMS – ARTS COUNCIL ENGLAND	14,601	14,129	-472	-3.23%	DCMS – ARTS COUNCIL ENGLAND
DCMS – BIG LOTTERY FUND	19,507	17,990	-1,517	-7.78%	DCMS – BIG LOTTERY FUND
DCMS – CHURCHES CONSERVATION TRUST	233	233	0	0.00%	DCMS – CHURCHES CONSERVATION TRUST
DCMS – COMMISSION FOR ARCHITECTURE AND THE BUILT ENVIRONMENT	1,675		N/A	N/A	DCMS – COMMISSION FOR ARCHITECTURE AND THE BUILT ENVIRONMENT ⁴
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	13,249	14,424	1,175	8.87%	DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Culture, Media and Sport (continued)					Culture, Media and Sport (continued)
DCMS – ENGLISH HERITAGE	18,311	17,718	-593	-3.24%	DCMS – ENGLISH HERITAGE
DCMS – GAMBLING COMMISSION	2,414	2,414	0	0.00%	DCMS – GAMBLING COMMISSION
		520	N/A	N/A	DCMS – HORSERACE BETTING LEVY BOARD
DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL	736	736	0	0.00%	DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL
DCMS – NATIONAL HERITAGE MEMORIAL FUND	6,090	4,362	-1,728	-28.38%	DCMS – NATIONAL HERITAGE MEMORIAL FUND
DCMS – NATIONAL LOTTERY COMMISSION	587	587	0	0.00%	DCMS – NATIONAL LOTTERY COMMISSION
DCMS – OLYMPIC DELIVERY AUTHORITY	4,857	4,857	0	0.00%	DCMS – OLYMPIC DELIVERY AUTHORITY
DCMS – PUBLIC LENDING RIGHT	372	372	0	0.00%	DCMS – PUBLIC LENDING RIGHT
DCMS – SPORT ENGLAND	5,841	4,926	-916	-15.68%	DCMS – SPORT ENGLAND
DCMS – UK FILM COUNCIL	1,175		N/A	N/A	DCMS – UK FILM COUNCIL ⁴
DCMS – UK SPORT	1,369	1,369	0	0.00%	DCMS – UK SPORT
DCMS – VISIT BRITAIN	1,587	1,587	0	0.00%	DCMS – VISIT BRITAIN
Defence					Defence
MOD – MET OFFICE (MoG change ¹ to BIS)					
MOD – MINISTRY OF DEFENCE	411,719	399,498	-12,221	-2.97%	MOD – MINISTRY OF DEFENCE
Education					Education
DFE – BRITISH EDUCATIONAL COMMUNICATIONS AND TECHNOLOGY AGENCY	2,011		N/A	N/A	DFE – BRITISH EDUCATIONAL COMMUNICATIONS AND TECHNOLOGY AGENCY ⁴
DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – CENTRAL	23,344	6,015	-17,329	-74.24%	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – CENTRAL
		7,797	N/A	N/A	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – NORTH
		6,265	N/A	N/A	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – SOUTH
DFE – CHILDREN'S COMMISSIONER	718	0	-718	-100.00%	DFE – CHILDREN'S COMMISSIONER
DFE – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL	1,951	1,951	0	0.00%	DFE – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL
DFE – NATIONAL COLLEGE FOR SCHOOL LEADERSHIP	9,932	10,303	371	3.74%	DFE – NATIONAL COLLEGE FOR SCHOOL LEADERSHIP
DFE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION	1,961	1,961	0	0.00%	DFE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION
DFE – OPERATIONAL PROPERTIES	48,235	48,826	591	1.23%	DFE – OPERATIONAL PROPERTIES
DFE – QUALIFICATIONS AND CURRICULUM DEVELOPMENT AGENCY	13,991	6,129	-7,862	-56.19%	DFE – QUALIFICATIONS AND CURRICULUM DEVELOPMENT AGENCY

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Education (continued)					
DFE – SUBLET AND SURPLUS PROPERTIES	6,948	14,934	7,986	114.95%	DFE – SUBLET AND SURPLUS PROPERTIES
DFE – TRAINING AND DEVELOPMENT AGENCY FOR SCHOOLS	3,979		N/A	N/A	DFE – TRAINING AND DEVELOPMENT AGENCY FOR SCHOOLS ²
OFSTED – OFFICE FOR STANDARDS IN EDUCATION, CHILDREN'S SERVICES AND SKILLS	16,541	9,921	-6,620	-40.02%	OFSTED – OFFICE FOR STANDARDS IN EDUCATION, CHILDREN'S SERVICES AND SKILLS
Energy and Climate Change					
DECC – THE COAL AUTHORITY	6,398	4,930	-1,468	-22.94%	DECC – THE COAL AUTHORITY
DECC – COMMITTEE ON CLIMATE CHANGE	399		N/A	N/A	DECC – COMMITTEE ON CLIMATE CHANGE ²
DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE	13,992	15,702	1,710	12.22%	DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE
DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OFFICE ⁵	70,918	72,233	1,315	1.86%	DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OFFICE
Environment, Food and Rural Affairs					
DEFRA – CONSUMER COUNCIL FOR WATER	1,641	1,301	-340	-20.72%	DEFRA – CONSUMER COUNCIL FOR WATER
DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	322,432	302,816	-19,616	-6.08%	DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
DEFRA – ENVIRONMENT AGENCY (all property centres) ⁶	195,377	196,500	1,123	0.58%	DEFRA – ENVIRONMENT AGENCY (all property centres)
DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE	7,286	7,089	-197	-2.70%	DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE
DEFRA – JOINT NATURE CONSERVATION COMMITTEE	1,325	1,329	4	0.27%	DEFRA – JOINT NATURE CONSERVATION COMMITTEE
FC – FORESTRY COMMISSION ENGLAND	15,055	15,109	54	0.36%	FC – FORESTRY COMMISSION ENGLAND
WSRA – WATER SERVICES REGULATION AUTHORITY	3,101	2,688	-413	-13.32%	WSRA – WATER SERVICES REGULATION AUTHORITY
ECGD					
ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT	10,494	10,494	0	0.00%	ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT
Food Standards Agency					
FSA – FOOD STANDARDS AGENCY	14,326	14,323	-3	-0.02%	FSA – FOOD STANDARDS AGENCY
Foreign and Commonwealth Office					
FCO – BRITISH COUNCIL ⁷	16,573	16,727	154	0.93%	FCO – BRITISH COUNCIL
FCO – FOREIGN AND COMMONWEALTH OFFICE ⁸	125,207	107,147	-18,060	-14.42%	FCO – FOREIGN AND COMMONWEALTH OFFICE
FCO – WILTON PARK	2,326	2,326	0	0.00%	FCO – WILTON PARK

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Government Actuary's Department					Government Actuary's Department
GAD – GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.00%	GAD – GOVERNMENT ACTUARY'S DEPARTMENT
Government Equalities Office					Government Equalities Office
GEO – EQUALITY AND HUMAN RIGHTS COMMISSION (MoG change ¹ to Home Office)					
Health					Health
DH – ALCOHOL EDUCATION AND RESEARCH COUNCIL	25		N/A	N/A	DH – ALCOHOL EDUCATION AND RESEARCH COUNCIL ⁴
DH – APPOINTMENTS COMMISSION	498	481	-17	-3.39%	DH – APPOINTMENTS COMMISSION
DH – CARE QUALITY COMMISSION	12,761	10,934	-1,827	-14.32%	DH – CARE QUALITY COMMISSION
DH – COUNCIL FOR HEALTHCARE REGULATORY EXCELLENCE	466		N/A	N/A	DH – COUNCIL FOR HEALTHCARE REGULATORY EXCELLENCE ²
DH – GENERAL SOCIAL CARE COUNCIL	4,425	1,669	-2,757	-62.29%	DH – GENERAL SOCIAL CARE COUNCIL
DH – HEALTH PROTECTION AGENCY	95,164	88,931	-6,233	-6.55%	DH – HEALTH PROTECTION AGENCY
DH – HQ	49,694	49,874	180	0.36%	DH – HQ
DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT	3,028	3,028	0	0.00%	DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT
DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	14,244	2,214	-12,030	-84.46%	DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY
DH – MONITOR	1,644	1,644	0	0.00%	DH – MONITOR
DH – NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE	6,315	6,315	0	0.00%	DH – NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE
DH – NATIONAL PATIENT SAFETY AGENCY	2,732	2,717	-14	-0.53%	DH – NATIONAL PATIENT SAFETY AGENCY
DH – NHS BLOOD AND TRANSPLANT	134,092	111,637	-22,455	-16.75%	DH – NHS BLOOD AND TRANSPLANT
DH – NHS BUSINESS SERVICES AUTHORITY	55,153	53,305	-1,848	-3.35%	DH – NHS BUSINESS SERVICES AUTHORITY
DH – NHS CONNECTING FOR HEALTH	10,608	10,446	-162	-1.53%	DH – NHS CONNECTING FOR HEALTH
DH – NHS INFORMATION CENTRE	4,365	4,365	0	0.00%	DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE
DH – RETAINED ESTATE	24,789	20,432	-4,357	-17.58%	DH – RETAINED ESTATE
HM Revenue and Customs					HM Revenue and Customs
HMRC – HM REVENUE AND CUSTOMS	1,331,692	1,215,532	-116,160	-8.72%	HMRC – HM REVENUE AND CUSTOMS
HMRC – VALUATION OFFICE AGENCY	56,931	51,729	-5,202	-9.14%	HMRC – VALUATION OFFICE AGENCY

