

The State of the Estate in 2010



The State of the Estate in 2010

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**



The Government Estate is a great national asset. We need to use it better. We can cut costs, and reinvest the savings in public services. We can use it to enable work practices that are more modern and flexible, while helping government to reduce its carbon footprint.

To deliver these benefits, we must change and we must change quickly. The estate we occupy is too big and dispersed across too many sites. Much of it is under used, especially in central London. Central government in Bristol occupies no fewer than 100 different addresses. We are paying too much for leasehold properties, while not doing enough with our freeholds – the buildings we actually own. And we're paying too much to service these properties day to day, so the quality of work environments is often below modern standards.

So we need to modernise. We will co-locate, relocate away from Central London, intensify usage, upgrade our freeholds and get out of leaseholds. To drive this, we will manage property across the estate much more strategically. By co-locating and focusing on our core buildings, we will break down departmental silos, drive up productivity and encourage more innovative, joined-up government with modern, flexible work practices enabled by modern, flexible workplaces. Where there is no need to accommodate staff in expensive central London offices, we will consider moving to more price effective areas in or around London, with investment in modern video technology. By doing this, working more efficiently and consolidating into fewer buildings, we could save billions a year in running costs alone over the next decade. That's billions a year we could put back into services like health and education. And exiting some of the leasehold properties will enable some much needed regeneration opportunities.

The lease moratorium we introduced in June 2010 has helped to reduce the size of the central government Civil Estate: in the first nine months, we exited over 150 leasehold properties. The extension of the moratorium to a broader set of property controls in March 2011 will further accelerate this reduction. And the move of Cabinet Office staff into the Treasury building shows how this vision is already being delivered at the heart of government.

But there is much more to be done. During the next year, we will be piloting new models of occupation for central government's office estate in central London and Bristol. Getting this right on the central London estate alone could save up to £400 million a year in running costs over the next decade.

There will be no slow down on sustainability; departments have stepped up to the challenge set by the Prime Minister a year ago to reduce carbon emissions by 10% in 12 months and excellent progress has been made. This Government is on track to be the greenest ever but our key challenge for the future is to maintain this momentum. It will be challenging with less money available. But the rewards are obvious, both in terms of saving public money through energy efficiency, and contributing towards a sustainable, low-carbon economy for the future.

The Government does not need more office space. We need fewer, better workplaces, more intelligently distributed and far more intensively used. The prize is well worth the effort. By working together, we can not only improve the efficiency and sustainability of the Government Estate, but also improve working lives and deliver significant benefits for the economy and public services.

A handwritten signature in black ink that reads "Francis Maude". The signature is written in a cursive, slightly slanted style.

Francis Maude

John McCready, Managing Director, Government Property Unit



The Government Property Unit was set up in 2010. Our role is to improve the strategic management of the Government Estate because running the estate more efficiently is a win-win – the Government saves money,

which it can plough back into services, while our buildings perform better and more sustainably for staff and the public.

The State of the Estate in 2010 is an important report for us and that is why we are delighted to take responsibility for its delivery. Measuring the performance data helps us to understand what we do and how we can do it better.

The GPU has already made good progress towards reductions in annual running costs through the introduction of National Property Controls, which include a moratorium on new leases, efficiency standards for new buildings and refurbishments, as well as compliance criteria for facilities management contracts.

Now we are pushing ahead with our strategy to make more effective use of the buildings the Government owns. That means moving people into the empty spaces in our freeholds, using that space more efficiently, and vacating expensive leasehold properties wherever possible.

There is a significant growth opportunity for the economy from doing this, as prime city centre sites will become available for the private sector to use, helping to create new jobs and wealth.

During 2011/12, we will be rolling this model out in two centres, central London – where we currently occupy more than 170 buildings – and Bristol. The lessons learned from these pilots will then be applied across the country.

The GPU continues to improve data collection and benchmarking, on everything from space utilisation to energy use, in order to drive efficiency and sustainability across the estate.

Furthermore, we are beginning work with the Ministry of Defence on releasing land from its operational estate for new house building, as announced in the 2011 Budget.

In the longer term, we aim to raise more than £20 billion by selling surplus properties from across the estate, again releasing property which can be used for new economic activity.

In all this work we are supported by our advisory panel, made up of some of the UK's leading property experts from both private and public sectors, as well as our property champions and property professionals groups within government.

A handwritten signature in black ink that reads "John McCready". The signature is written in a cursive, flowing style.