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Home Office					
GEO – EQUALITY AND HUMAN RIGHTS COMMISSION (MoG change ¹ to Home Office)	8,941	6,600	-2,341	-26.18%	HO – EQUALITY AND HUMAN RIGHTS COMMISSION
HO – IDENTITY AND PASSPORT SERVICE	69,475	54,206	-15,269	-21.98%	HO – IDENTITY AND PASSPORT SERVICE
HO – NATIONAL POLICING IMPROVEMENT AGENCY	93,684	93,226	-458	-0.49%	HO – NATIONAL POLICING IMPROVEMENT AGENCY
HO – NDPB1	411	955	544	132.25%	HO – NDPB1
HO PROPERTY GENERAL (HOPG) – ANIMAL SCIENTIFIC PROCEDURES DIVISION	909	909	0	0.00%	HO PROPERTY GENERAL (HOPG) – ANIMAL SCIENTIFIC PROCEDURES DIVISION
HOPG – CORE HOME OFFICE	72,847	65,738	-7,108	-9.76%	HOPG – CORE HOME OFFICE
HOPG – CRIMINAL RECORDS BUREAU	5,271	5,271	0	0.00%	HOPG – CRIMINAL RECORDS BUREAU
HOPG – HM INSPECTORATE OF CONSTABULARY	2,265	727	-1,538	-67.90%	HOPG – HM INSPECTORATE OF CONSTABULARY
HOPG – HOME OFFICE PAY AND PENSIONS SERVICE	3,146	1,560	-1,586	-50.40%	HOPG – HOME OFFICE PAY SERVICE
HOPG – HOME OFFICE SCIENTIFIC DEVELOPMENT BRANCH	30,064	8,434	-21,630	-71.95%	HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY
HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION	7,103	7,655	552	7.77%	HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION
HOPG – INDEPENDENT SAFEGUARDING AUTHORITY	2,462	2,975	513	20.82%	HOPG – INDEPENDENT SAFEGUARDING AUTHORITY
HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER	912	912	0	0.00%	HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER
HOPG – OLYMPIC AND PARALYMPIC SECURITY DIRECTORATE	1,666	1,666	0	0.00%	HOPG – OLYMPIC AND PARALYMPIC SECURITY DIRECTORATE
HOPG – UK BORDER AGENCY	271,706	265,603	-6,103	-2.25%	HOPG – UK BORDER AGENCY
International Development					
DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	55,671	55,154	-517	-0.93%	DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
Justice					
HMCS – (all property centres) (MoG change ¹ to HMCTS)	1,156,696	1,199,073	-47,981	-4.50%	MoJ – HMCTS (all property centres)
MoJ – TRIBUNALS SERVICE (MoG change ¹ to HMCTS)	90,358				
MoJ – CRIMINAL CASES REVIEW COMMISSION	1,970	0	-1,970	-100.00%	MoJ – CRIMINAL CASES REVIEW COMMISSION ²
MoJ – CRIMINAL INJURIES COMPENSATION AUTHORITY	5,381	4,933	-448	-8.33%	MoJ – CRIMINAL INJURIES COMPENSATION AUTHORITY
MoJ – INFORMATION COMMISSIONER'S OFFICE	8,311	5,436	-2,875	-34.59%	MoJ – INFORMATION COMMISSIONER'S OFFICE
MoJ – LAND REGISTRY AGENCY ESTATES DIVISION (MoG change ¹ to BIS)					

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Justice (continued)					
MoJ – LEGAL SERVICES COMMISSION	19,501	18,972	-529	-2.71%	MoJ – LEGAL SERVICES COMMISSION
MoJ – MINISTRY OF JUSTICE HQ	59,692	58,216	-1,476	-2.47%	MoJ – MINISTRY OF JUSTICE HQ
MoJ – NOMS (NON-CUSTODIAL PROPERTY)	369,334	348,508	-20,826	-5.64%	MoJ – NOMS (NON-CUSTODIAL PROPERTY)
MoJ – WALES OFFICE	1,106	1,106	0	0.00%	MoJ – WALES OFFICE
MoJ – YOUTH JUSTICE BOARD	168	90	-78	-46.46%	MoJ – YOUTH JUSTICE BOARD
MoJ – THE NATIONAL ARCHIVES	65,355	65,355	0	0.00%	MoJ – THE NATIONAL ARCHIVES
Law Officers' Departments					
AGO – ATTORNEY GENERAL'S OFFICE	1,157	1,157	0	0.00%	AGO – ATTORNEY GENERAL'S OFFICE
AGO – CROWN PROSECUTION SERVICE (all property centres)	123,025	111,809	-11,216	-9.12%	AGO – CROWN PROSECUTION SERVICE (all property centres)
AGO – HM CPS INSPECTORATE	886		-886	-100.00%	AGO – HM CPS INSPECTORATE ²
AGO – TREASURY SOLICITOR	13,917	13,917	0	0.00%	AGO – TREASURY SOLICITOR
SFO – SERIOUS FRAUD OFFICE	7,459	6,612	-847	-11.36%	SFO – SERIOUS FRAUD OFFICE
National Savings and Investments					
NS&I – NATIONAL SAVINGS AND INVESTMENTS	89,848	101,113	11,265	12.54%	NS&I – NATIONAL SAVINGS AND INVESTMENTS
Office of Fair Trading					
OFT – OFFICE OF FAIR TRADING	11,423	11,423	0	0.00%	OFT – OFFICE OF FAIR TRADING
OFGEM					
OFGEM – OFFICE OF GAS AND ELECTRICITY MARKETS	12,174	12,474	300	2.46%	OFGEM – OFFICE OF GAS AND ELECTRICITY MARKETS
Office of Rail Regulation					
ORR – OFFICE OF RAIL REGULATION HQ	5,556	2,907	-2,649	-47.68%	ORR – OFFICE OF RAIL REGULATION HQ
Royal Mint					
ROYAL MINT	32,091	32,091	0	0.00%	ROYAL MINT
HM Treasury Group					
HMT – BUYING SOLUTIONS (MoG change ¹ to Cabinet Office)					
HMT – HM TREASURY	30,093	22,990	-7,103	-23.60%	HMT – HM TREASURY
HMT – RESIDUAL ESTATE (MoG change ¹ to Cabinet Office)					
HMT – UK DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.00%	HMT – UK DEBT MANAGEMENT OFFICE