John McCready

William Jordan, Chief Sustainability Officer, Efficiency and Reform Group



The Prime Minister's commitment to make this the greenest government ever has demanded a step change in how we approach sustainability.

Departments have been challenged to develop new, innovative ways to achieve environmental targets that go beyond what was previously considered possible.

By the end of December 2010, departments had risen to the challenge of meeting the Government's ambitious target to reduce carbon emissions from the Central Government Office Estate by 10%. Plans were in place to meet the target and progress was on track – and progress has been maintained through 2011.

We have looked at every aspect of how our buildings are run and have radically improved how we measure our performance in order to drive down energy use and improve the transparency of the Government's performance.

We are making best use of green technologies such as voltage optimisation – which adapts the mains power supply to what appliances actually need – and combined heat and power, to reduce energy consumption. We are also being smarter about heating and lighting only the areas of buildings that are being used and minimising energy consumption when they are not.

With our facilities management partners, we are looking at improving the efficiency of lighting, heating and cooling systems. And we are working with information and communication technology suppliers and procurement departments to encourage smarter buying of equipment, from laptops to light bulbs, all of which make a small but crucial difference in cutting overall emissions.

A key factor is the way we monitor and report our performance, so that staff and the public can see how we are doing. We have moved from quarterly reports of energy use to monthly statistics available online – with real-time reporting in departmental HQs, so people can follow emissions reduction day by day.

On wider sustainability issues, we are using less water, creating less waste and recycling more than ever before. We will continue to push ahead in these areas, meeting our Greening Government commitments.

Our key challenge for the future is to maintain this momentum, and achieve our new targets for green government, at a time when there is less money available for investment in new systems and technology. This will require further innovation and resourcefulness from everyone in government – and more creative ways of working with our partners and suppliers.

A handwritten signature in black ink that reads "William Jordan". The signature is written in a cursive, flowing style.

William Jordan

Executive summary

***The State of the Estate in 2010* assesses progress made in improving the efficiency and environmental sustainability of the Government's Civil Estate. It is the third annual report to Parliament required under the Climate Change Act 2008 and is based on data drawn from a mix of central databases, as well as information provided and verified by government departments.**

The report identifies improvements made during 2010, including reducing the size and cost of the estate and meeting ambitious new targets for CO₂ emissions and existing targets for waste and recycling earlier than planned. Progress is measured against targets, key performance indicators (KPIs) and, where appropriate, trend analysis against previous years.

Government Property Unit

The new Government Property Unit (GPU) has been established to take a strategic cross-government approach to the management of property, beginning with central government. Working with departments, it will help to accelerate the delivery of cost savings through strategic leadership and help to identify surplus and under utilised property assets.

The size of the estate

The Civil Estate is complex and diverse in size, age of buildings and types of tenure. For example, 50% of all holdings are small (500 m² or less), whereas only 2% are very large (at over 10,000 m²). During 2010, the overall size of the mandated estate (refer to Figure A1, page 10) fell from 10,722,000 m² to 10,239,000 m², a reduction of 4.5%. The number of holdings fell from 7,213 to 6,700, a 7% reduction.

Running costs

The total running costs of the estate during the financial year 2009/10 based on reported and estimated costs was £3.58 billion. Adjusted for inflation, this represents a saving of £120 million over the year. While this reflects a continued trend towards making better use of existing space, effective implementation of space standards remains challenging. However, emerging data towards the latter half of 2010 suggests an accelerated drive



to reduce space with cost reductions set to continue throughout 2011.

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 £4,454 for the financial year 2009/10, and 56% of benchmarked office space is below private sector averages. Almost 40% of benchmarked offices reported either a reduction or no change in overall efficiency.

Cost of space

The average cost of office space at £342/m² is 16% less expensive than the private sector average. London offices account for 25% of total space and around 41% of total annual costs. At an average cost of £636/m², it is less expensive than comparable private sector office space in London (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. Although the cost/FTE improved by 3% in 2009/10, relative to benchmark, central London remains the least efficient aggregated area within the estate, 15% above the private sector average.

Space efficiency

Overall space efficiency has stabilised at 13.0 m²/FTE (compared with 13.1 m²/FTE reported in 2008/09). This is the result of a strategic focus on space combined with a reduction of the government space standards for new and refurbished offices from 10 m² to 8 m²/FTE – the most efficient 20% of office space is now at this standard. However, the modest size of the latest reductions suggest that, without wider restructuring of the estate and increased collaboration, further efficiencies will be hard to realise. Freehold space remains the least well utilised within the benchmarked office estate and so offers significant scope for improvement.

A more sustainable estate

Since 2002, government has been measuring and improving the sustainability impacts of its central estate through the Framework for Sustainable Development on the Government Estate and later the Sustainable Operations on the Government Estate targets. These targets have driven a reduction in carbon of 17.1%.

In May 2010, the Prime Minister announced a commitment for the Coalition Government to be the greenest government ever. This would require the following:

- A step change in the rate and scale of the carbon reductions from government operations, with a target of 10% in 12 months.
- Real-time display energy data published online for departmental HQ buildings and monthly consumption data published for departmental operations (over 3,000 buildings), providing transparent information.

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. They are supported in this by the GPU, established in June 2010, and for their sustainability performance by the Centre of Expertise in Sustainable Procurement (CESP).

In 2010, there has been increased attention to data quality with 56,525 updates to records (a 32% increase from the previous year) and 99% of organisations completing annual verification of

Driving change

The Prime Minister's targets are driving improvements, including:

- fewer administrative buildings acquired (20 in 2010, compared with 25 in 2009), and a 21% increase in compliance with the mandate to procure buildings from within the top quartile of energy performance (65% up from 44%)
- the Department for Work and Pensions (DWP) using real-time display to reduce energy use in Caxton House by 22% in one month
- new targets issued by the Department for Environment, Food and Rural Affairs (DEFRA) to stretch departments' approach to sustainability, mainstreaming it into their policy development, operations and procurement.

their core data (up from 95% in 2009). 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

This report provides an assessment of progress being made towards improving the efficiency and environmental sustainability of the Civil Estate during 2010 as 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 2010. 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 the cost of running the estate and the cost and space efficiency of offices is on a financial year basis. This is also the case for the Sustainable Operations on the Government Estate (SOGE) data (refer to Chapter 4). The most recent financial year for which data is available is 2009/10.

The Civil Estate

The report focuses on the Civil Estate as established in 1996 following the full decentralisation of all government property holdings to occupying organisations. The Civil Estate is defined as 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 England. It does not include the operational NHS estate, the prisons estate, the Foreign and Commonwealth Office (FCO) overseas estate, the DEFRA rural estate, the Ministry of Defence

(MOD) military estate, the privatised rail entities or public corporations.

Figure A2 on pages 12–13 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
- establishing appropriate departmental governance and accountability
- managing property estates as a strategic resource, including the quality of data used in decision making.