Department/organisation @ 01/01/11	Size				Department/organisation @ 01/01/12
	@ 01/01/11 (sq m)	@ 01/01/12 (sq m)	Change (sq m)	Change (%)	
Transport					
DfT – DfT CENTRAL	56,763	55,058	-1,705	-3.00%	DfT – DfT CENTRAL
DfT – DRIVER AND VEHICLE LICENSING AGENCY	92,240	91,515	-725	-0.77%	DfT – DRIVER AND VEHICLE LICENSING AGENCY
DfT – DRIVING STANDARDS AGENCY	49,332	49,143	-189	-0.38%	DfT – DRIVING STANDARDS AGENCY
DfT – GOVERNMENT CAR AND DESPATCH AGENCY	5,589	5,500	-89	-1.59%	DfT – GOVERNMENT CAR AND DESPATCH AGENCY
DfT – HIGHWAYS AGENCY (LAND HELD PENDING USE) ³					
DfT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)	199,661	201,337	1,676	0.84%	DfT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)
DfT – MARITIME AND COASTGUARD AGENCY	60,294	60,182	-112	-0.19%	DfT – MARITIME AND COASTGUARD AGENCY
DfT – VEHICLE AND OPERATOR SERVICES AGENCY	124,243	118,759	-5,483	-4.41%	DfT – VEHICLE AND OPERATOR SERVICES AGENCY
DfT – VEHICLE CERTIFICATION AGENCY	2,024	2,024	0	0.00%	DfT – VEHICLE CERTIFICATION AGENCY
UK Statistics Authority					
ONS – OFFICE FOR NATIONAL STATISTICS	67,995	63,623	-4,373	-6.43%	ONS – OFFICE FOR NATIONAL STATISTICS
Work and Pensions					
DWP – All GORs	1,524,748	1,469,054	-55,694	-3.65%	DWP – All GORs
DWP – CHILD MAINTENANCE ENFORCEMENT COMMISSION	6,221	6,221	0	0.00%	DWP – CHILD MAINTENANCE ENFORCEMENT COMMISSION
DWP – HEAD OFFICE	242,952	242,734	-217	-0.09%	DWP – HEAD OFFICE
DWP – HEALTH AND SAFETY EXECUTIVE	75,842	64,079	-11,763	-15.51%	DWP – HEALTH AND SAFETY EXECUTIVE
DWP – RESIDUAL RENT SERVICE ESTATE	3,704	3,429	-275	-7.43%	DWP – RESIDUAL RENT SERVICE ESTATE
DWP – THE PENSIONS REGULATOR	3,366	3,366	0	0.00%	DWP – THE PENSIONS REGULATOR
Total	10,300,685	9,699,126	601,560	-5.84%	

¹ Machinery of government (MoG) change occurred during 2011, with the organisation moving from one parent department to another – please refer to Table 1A for further details.

² Organisation has no 'owned' holdings but still has an occupation presence on e-PIMS™.

³ Organisation only has a presence of land holdings recorded on e-PIMS™.

⁴ Organisation is no longer part of the Central Civil Estate – please refer to Table 1A for further details.

⁵ Nuclear Decommissioning Authority property centre under review to separate mandated and non-mandated properties.

⁶ An increase is shown due to a re-measuring exercise. However, the Environment Agency has actually reduced its estate by 4,565 sq m (2%) in the last year.

⁷ The small reported increase in the British Council estate is due to checking the accuracy of data; no additional space has been procured.

⁸ The FCO has re-measured its key London estate, which accounts for most of the decrease in space. Some demolition of old assets also took place, accounting for around 1,500 sq m of the decrease.

Table 1A: Machinery of government changes during 2011

Organisation name	Detail of organisation change
DCLG – HOMES AND COMMUNITY AGENCY	Existing property centre split into two and renamed: DCLG – HOMES AND COMMUNITY AGENCY (OPERATIONAL) and HOMES AND COMMUNITY AGENCY (REGENERATION)
HMT – HM TREASURY	Parts of HM TREASURY (ex-Office of Government Commerce) transferred to BIS CORE, then CABINET OFFICE – FINANCIAL AND ESTATE MANAGEMENT
HMT – BUYING SOLUTIONS	BUYING SOLUTIONS transferred from HM TREASURY to CABINET OFFICE – GOVERNMENT PROCUREMENT SERVICE
MoJ – LAND REGISTRY AGENCY ESTATES DIVISION	HM LAND REGISTRY transferred from MoJ to BIS – CORE
MOD – MET OFFICE	MET OFFICE transferred from MOD to BIS – CORE
DCLG – ORDNANCE SURVEY HQ ESTATES SERVICE	ORDNANCE SURVEY transferred from DCLG to BIS – CORE
GOVERNMENT EQUALITIES OFFICE (GEO)	GEO became part of HOME OFFICE on 1 April 2011
GOVERNMENT EQUALITIES OFFICE (GEO) – EQUALITY AND HUMAN RIGHTS COMMISSION	EQUALITY AND HUMAN RIGHTS COMMISSION transferred from GEO to HOME OFFICE
HMT – RESIDUAL ESTATE	HMT – RESIDUAL ESTATE transferred from HM TREASURY to CABINET OFFICE
BIS – ADVANTAGE WEST MIDLANDS – REGENERATION, BIS – EAST MIDLANDS DEVELOPMENT AGENCY – REGENERATION, BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – REGENERATION, BIS – NORTH WEST DEVELOPMENT AGENCY – REGENERATION, BIS – ONE NORTH EAST – REGENERATION, BIS – SOUTH EAST ENGLAND DEVELOPMENT AGENCY – REGENERATION, BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – REGENERATION, BIS – YORKSHIRE FORWARD – REGENERATION	BIS – REGIONAL DEVELOPMENT AGENCIES (REGENERATION) transferred from BIS to DCLG – HOMES AND COMMUNITY AGENCY (REGENERATION)
DCLG – COMMUNITY DEVELOPMENT FOUNDATION	Now a charity – no longer part of the Central Civil Estate
DCLG – THURROCK THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL PROPERTIES	Abolished – no longer part of the Central Civil Estate
BIS – DESIGN COUNCIL	Now a charity – no longer part of the Central Civil Estate
DFE – BRITISH EDUCATIONAL COMMUNICATIONS AND TECHNOLOGY AGENCY	Abolished – no longer part of the Central Civil Estate
DH – ALCOHOL EDUCATION AND RESEARCH COUNCIL	Now a charity – no longer part of the Central Civil Estate
DCLG – FIREBUY	Abolished – no longer part of the Central Civil Estate
DCMS – COMMISSION FOR ARCHITECTURE AND THE BUILT ENVIRONMENT	Abolished – no longer part of the Central Civil Estate
DCMS – UK FILM COUNCIL	Abolished – no longer part of the Central Civil Estate

Appendix B – Total cost of the estate in 2010/11

Departments (alphabetical)	Total reported annual running costs ¹ 2010/11
Business, Innovation and Skills	£204,264,555
Cabinet Office	£32,808,250
Charity Commission	£2,751,762
Communities and Local Government	£69,504,927
Culture, Media and Sport	£38,563,740
Defence	£139,424,802
Education	£50,469,164
Energy and Climate Change	£13,880,275
Environment, Food and Rural Affairs	£107,070,869
Export Credits Guarantee Department	£3,835,481
Food Standards Agency	£5,113,457
Foreign and Commonwealth Office	£41,966,000
Government Actuary's Department	£1,206,068
Government Equalities Office	£0
Health	£113,354,039
HM Revenue and Customs	£364,891,350
HM Treasury Group	£16,832,892
Home Office	£251,797,000
International Development	£10,508,993
Justice	541,393,169
Law Officers' Departments ²	£59,002,304
National Savings and Investments ³	£1,012,081
Office of Fair Trading	£6,721,015
Office of Gas and Electricity Markets	£5,814,906
Royal Mint	£0
Transport	£166,096,850
UK Statistics Authority	£11,543,806
Work and Pensions	£740,611,302
Total reported annual operating cost 2010/11	£3,000,439,058
Estimated total for 2010/11	£3,013,980,908
Adjusted total for 2009/10 ⁴	£3,149,441,087

¹ In this report, whole estate costs are defined as costs that are attributable to the running of the administrative (mandated) estate as set out in Chapter 1. The costs that make up the total are as follows: net rent, unitary charge, rates and local property taxes, parking charges, associated facilities, occasional space, service charge, insurance, internal repair and maintenance, mechanical and electrical repair and maintenance, external and structural repair and maintenance, minor improvements, internal moves, security, cleaning, waste disposal, internal plants and decorations, grounds maintenance, catering, reception services, courier and external distribution services, post room/internal distribution, reprographics, disaster recovery, transport, archiving and storage (on-site), archiving and storage (off-site), real estate management (in-house), real estate management (outsourced), facilities management (in-house), facilities management (outsourced), project management (in-house), project management (outsourced), other management (in-house), other management (outsourced), acquisition, disposal and removal, water and sewage, energy. The total costs shown are net costs and include the following income fields: facilities hire, sublets, Memorandum of Terms of Occupation, other receipts.

² Cost includes estimates for AGO, HMCPSI and MOD. Estimates are based on the national average cost per sq m multiplied by total floor area for the department's estate as at December 2011. In respect of MOD this is a change in methodology; the figure for 2009/10 has also been revised on this basis.

³ Costs refer only to NS&I London property, which is the only part of the wider estate where NS&I controls and manages the building.

⁴ HM Treasury's *Consolidated Budgeting Guidance from 2010–11* removed the cost of capital charges from departmental budgets effective from 1/4/10; to enable like-for-like comparison, these costs have been removed from the total for 2009/10 and subsequent adjustments were made by four departments.

The definitions of the costs can be found at www.ipdoccupiers.com/costcode

Appendix C – Benchmarked offices: efficiency data and KPIs (summary)

Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff	Total property cost per FTE	Total property cost per FTE score
Business, Innovation and Skills	80	176,814	14,338	£4,473	100
Charity Commission	3	5,433	422	£5,692	79
Communities and Local Government	28	52,403	4,590	£7,977	62
Cabinet Office	7	28,311	1,844	£6,211	116
Other Cabinet Office Agencies	3	10,424	639	£6,305	102
Culture, Media and Sport	32	53,245	4,202	£7,012	70
Energy and Climate Change	6	19,004	1,741	£5,108	107
Environment, Food and Rural Affairs	164	257,865	18,490	£4,150	104
Education	22	51,226	3,436	£6,900	67
International Development	2	24,078	1,420	£7,208	70
Transport	53	152,294	13,094	£4,970	83
Health	98	172,166	12,156	£5,611	89
Work and Pensions	257	897,052	80,350	£3,516	112
Export Credits Guarantee Department	1	3,984	250	£9,707	45
Foreign and Commonwealth Office	8	63,380	3,632	£9,909	54
Food Standards Agency	5	7,199	717	£9,424	31
Government Actuary's Department	1	1,443	137	£8,193	82
HM Revenue and Customs	289	1,023,798	70,737	£3,935	110
HM Treasury Group	5	26,321	1,875	£11,231	26
Home Office	73	241,326	20,711	£5,540	89
Defence	22	282,448	19,039	£4,395	115
Justice	244	372,604	24,602	£5,377	81
Law Officers' Departments	65	113,009	7,881	£6,395	60
Office of Gas and Electricity Markets	1	6,411	481	£10,506	58
Office for Standards in Education	4	13,253	816	£7,790	39
Office of Fair Trading	1	11,422	604	£9,253	67
Office for National Statistics	2	40,011	2,894	£1,715	154
Office of Rail Regulation	1	2,566	206	£9,136	79
Water Services Regulation Authority	1	3,101	222	£4,763	83
National Savings and Investments	1	2,149	178	£6,990	106

Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£363	114	12.3	84	1.1	87	10.9	97	£64,137,299
£442	97	12.9	82	1.1	108	11.5	71	£2,401,869
£699	71	11.4	93	1.1	80	10.1	110	£36,614,308
£405	142	15.4	55	1.0	84	14.7	73	£11,453,477
£386	136	16.3	47	1.5	45	10.9	102	£4,028,820
£553	91	12.7	81	1.1	82	11.2	99	£29,464,800
£468	107	10.9	99	0.9	118	12.2	76	£8,892,931
£298	125	13.9	71	1.1	103	12.1	68	£76,741,301
£463	105	14.9	60	1.1	80	13.0	84	£23,710,110
£425	118	17.0	40	1.1	78	15.3	68	£10,236,040
£427	93	11.6	90	1.0	104	11.4	86	£65,077,159
£396	116	14.2	68	1.2	85	11.8	87	£68,214,785
£315	113	11.2	98	1.0	114	10.7	81	£282,508,056
£609	96	15.9	50	1.1	80	14.7	73	£2,426,724
£568	111	17.5	36	1.2	70	14.0	74	£35,988,705
£939	19	10.0	107	1.1	95	8.9	112	£6,757,196
£778	81	10.5	101	1.1	82	9.8	115	£1,122,376
£272	129	14.5	75	1.2	97	11.9	80	£278,339,596
£800	68	14.0	68	1.2	79	12.1	91	£21,058,882
£475	97	11.7	92	1.1	102	10.9	91	£114,742,701
£296	138	14.8	61	1.0	95	14.4	68	£83,671,388
£355	116	15.1	59	1.2	79	12.7	84	£132,289,563
£446	97	14.3	63	0.8	119	18.4	31	£50,400,501
£788	87	13.3	74	1.1	74	11.6	100	£5,053,197
£480	92	16.2	50	1.6	64	10.4	91	£6,357,038
£489	125	18.9	22	1.3	54	14.3	77	£5,588,718
£124	164	13.8	72	1.3	73	10.3	100	£4,962,926
£733	97	12.5	83	1.2	67	10.3	111	£1,881,955
£341	111	14.0	68	1.2	65	11.4	102	£1,057,368
£579	117	12.1	86	1.1	82	11.3	103	£1,244,150

Appendix C – Benchmarked offices: efficiency data and KPIs (full)

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff	
Business, Innovation and Skills	Advisory, Conciliation and Arbitration Service	10	9,814	636	
	Biotechnology and Biological Sciences Research Council	1	2,379	196	
	Consumer Focus	1	787	60	
	Companies House	3	16,683	1,035	
	Competition Commission	1	1,642	130	
	Engineering and Physical Sciences Research Council	1	2,414	230	
	Economic and Social Research Council	1	1,325	124	
	Department for Business, Innovation and Skills	3	31,480	3,052	
	Higher Education Funding Council for England	1	2,982	242	
	Insolvency Service	34	31,136	2,522	
	Medical Research Council	1	1,148	77	
	Natural Environment Research Council	2	4,722	420	
	Research Councils UK	2	5,633	773	
	Skills Funding Agency	13	30,119	1,715	
	Student Loans Company Ltd	2	16,328	2,001	
	Science and Technology Facilities Council	1	1,135	108	
	Technology Strategy Board	1	1,215	170	
	UK Intellectual Property Office	2	15,874	847	
		Business, Innovation and Skills	80	176,814	14,338
	Charity Commission	Charity Commission	3	5,433	422
Charity Commission		3	5,433	422	
Communities and Local Government	Audit Commission	10	10,293	842	
	Department for Communities and Local Government	2	23,367	2,331	
	Homes and Communities Agency	7	8,524	633	
	Valuation Tribunal Service	1	876	48	
	Tenant Services Authority	2	2,120	144	
	Independent Housing Ombudsman	1	628	38	
	London Thames Gateway Development Corporation – Operational	1	644	43	
	Ordnance Survey	2	116	8	
	Planning Inspectorate	1	4,692	463	
	Standards Board for England	1	1,143	40	
		Communities and Local Government	28	52,403	4,590
Cabinet Office	Cabinet Office	7	28,311	1,844	
	Cabinet Office	7	28,311	1,844	
Other Cabinet Office Agencies	Central Office of Information	1	6,501	457	
	National School of Government	2	3,923	182	
	Other Cabinet Office Agencies	3	10,424	639	

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£7,480	39	£484	85	15.4	59	1.1	112	14.3	39	£4,754,394
£1,672	153	£138	159	12.1	86	1.3	56	9.3	120	£327,623
£4,084	104	£311	120	13.1	80	1.4	88	9.6	93	£245,029
£2,940	118	£182	146	16.1	49	1.5	46	10.7	102	£3,042,557
£12,130	34	£960	61	12.6	81	1.0	90	12.6	91	£1,576,944
£1,445	159	£138	159	10.5	101	1.1	76	9.4	119	£332,427
£1,472	159	£138	159	10.7	99	1.2	66	8.8	124	£182,501
£5,722	120	£555	118	10.3	103	0.9	104	11.7	98	£17,462,563
£5,783	56	£469	66	12.3	84	1.1	73	10.7	107	£1,399,556
£5,171	82	£419	98	12.3	83	1.3	71	9.4	110	£13,040,991
£1,094	174	£73	181	14.9	63	1.1	109	13.3	51	£84,230
£1,020	172	£91	173	11.2	94	1.1	83	10.6	109	£428,249
£1,852	155	£254	124	7.3	140	1.1	85	6.9	146	£1,431,509
£5,644	48	£321	106	17.6	38	1.3	82	13.4	64	£9,679,747
£3,243	99	£397	83	8.2	111	1.0	94	8.0	116	£6,489,313
£1,446	160	£138	159	10.5	104	1.3	96	8.2	108	£156,208
£1,681	153	£235	130	7.1	133	0.5	146	14.6	74	£285,716
£3,799	88	£203	137	18.7	24	1.1	84	17.6	46	£3,217,742
£4,473	100	£363	114	12.3	84	1.1	87	10.9	97	£64,137,299
£5,692	79	£442	97	12.9	82	1.1	108	11.5	71	£2,401,869
£5,692	79	£442	97	12.9	82	1.1	108	11.5	71	£2,401,869
£6,490	65	£531	81	12.2	84	1.1	75	10.7	106	£5,464,427
£9,477	69	£945	61	10.0	106	1.1	79	9.2	121	£22,090,884
£6,425	39	£477	70	13.5	76	1.2	93	11.0	86	£4,067,117
£9,566	45	£524	110	18.3	28	1.0	87	17.9	46	£459,166
£10,563	20	£718	70	14.7	61	0.8	110	18.0	45	£1,521,136
£9,153	78	£554	122	16.5	44	1.1	84	15.7	64	£347,812
£7,535	79	£503	115	15.0	59	1.2	66	12.4	93	£324,000
£6,697	99	£462	123	14.5	67	1.6	67	8.9	100	£53,573
£4,257	94	£420	80	10.1	104	1.2	68	8.5	127	£1,971,038
£7,879	0	£276	126	28.6	0	2.2	0	13.0	88	£315,156
£7,977	62	£699	71	11.4	93	1.1	80	10.1	110	£36,614,308
£6,211	116	£405	142	15.4	55	1.0	84	14.7	73	£11,453,477
£6,211	116	£405	142	15.4	55	1.0	84	14.7	73	£11,453,477
£4,867	127	£342	146	14.2	66	1.5	31	9.3	120	£2,224,195
£9,916	35	£460	117	21.6	0	1.4	67	15.1	52	£1,804,625
£6,305	102	£386	136	16.3	47	1.5	45	10.9	102	£4,028,820