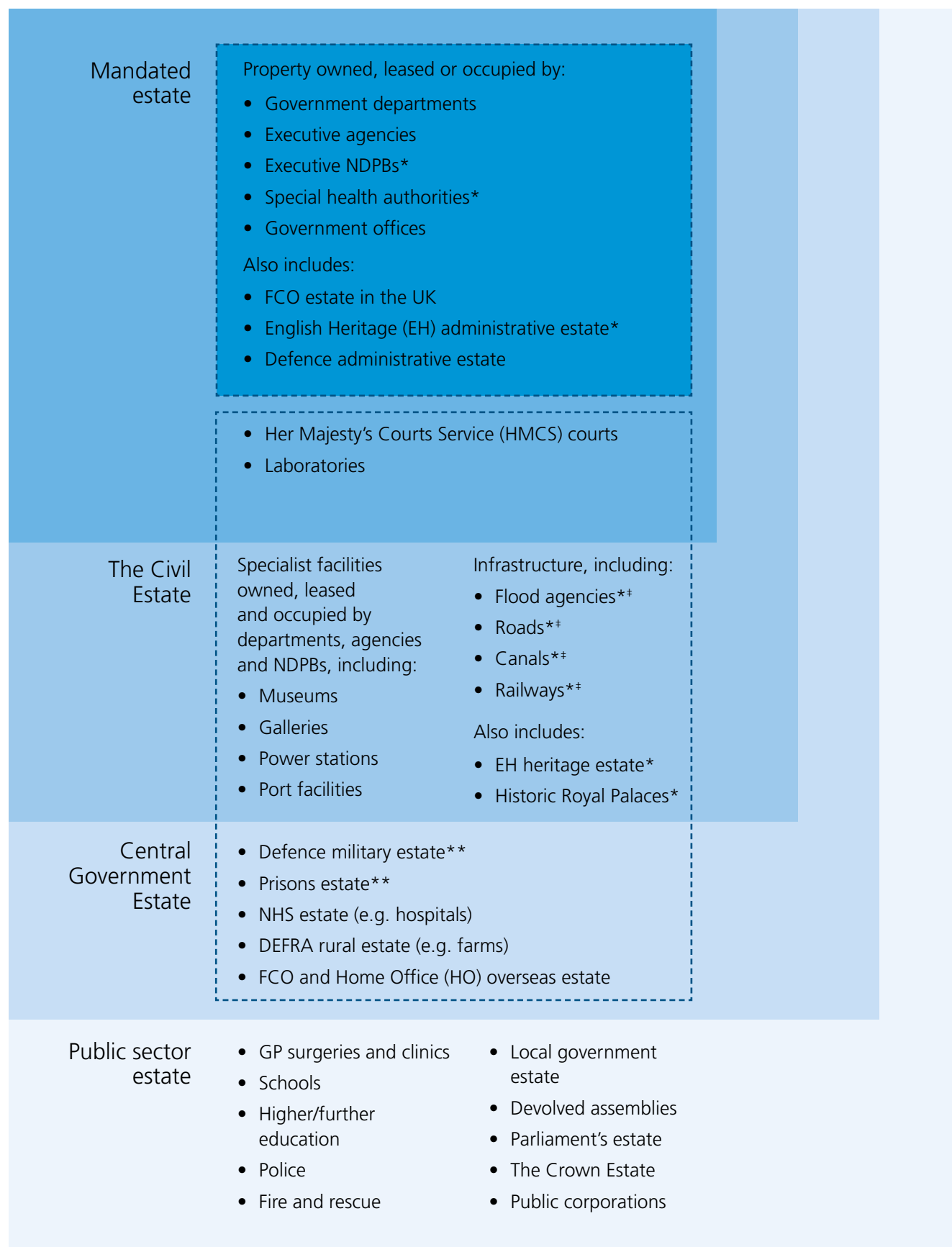
The operating model may differ depending on the nature of the organisation. For example, some may be funded externally through trading and some arm's length bodies operate independently from government as part of their function. In some instances, the extent of individual arm's length bodies' property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


The importance of effective property asset management (PAM) in this varied landscape has become better understood in recent years with the widespread appointment of board-level property champions in departments accountable to permanent secretaries for PAM across the department and its arm's length bodies. PAM boards are now well established with responsibility for leading integrated strategic management of the total department property portfolio.


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



 Central government general property

 Central government specialist property

* Not typically in scope for SOGE (sustainability) reporting

** In scope for SOGE (sustainability) reporting

‡ Owned, leased and occupied by central departments, agencies and NDPBs

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

- reductions in the overall area of the Civil Estate (m²) and in the total cost of the estate
- improvements to workspace efficiency in offices expressed as £/FTE, calculated based on the £/m² (rent, rates and other occupation costs) and the number of employees based in the buildings
- the use of occupied space expressed as m²/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 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

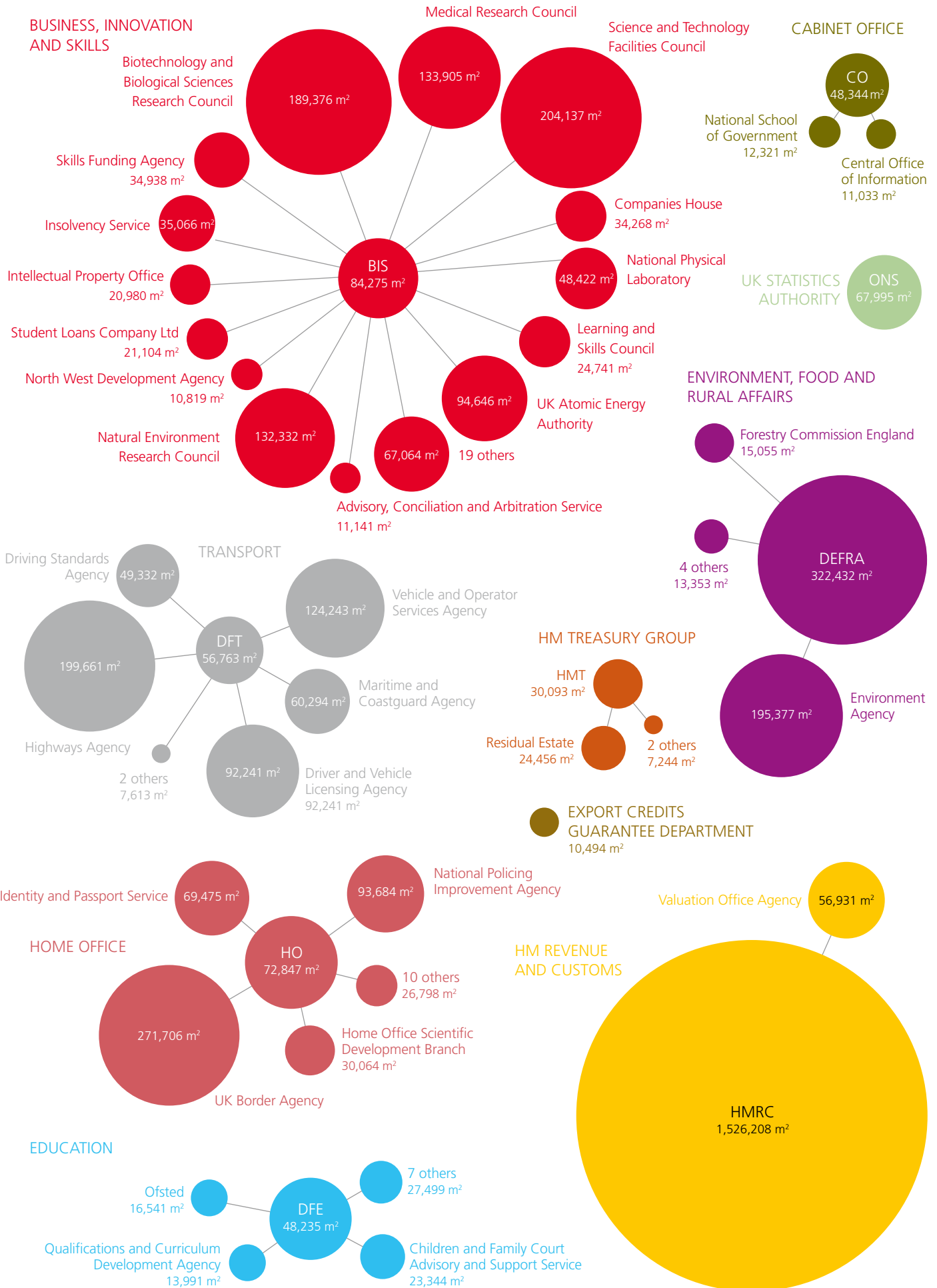
Size: Information about size, distribution and ownership is generated from a snapshot of e-PIMS™ showing the mandated estate as recorded on 31 December 2010. This is compared with the position at 31 December 2009. This dataset is explored in Chapter 2 and detailed at Appendix A.

Cost: Departments have provided, from their financial accounts, the actual net cost recorded for running their estate for the financial year 2009/10. This total property cost dataset is used in Chapter 2 and detailed at Appendix B.

Efficiency: Efficiency performance is derived from data for office occupations over 500 m² 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 2009/10, and where appropriate as at 31 March 2010. This dataset is used in Chapter 3 and detailed at Appendix C.

Sustainability: Sustainability data is drawn from performance against 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 Appendix D.