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Culture, Media and Sport	Arts Council England	7	8,511	446
	Big Lottery Fund	7	11,774	931
	English Heritage	8	14,285	1,124
	Department for Culture, Media and Sport	1	6,371	554
	National Heritage Memorial Fund	1	1,937	114
	Sport England	1	2,823	129
	VisitBritain	1	1,876	156
	Football Licensing Authority	1	158	6
	Gambling Commission	2	2,406	175
	Olympic Delivery Authority	1	1,367	444
	UK Anti-Doping Agency	1	568	47
	UK Sport	1	1,168	76
	Culture, Media and Sport	32	53,245	4,202
Energy and Climate Change	Department of Energy and Climate Change	2	10,176	1,272
	Coal Authority	1	3,282	153
	Nuclear Decommissioning Authority	2	3,675	205
	Nuclear Decommissioning Authority – Sites	1	1,871	111
	Energy and Climate Change	6	19,004	1,741
Environment, Food and Rural Affairs	Consumer Council for Water	1	792	32
	Department for Environment, Food and Rural Affairs	104	148,975	9,875
	Environment Agency	57	106,231	8,434
	Forestry Commission England	2	1,867	150
	Environment, Food and Rural Affairs	164	257,865	18,490
Education	Children and Family Court Advisory and Support Service – Central	3	2,016	105
	Children and Family Court Advisory and Support Service – North	4	2,444	158
	Children and Family Court Advisory and Support Service – South	5	2,972	193
	Children's Workforce Development Council	2	2,032	194
	Department for Education	3	30,827	2,028
	National College for School Leadership	1	1,494	178
	Office of Qualifications and Examinations Regulations	1	1,854	179
	Partnerships for Schools	1	1,394	89
	Qualifications and Curriculum Development Agency	1	6,129	312
	Training and Development Agency for Schools	1	64	0
Education	22	51,226	3,436	

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£6,484	70	£340	128	19.1	19	1.2	78	15.8	53	£2,890,772
£6,328	56	£500	79	12.6	82	1.3	72	10.0	108	£5,891,400
£4,661	97	£367	113	12.7	81	1.1	87	11.6	95	£5,240,720
£12,355	33	£1,074	46	11.5	92	0.9	103	13.1	87	£6,844,818
£9,035	78	£532	124	17.0	40	1.0	86	16.4	58	£1,030,025
£15,665	0	£716	96	21.9	0	1.4	47	15.2	62	£2,020,779
£6,804	108	£566	119	12.0	87	1.2	68	10.0	113	£1,061,394
£17,084	0	£649	107	26.3	0	1.2	71	22.6	5	£102,503
£8,027	5	£584	45	13.7	75	1.3	51	10.2	115	£1,404,661
£3,668	141	£1,191	0	3.1	171	1.0	91	3.1	173	£1,628,556
£9,309	74	£770	90	12.1	86	1.1	83	11.4	102	£437,500
£11,996	41	£781	87	15.4	59	1.4	83	10.7	80	£911,673
£7,012	70	£553	91	12.7	81	1.1	82	11.2	99	£29,464,800
£5,699	120	£712	91	8.0	127	0.8	137	10.4	84	£7,249,624
£3,115	99	£145	149	21.4	0	1.1	83	20.3	25	£476,649
£4,047	81	£226	129	17.9	32	1.4	57	13.3	82	£829,611
£3,036	135	£180	158	16.9	46	1.3	93	12.9	56	£337,046
£5,108	107	£468	107	10.9	99	0.9	118	12.2	76	£8,892,931
£15,157	0	£613	40	24.7	0	1.6	27	15.8	63	£485,011
£5,142	90	£341	121	15.1	61	1.1	104	13.3	57	£50,773,288
£2,961	122	£235	133	12.6	84	1.2	104	10.8	79	£24,972,041
£3,418	118	£274	126	12.5	84	1.1	98	11.9	87	£510,961
£4,150	104	£298	125	13.9	71	1.1	103	12.1	68	£76,741,301
£4,507	83	£235	133	19.2	24	1.0	118	19.0	0	£473,184
£4,422	85	£286	119	15.5	57	1.3	88	11.9	73	£698,688
£5,544	88	£360	120	15.4	58	1.1	104	13.7	54	£1,070,036
£5,184	62	£495	60	10.5	101	1.0	90	10.5	110	£1,005,776
£7,640	69	£503	108	15.2	57	1.1	76	13.5	83	£15,494,258
£3,026	119	£360	94	8.4	123	1.1	114	7.9	111	£538,552
£3,124	116	£302	114	10.4	102	1.1	83	9.8	116	£559,142
£11,620	43	£742	94	15.7	52	1.2	66	12.9	89	£1,034,195
£8,907	0	£453	71	19.6	15	1.4	41	13.6	82	£2,779,000
–	0	£895	72	–	0	–	0	8.0	131	£57,280
£6,900	67	£463	105	14.9	60	1.1	80	13.0	84	£23,710,110

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
International Development	Department for International Development	2	24,078	1,420
	International Development	2	24,078	1,420
Transport ¹	British Railways Board (Residuary) Ltd	1	548	40
	Department for Transport	2	24,661	1,781
	Driving Standards Agency	3	7,417	722
	Driver and Vehicle Licensing Agency	28	73,598	6,156
	Highways Agency	15	34,414	3,537
	Maritime and Coastguard Agency	1	5,500	346
	Vehicle Certification Agency LPC	1	1,039	92
	Vehicle and Operator Services Agency	2	5,119	420
	Transport	53	152,294	13,094
	Health	Care Quality Commission	8	14,046
NHS Connecting for Health		10	12,248	1,487
Department of Health		7	65,102	3,216
General Social Care Council		2	4,425	294
Human Fertilisation and Embryology Authority		1	1,152	73
Health Protection Agency		27	6,423	531
Health and Social Care Information Centre		4	5,997	597
Institute for Innovation and Improvement		2	3,233	263
Medicine and Healthcare Products Regulatory Agency		3	888	55
Monitor		1	1,455	144
Appointments Commission		1	480	42
NHS Business Services Authority		15	40,731	2,982
NHS Blood and Transplant		11	5,684	356
National Institute for Health and Clinical Excellence		2	6,315	557
National Patient Safety Agency		3	3,159	330
National Treatment Agency		1	829	118
Health	98	172,166	12,156	

¹ The figures in this report include some properties procured for Operational Transport purposes. These properties comprise:
8 Highways Agency Regional Control Centres

The exclusions of these 8 Operational Transport properties would mean that the following revised key figures would apply to DfT:
45 properties
139,142 m² occupied space
11,253 office based FTE and
12.4 m² / FTE

With effect from 2010-11 DfT Estate costs include: Private Finance Initiative (PFI) costs; and all operational costs of British Rail Body (Residuary) Ltd (BRBR) and of British Transport Police (BTP). Therefore the DfT Estate cost of £166,096,850 for 2010-11 should be compared to a cost of £174,030,734 for 2009-10. In future years DfT will report on a similar basis to the 2010-11 figures.