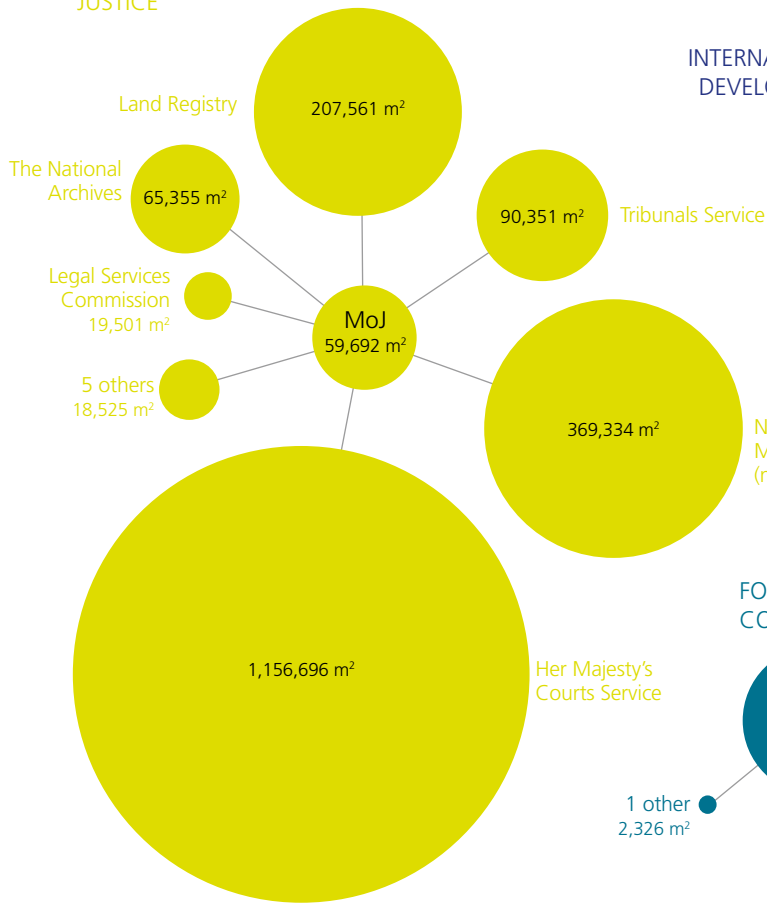
Figure A2 Departments with mandated estates over 10,000 m² and their families



FOOD STANDARDS AGENCY
14,326 m²

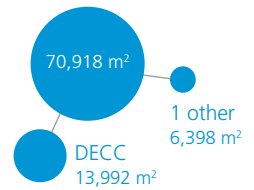
ENERGY AND CLIMATE CHANGE

JUSTICE



INTERNATIONAL DEVELOPMENT
DFID
55,671 m²

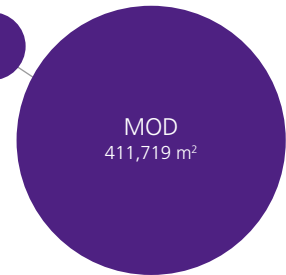
Nuclear Decommissioning Authority



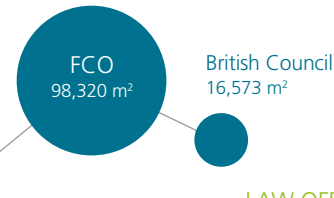
OFFICE OF FAIR TRADING
11,423 m²

Met Office
26,361 m²

DEFENCE

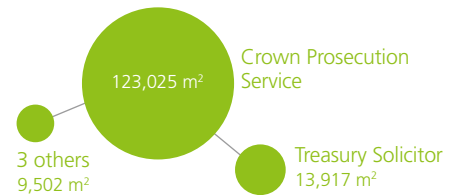


FOREIGN AND COMMONWEALTH OFFICE



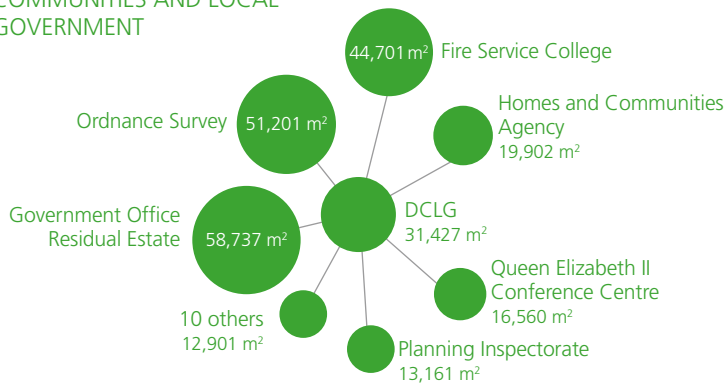
ROYAL MINT
32,091 m²

LAW OFFICERS' DEPARTMENTS

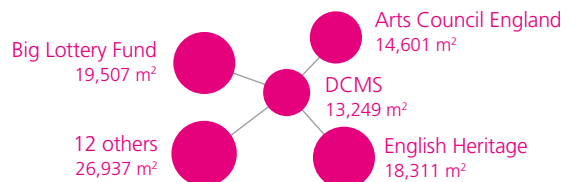


NATIONAL SAVINGS AND INVESTMENTS
NS&I
89,848 m²

COMMUNITIES AND LOCAL GOVERNMENT



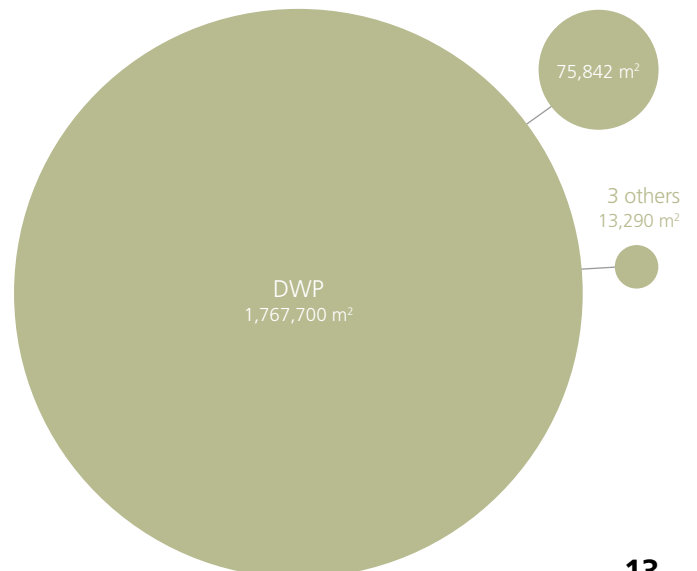
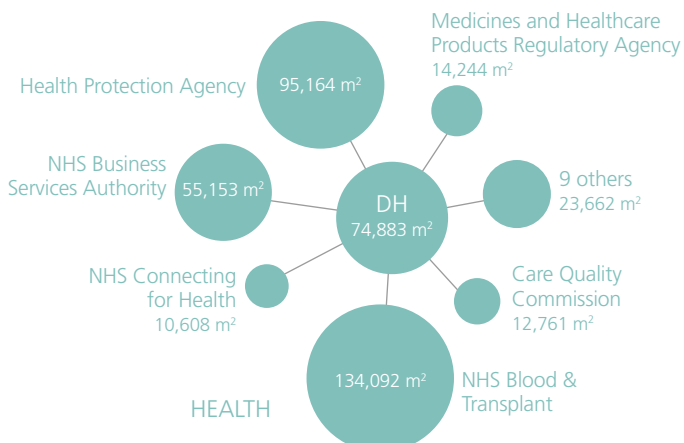
CULTURE, MEDIA AND SPORT



OFFICE OF GAS AND ELECTRICITY MARKETS
12,174 m²

WORK AND PENSIONS

Health and Safety Executive



The Government Property Unit



The new GPU was established in 2010 to take a strategic cross-government approach to the management of property, beginning with central government.

Part of the Efficiency and Reform Group, but managed within the Shareholder Executive in the Department for Business, Innovation and Skills (BIS), the GPU's four objectives are:

- to support departments in delivering their Spending Review settlements by delivering substantial efficiency savings
- to provide new models of occupancy
- to drive jobs and economic growth
- to improve the delivery of government services.

The GPU will work with departments to help accelerate the delivery of cost savings and sustainability targets. It will provide strategic leadership and support, for example by helping departments to identify their surplus and under utilised property assets. It will also help organisations across the public sector to manage their property more efficiently, supporting them to develop strategic property plans and helping with complex projects and procurements.

Property asset management

The Government believes that there are substantial gains to be made from a co-ordinated approach to PAM. A regime of National Property Controls is already in place across the Civil Estate. Announced in the 2010 Spending Review, the first of these controls – the lease moratorium which prohibits any new or renewed leases of property by government without approval – has delivered savings of £50 million within its first year. The other controls include limits on capital asset disposals, new criteria for facilities management contracts, and a space standard of 8 m²/FTE with a desk-sharing ratio of 10 FTE per 8 workspaces for new and refurbished offices.

The GPU's next focus is the introduction of a property vehicle to manage the office estate collectively as a strategic asset. This will rebalance the management of property assets, moving away from a demand-led approach towards a more commercial focus on making the assets that are retained as a core estate work harder, while disposing of surplus. It should also promote economies of scale and innovation in the way that government provides itself with appropriate accommodation. Vehicles are being piloted in London and Bristol from April 2011.

The GPU will help the government estate to meet important challenges during a time of adversity: to realign the balance between public and private sector; to build lasting partnerships; to drive change; and to improve the usage and quality of the built environment.

Spending controls

In May 2010, the Chancellor of the Exchequer announced details of new spending controls to support delivery of £6 billion of spending cuts in the financial year 2010/11. As part of this, a moratorium on new property leases and lease extensions was introduced with immediate effect. This was planned to reduce both the size and cost of running the estate, helping to accelerate the work that departments had already begun. The GPU worked with departments and HMT to co-ordinate central management of leases and report where, for operational requirements, a new lease or lease extension was proposed.