The figures for 2010-11 exclude: London & Continental Railways Ltd (LCR) which were £431,982; and High Speed 2 (which were nil). In future years we will show LCR and HS2 as separate figures because of the nature of these land acquisition & disposal bodies

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£7,208	70	£425	118	17.0	40	1.1	78	15.3	68	£10,236,040
£7,208	70	£425	118	17.0	40	1.1	78	15.3	68	£10,236,040
£4,239	144	£309	156	13.7	71	1.1	81	12.7	90	£169,566
£8,949	73	£646	103	13.8	70	1.2	67	11.5	101	£15,938,002
£2,751	128	£268	124	10.3	104	1.2	86	8.7	117	£1,986,464
£5,063	52	£423	72	12.0	84	1.1	96	10.7	89	£31,166,257
£3,412	117	£351	106	9.7	111	0.7	144	14.3	42	£12,065,698
£6,615	44	£416	96	15.9	50	1.4	47	11.5	101	£2,288,812
£3,451	114	£306	113	11.3	94	0.7	128	17.3	51	£317,517
£2,726	125	£224	131	12.2	87	1.3	83	9.6	105	£1,144,841
£4,970	83	£427	93	11.6	90	1.0	104	11.4	86	£65,077,159
£8,364	33	£662	60	12.6	81	1.3	70	10.1	109	£9,292,395
£4,855	74	£589	35	8.2	124	1.1	105	7.5	121	£7,219,301
£8,273	64	£409	129	20.2	9	1.5	36	13.7	82	£26,606,241
£7,999	60	£531	98	15.1	62	1.0	117	14.8	35	£2,351,573
£9,821	66	£622	110	15.8	51	1.3	55	12.0	96	£716,918
£3,847	102	£318	113	12.1	87	1.2	100	10.2	88	£2,044,336
£4,077	88	£406	81	10.0	106	1.4	59	7.2	134	£2,433,765
£1,841	154	£150	160	12.3	84	0.8	111	14.8	70	£484,257
£6,223	78	£385	103	16.2	74	1.2	103	13.7	70	£342,257
£7,500	99	£742	94	10.1	105	1.1	81	9.4	119	£1,079,980
£3,393	106	£297	113	11.4	92	1.4	48	8.3	129	£142,500
£2,898	128	£212	143	13.7	74	1.0	115	13.6	53	£8,643,282
£3,720	114	£233	139	16.0	54	1.2	106	13.8	45	£1,324,354
£5,441	94	£480	98	11.3	96	1.1	112	10.5	82	£3,030,633
£6,153	110	£643	99	9.6	111	1.0	109	10.0	104	£2,030,447
£4,005	140	£570	110	7.0	134	1.0	90	7.0	139	£472,547
£5,611	89	£396	116	14.2	68	1.2	85	11.8	87	£68,214,785

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Work and Pensions	Child Maintenance and Enforcement Commission	25	80,660	8,247
	Health and Safety Executive	21	51,302	2,887
	Department for Work and Pensions	211	765,090	69,216
	Work and Pensions	257	897,052	80,350
Export Credits Guarantee Department	Export Credits Guarantee Department	1	3,984	250
	Export Credits Guarantee Department	1	3,984	250
Foreign and Commonwealth Office	British Council	4	15,309	940
	Foreign and Commonwealth Office	4	48,071	2,692
	Foreign and Commonwealth Office	8	63,380	3,632
Food Standards Agency	Food Standards Agency	5	7,199	717
	Food Standards Agency	5	7,199	717
Chancellor's Other Departments	Government Actuary's Department	1	1,443	137
	Government Actuary's Department	1	1,443	137
HM Revenue and Customs	HM Revenue and Customs	242	977,327	68,446
	Valuation Office Agency	47	46,470	2,291
	HM Revenue and Customs	289	1,023,798	70,737
HM Treasury Group	Buying Solutions	1	2,822	250
	Debt Management Office	1	1,679	157
	HM Treasury	3	21,820	1,468
	HM Treasury Group	5	26,321	1,875
Home Office	UK Border Agency	50	143,106	12,170
	Home Office	2	44,516	3,625
	Criminal Records Bureau	2	4,518	636
	Independent Police Complaints Commission	5	4,668	426
	Identity and Passport Service	11	39,507	3,345
	Office of the Immigration Services Commissioner	1	903	58
	Security Industry Authority	1	1,133	163
	Independent Safeguarding Authority	1	2,975	287
	Home Office	73	241,326	20,711
Defence	Met Office	2	21,323	1,463
	Ministry of Defence	20	261,125	17,576
	Defence	22	282,448	19,039

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£2,979	120	£305	111	9.8	110	1.0	116	9.5	94	£24,568,301
£6,466	34	£364	99	17.8	35	1.2	94	15.4	47	£18,668,243
£3,457	114	£313	115	11.1	99	1.0	115	10.6	81	£239,271,513
£3,516	112	£315	113	11.2	98	1.0	114	10.7	81	£282,508,056
£9,707	45	£609	96	15.9	50	1.1	80	14.7	73	£2,426,724
£9,707	45	£609	96	15.9	50	1.1	80	14.7	73	£2,426,724
£6,662	84	£409	124	16.3	49	1.5	61	11.1	93	£6,262,314
£11,042	46	£618	108	17.9	32	1.2	74	15.3	66	£29,726,391
£9,909	54	£568	111	17.5	36	1.2	70	14.0	74	£35,988,705
£9,424	31	£939	19	10.0	107	1.1	95	8.9	112	£6,757,196
£9,424	31	£939	19	10.0	107	1.1	95	8.9	112	£6,757,196
£8,193	82	£778	81	10.5	101	1.1	82	9.8	115	£1,122,376
£8,193	82	£778	81	10.5	101	1.1	82	9.8	115	£1,122,376
£3,898	111	£273	128	14.3	78	1.2	99	11.8	80	£266,786,896
£5,042	74	£249	135	20.3	4	1.5	39	13.4	78	£11,552,700
£3,935	110	£272	129	14.5	75	1.2	97	11.9	80	£278,339,596
£3,060	127	£271	131	11.3	94	1.1	75	10.0	114	£764,903
£8,153	93	£762	94	10.7	99	1.2	71	9.1	121	£1,280,055
£12,952	6	£871	61	14.9	61	1.2	80	12.7	84	£19,013,924
£11,231	26	£800	68	14.0	68	1.2	79	12.1	91	£21,058,882
£4,236	110	£360	118	11.8	90	1.1	107	11.0	84	£51,549,781
£11,110	50	£905	70	12.3	84	0.9	103	13.8	79	£40,274,083
£3,131	126	£441	88	7.1	134	1.0	98	6.8	136	£1,991,399
£6,892	68	£629	70	11.0	98	1.4	69	7.7	124	£2,935,951
£4,504	90	£381	95	11.8	96	1.2	94	9.7	103	£15,066,403
£11,302	31	£726	85	15.6	53	1.1	84	14.8	72	£655,532
£7,521	97	£1,082	43	6.9	135	1.1	81	6.4	144	£1,225,945
£3,636	77	£351	74	10.4	102	1.1	83	9.8	115	£1,043,607
£5,540	89	£475	97	11.7	92	1.1	102	10.9	91	£114,742,701
£8,356	0	£573	41	14.6	63	1.0	90	14.4	75	£12,224,487
£4,065	124	£274	144	14.9	61	1.0	95	14.4	68	£71,446,901
£4,395	115	£296	138	14.8	61	1.0	95	14.4	68	£83,671,388

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Justice	Criminal Cases Review Commission	1	1,970	87
	Criminal Injuries Compensation Authority	1	4,933	423
	Ministry of Justice	7	59,747	4,661
	Information Commissioner's Office	1	2,921	310
	Legal Services Commission	13	16,847	1,177
	Scotland Office	2	2,565	77
	Wales Office	1	641	28
	HM Inspectorate of Probation	1	511	37
	Land Registry	15	80,021	4,440
	Legal Services Board	1	555	33
	National Offender Management Service (Non-custodial)	182	174,497	11,227
	Tribunals Service	5	10,093	1,013
	Youth Justice Board	1	3,328	179
	HM Courts Service	13	13,977	910
	Justice	244	372,604	24,602
	Law Officers' Departments	Attorney General's Office	1	910
Treasury Solicitor's Department		1	11,118	843
Crown Prosecution Service		61	95,121	6,552
Serious Fraud Office		2	5,861	444
Law Officers' Departments		65	113,009	7,881
Office of Gas and Electricity Markets	Office of Gas and Electricity Markets	1	6,411	481
	Office of Gas and Electricity Markets	1	6,411	481
Office for Standards in Education	Office for Standards in Education	4	13,253	816
	Office for Standards in Education	4	13,253	816
Office of Fair Trading	Office of Fair Trading	1	11,422	604
	Office of Fair Trading	1	11,422	604
UK Statistics Authority	Office for National Statistics	2	40,011	2,894
	Office for National Statistics	2	40,011	2,894
Office of Rail Regulation	Office of Rail Regulation	1	2,566	206
	Office of Rail Regulation	1	2,566	206
Water Services Regulation Authority	Water Services Regulation Authority	1	3,101	222
	Water Services Regulation Authority	1	3,101	222
National Savings and Investments	National Savings and Investments	1	2,149	178
	National Savings and Investments	1	2,149	178

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£6,779	33	£299	122	22.6	0	1.2	68	18.9	36	£589,732
£4,882	82	£419	92	11.7	90	1.2	72	10.1	113	£2,065,108
£9,933	61	£775	85	12.8	79	1.0	85	12.3	94	£46,298,883
£10,629	0	£1,129	0	9.4	111	1.2	72	8.1	130	£3,297,051
£7,239	60	£506	94	14.3	68	1.5	72	9.8	98	£8,516,839
£9,615	46	£289	151	33.3	0	1.7	33	19.9	15	£740,331
£13,003	25	£568	119	22.9	0	1.6	19	13.9	80	£364,072
£3,869	100	£280	125	13.8	67	0.8	120	18.2	34	£143,164
£3,208	115	£178	147	18.0	40	1.5	43	12.1	98	£14,241,707
£15,697	0	£934	64	16.8	42	1.1	80	15.4	67	£518,000
£4,089	96	£263	130	15.5	52	1.1	86	13.7	71	£45,902,219
£2,972	118	£298	109	10.0	109	1.0	114	9.7	94	£3,010,633
£11,810	41	£635	109	18.6	25	1.0	89	18.5	40	£2,113,950
£4,932	85	£321	118	15.4	59	1.1	106	14.1	51	£4,487,874
£5,377	81	£355	116	15.1	59	1.2	79	12.7	84	£132,289,563
£22,415	0	£1,035	52	21.7	0	1.1	79	19.8	29	£941,446
£8,307	90	£630	111	13.2	76	0.8	111	16.4	59	£7,002,856
£5,609	60	£386	99	14.5	61	0.7	123	19.6	19	£36,748,796
£12,855	27	£974	59	13.2	77	1.3	78	10.2	101	£5,707,403
£6,395	60	£446	97	14.3	63	0.8	119	18.4	31	£50,400,501
£10,506	58	£788	87	13.3	74	1.1	74	11.6	100	£5,053,197
£10,506	58	£788	87	13.3	74	1.1	74	11.6	100	£5,053,197
£7,790	39	£480	92	16.2	50	1.6	64	10.4	91	£6,357,038
£7,790	39	£480	92	16.2	50	1.6	64	10.4	91	£6,357,038
£9,253	67	£489	125	18.9	22	1.3	54	14.3	77	£5,588,718
£9,253	67	£489	125	18.9	22	1.3	54	14.3	77	£5,588,718
£1,715	154	£124	164	13.8	72	1.3	73	10.3	100	£4,962,926
£1,715	154	£124	164	13.8	72	1.3	73	10.3	100	£4,962,926
£9,136	79	£733	97	12.5	83	1.2	67	10.3	111	£1,881,955
£9,136	79	£733	97	12.5	83	1.2	67	10.3	111	£1,881,955
£4,763	83	£341	111	14.0	68	1.2	65	11.4	102	£1,057,368
£4,763	83	£341	111	14.0	68	1.2	65	11.4	102	£1,057,368
£6,990	106	£579	117	12.1	86	1.1	82	11.3	103	£1,244,150
£6,990	106	£579	117	12.1	86	1.1	82	11.3	103	£1,244,150

Appendix D – New procurements

Dept	Property centre	Address	Area	Acquisition date	EPC rating
BIS	Land Registry Agency	Great Western House Isambard Brunel Road Portsmouth PO1 2BX	277.71	01/03/2011	C 57
BIS	Consumer Focus	PT Ground Floor Portcullis House Cowbridge Road East Cardiff CF11 9SS	584.00	28/02/2011	E 119
DCMS	National Heritage Memorial Fund	Third Floor Balliol House Southernhay Gardens Exeter EX1 1NP	152.37	25/03/2011	C 57
HO	UK Border Agency	Plas Eirias Abergele Road Colwyn Bay LL29 8BF	32.52	01/04/2011	C 59
HO	UK Border Agency	Cedars Crawley RH11 9AD	2,726.78	30/07/2011	C 61
MoJ	HM Courts and Tribunals Service	Sovereign House Academy Road Irvine KA12 8RL*	145.00	19/08/2011	E 71
MoJ	HM Courts And Tribunals Service	Westminster Magistrates' Court Marylebone Road London NW1 5BR	6,124.20	30/09/2011	C 60
MoJ	HM Courts and Tribunals Service	Port Talbot Justice Centre Harbourside Road Port Talbot SA13 1SB		04/02/2011	B 27
MoJ	HM Courts And Tribunals Service	Rolls Building Fetter Lane London EC4A 1NL	17,262.00	29/07/2011	C 53
MoJ	NOMS	Godwin House George Street Huntingdon PE29 3BD	510.50	13/09/2011	C 60
MoJ	NOMS	First Floor Cromwell House Andover Road Winchester SO23 7EZ	799.00	11/11/2011	F 127
MoJ	NOMS	Poplar House Poplar Bank Huyton Liverpool L36 9US	979.94	01/12/2011	C 65
MoJ	NOMS	8 Lord Roberts Road Beverley HU17 9BE	139.00	08/08/2011	C 75
MoJ	NOMS	Units 2 & 3 Ashley Business Court Rawmarsh Road Rotherham S60 1RU	850.00	02/12/2011	D 88
OFCOM	Office of Communications	St Vincent Place Glasgow G1 2ER*	195.00	04/07/2011	E 72
OFGEM	Office of Gas and Electricity Markets	2nd Floor Cornerstone West Regent Street Glasgow G2 2BA*	300.00	15/12/2011	B 40

*EPC scores for properties acquired in Scotland are not directly comparable with England/Wales.

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.
- (8) Any such order is subject to affirmative resolution procedure.

Glossary

Abbreviated department names

AGO	Attorney General's Office	HMCS	Her Majesty's Courts Service
BIS	Department for Business, Innovation and Skills	HMCTS	Her Majesty's Courts and Tribunals Service
CO	Cabinet Office	HMRC	HM Revenue and Customs
COI	Central Office of Information	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	LOD	Law Officers' Departments
DECC	Department of Energy and Climate Change	MOD	Ministry of Defence
DEFRA	Department for Environment, Food and Rural Affairs	MoJ	Ministry of Justice
DFE	Department for Education	NOMS	National Offender Management Service
DFID	Department for International Development	NS&I	National Savings and Investments
DfT	Department for Transport	NSG	National School of Government
DH	Department of Health	OFCOM	Office of Communications
DWP	Department for Work and Pensions	OFGEM	Office of Gas and Electricity Markets
ECGD	Export Credits Guarantee Department	OFSTED	Office for Standards in Education, Children's Services and Skills
EH	English Heritage	OFT	Office of Fair Trading
FC	Forestry Commission England	ONS	Office for National Statistics
FCO	Foreign and Commonwealth Office	ORR	Office of Rail Regulation
FSA	Food Standards Agency	SFO	Serious Fraud Office
GAD	Government Actuary's Department	TNA	The National Archives
GEO	Equality and Human Rights Commission	UKSA	UK Statistics Authority
GPU	Government Property Unit		
HMCPSP	Her Majesty's Crown Prosecution Service Inspectorate		

BMS

Building management system.

Civil Estate/Central Civil Estate

DAO (Gen) 07/06 defines the Civil Estate as: workspace, offices and other property (land and buildings) used to deliver departments' activities that are owned, leased or occupied by a government body, including non-ministerial departments, executive agencies, NDPBs and special health authorities in Great Britain.

It does not include the operational NHS estate, the prisons' operational estate, the FCO overseas estate, the DEFRA rural estate, the privatised rail entities, public corporations or the MOD military estate (except for certain civil elements).

Climate Change Act 2008

Two key aims 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.

Copies of the Climate Change Act 2008 can be obtained at 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).

DECs

Display Energy Certificates. Required from October 2008 for buildings with a total useful floor area of over 1,000sq 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. DEC's show the energy performance of a building based on actual energy consumption as recorded and reassessed annually.

Energy Efficiency Action Plan

This 2004 plan, from the then Office of the Deputy Prime Minister, sets out the package of policies and measures that government has put in place to deliver improvements in energy efficiency in the UK.

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-PIMSTM

Electronic Property Information Mapping Service. The central database of government 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 in e-PIMSTM; 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 for the Sustainable Development Commission (HM Treasury instruction to Accounting Officers DAO (Gen) 08/05).

ERG

The Efficiency and Reform Group, established in May 2010, brings into one place the expertise and capabilities from across government to tackle two key priorities:

- making government more efficient: reducing operational overheads to give taxpayers better value and allow resources to be focused on key priorities
- radically reforming the way in which public services are provided to ensure that they meet rising public expectations: using transparency to improve accountability, shifting power to people and creating the Big Society.

FTE

Full-time equivalent (staff).

KPI

Key performance indicator.

Mandated estate

Property types for which inclusion in e-PIMSTM is mandatory. Includes all central government general property and certain specialist properties.

MOTO

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

NDPBs

Non-departmental public bodies.

Operational ratings

The Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO₂/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 numeric indicator of the amount of energy consumed during the occupation of the building over a period of 12 months, based on meter readings.

Owned holdings

The term 'owned holding' or 'owning department' refers to the department that has the interest at holding level. A holding is defined as the basic unit associated with legal interest in a property. A holding may be a freehold, PFI or a leasehold interest that the department has. A holding, whether leasehold, freehold or PFI, is a government asset and has value.

PAM

Property asset management.

PFI

Private finance initiative.

Property holding

A property asset for which an organisation has legal responsibility. It is different from a building or an occupation, and there can be many holdings to one building or many holdings to many buildings.

SOGES

Sustainable Operations on the Government Estate. A framework of targets for central government departments to improve the environmental impact of their estate. The refreshed SOGE framework of targets was launched in June 2006. These targets replaced those in the Framework for Sustainable Development on the Government Estate (originally published between 2002 and 2004). They include targets to reduce CO₂ emissions, waste produced and water consumption and to increase recycling.

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 included in *The State of the Estate* report includes annual property occupation costs, building operation costs, business support costs, property management costs, utilities and capital charges. Income from subletting and charges for the use of facilities are subtracted from the total expenditure to give the total annual operating cost. Cost definitions are based on the latest edition of the IPD Cost Code and figures are provided by departments.

CA1: Net Rent – Rent paid, rental value and notional rent.

CA2: Unitary Charge – Operating expenditure of the total real estate and facilities services package, and for a serviced office that cannot be identified separately, e.g. PFI.

CA3: Acquisition, Disposal and Removal – The annual operating expenditure associated with the acquisition, disposal and removal of the building, particularly national and local acquisition taxes and duties (for example taxes levied on rent). This includes the costs of acquisition taxes and duties as well as disposal costs and removal costs, but excludes the costs of professional, agency and brokerage fees associated with acquisitions.

CA4: Rates and Local Property Taxes.

CA5: Parking Charges – Rent or licence fees paid for parking provision on- or off-site.

CA6: Associated Facilities – Rent or licence fees for on- or off-site leisure, fitness centres, sports, storage, accommodation and hotel services.

CA7: Occasional Space – Operating expenditure or charges for occasional space that is not part of the estate and is used for short periods or intermittently.

CC1: Service Charge – Service charge, including MOTO annual operating expenditure (service charge revenue should be subtracted from expenditure).

CC2: Insurance – Buildings insurance, contents insurance, engineering insurance and terrorism insurance.

CC3: Internal Repair and Maintenance – Regular redecoration and repair of fit-out, furniture and equipment, planned and reactive maintenance, signage, clocks, eyebolt testing, statutory inspections, legionella testing, gas detection, fire detection and fighting equipment.

CC4: Mechanical and Electrical Repair and Maintenance – Mechanical and electrical services, lifts and escalators, suspended access equipment, other mechanical and electrical costs, planned and reactive maintenance, spares and consumables, lighting, relamping, portable appliance testing (PAT), building management systems, standby power systems and UPS.

CC5: External and Structural Repair and Maintenance – Planned and forward maintenance, structural repair, fabric maintenance, safety film, specialist conservation and control of asbestos.

CC6: Minor Improvements – Minor improvements or works costing less than £10,000.

CC7: Internal Moves – Space reorganisation or ‘churn and move’ management.

CC9: Security – Access control, readers/passes/identity cards/badges, CCTV, detectors, alarms, lighting and central control, fences, intruder detection, loudspeakers, PA systems, vehicle access, road blocks, key holding, manned guarding, locks and keys.

CC10: Cleaning – Cleaning furniture, fixtures and fittings, flooring, walls, IT equipment, telephones, WCs, toilets and urinals, pest control, window cleaning, interior and exterior cleaning, uniforms and laundry.

CC11: Waste Disposal – Disposal of general waste, toxic waste (hazardous and radioactive), confidential waste, sanitary waste, recycled waste and composted waste.

CC12: Internal Plants and Decorations – Internal plants and foliage provision and maintenance, flowers and festival decoration, e.g. at Christmas.

CC13: Grounds Maintenance – Hard landscaping, soft landscaping, litter and snow clearance and gritting, water features and pond maintenance.

CC14: Water and Sewerage – The annual operating expenditure on water supply and sewerage for the building. This includes the costs of water supply and sewerage, but excludes the costs of fit-out and improvement and mechanical and electrical repair and maintenance of water facilities.

CD15: Energy – The annual operating expenditure on energy supply to the building. This includes the costs of electricity, gas, fuel, district heating and all other energy, but excludes the costs of fit-out and improvement and mechanical and electrical repair and maintenance of energy facilities.

CD2: Catering – General catering, vending and hospitality.

CD3: Reception Services – Reception services, switchboard services, journal, magazine and newspaper supply and display boards.

CD4: Courier and External Distribution Services – Internal messengers, portage services and courier management.

CD5: Post Room/Internal Distribution – Internal post room services, internal logistics support, stationery management and stores management.

CD6: Reprographics – Central and distributed reprographics support (if part of facilities management contract).

CD7: Disaster Recovery – Alternative premises and related equipment.

CD8: Transport – Transport to and from the building for facilities management services.

CD9a: Archiving and Storage (On-site) – The annual operating expenditure on archiving associated with the building. This includes archiving systems and retrieval systems as well as contractor costs and the full costs of employment, special equipment, materials and other associated cost, but excludes the cost of storage cabinets.

CD9b: Archiving and Storage (Off-site) – The annual operating expenditure on archiving associated with the building. This includes archiving systems and retrieval systems as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the cost of storage cabinets.

CE1a: Real Estate Management (In-house) – The annual operating expenditure on real estate management for all activities associated with property occupation. This includes the costs of strategic planning and reporting, valuations, acquisitions and disposals, contract negotiations and real estate charges as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs,

but excludes the costs of facilities management, project management and other management.

CE1b: Real Estate Management (Outsourced) –

The annual operating expenditure on real estate management for all activities associated with property occupation. This includes the costs of strategic planning and reporting, valuations, acquisitions and disposals, contract negotiations and real estate charges as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of facilities management, project management and other management.

CE2a: Facilities Management (In-house) –

The annual operating expenditure on day-to-day facilities management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of workplace management, design and layout, health and safety, helpdesks, concierge services and condition surveys as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, project management and other management.

CE2b: Facilities Management (Outsourced) –

The annual operating expenditure on day-to-day facilities management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of workplace management, design and layout, health and safety, helpdesks, concierge services and condition surveys as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, project management and other management.

CE3a: Project Management (In-house) –

The annual operating expenditure on intended project management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of project management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and other management.

CE3b: Project Management (Outsourced) –

The annual operating expenditure on intended project management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of project management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs,

but excludes the costs of real estate management, facilities management and other management.

CE4a: Other Management (In-house) –

The annual operating expenditure of other management associated with the building. This includes the costs of environmental management, information management and quality management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and project management.

CE4b: Other Management (Outsourced) –

The annual operating expenditure of other management associated with the building. This includes the costs of environmental management, information management and quality management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and project management.

Facilities Hire, Sublets and MOTOs –

Receipts from the letting or subletting of specialist, occasional-use or surplus accommodation.

Other Receipts –

These are unlikely to be significant, but represent other receipts that are treated as revenue. This does not include capital receipts from the sale or disposal of assets.



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