Lease moratorium

The moratorium applied to all government departments and their arm's length bodies, including new leases, extensions, breaks and expiries, property acquisitions and new builds, including non-office property. The Olympics, overseas property and the MOD military estate were excluded. Departments were not permitted to sign new leases (including extensions to existing leases) or acquire freeholds; the expectation being that all breaks and lease expiries would be exercised.



However, with normal lease notice periods being between 6 and 12 months, the opportunities to influence decisions during 2010 were limited.

Business cases for new leases, while permitted under these arrangements, needed to demonstrate unequivocal value for money and were subject to challenge by both the GPU and HMT. Additionally, the expectation was that any case put forward for office space would need to comply with the government workspace standard of 10 m²/FTE. The spending controls later reduced the workspace standard to 8 m²/FTE at a desk-sharing ratio of 10 FTE per 8 workspaces for new and refurbished offices.

The controls were further strengthened in October 2010, when the Minister for the Cabinet Office required greater savings at lease breaks and renewals on existing property. Upward-only rent reviews were to be avoided and the sale of freehold properties restricted without

clearance from the GPU – in particular where there were opportunities for reuse elsewhere in government.

Although the controls were not designed to accelerate sales of freehold property, where good operational, commercial or value-for-money reasons were apparent, the GPU has supported departments in disposing of more than 40 holdings and securing more than £81.2 million in capital receipts in 2010.

The controls have resulted in the:

- vacation of more than 150 holdings
- reduction in the size of the estate by 200,000 m²
- reduction in the cost of the estate by £50 million.



Chapter 2

The size of the estate

The year saw significant reductions in the overall size and running costs of the estate, while the number of holdings also fell. The percentage of vacant space was well below the private sector average.

Area of the mandated estate

The total area recorded for the central government mandated Civil Estate reduced by 4.5% in 2010 to 10,239,000 m², a reduction of 484,000 m².

The continuing trend towards reducing the size of the estate reflects the desire of departments to reduce costs and environmental footprint through estate rationalisation. The lease moratorium implemented in 2010 has reinforced this trend, with lease disposals accounting for 40% of the reduction.

Changes in the size of the mandated estate, recorded through e-PIMS™, can be tracked in real time as departments amend the data to reflect disposals, sub-lettings, acquisitions and other changes.

Figure B1 shows the changes each year, based on a 'snapshot' of the estate taken at midnight on 1 January.

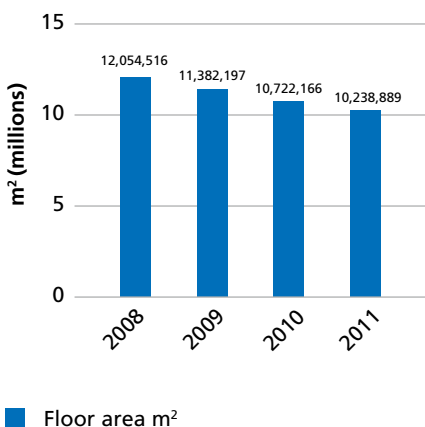
Key achievements

- The total area of the central government mandated Civil Estate fell by 4.5% in 2010
- The total cost of running the estate in 2009/10 was £3.58 billion, a saving of £120 million
- The total number of holdings at 31 December 2010 was 6,700, a reduction of 7%
- Vacant space amounts to 3% of total area compared to the national average of 11.9%

The number of holdings

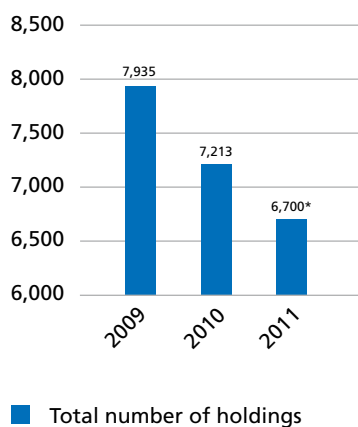
The total number of holdings registered to the mandated Civil Estate at 31 December 2010 was 6,700, a reduction of 7%. This reduction reflects the continuing trend to rationalise and consolidate the Civil Estate.

Figure B1 Total size of the estate as at 1/1/2011



Source: e-PIMS™

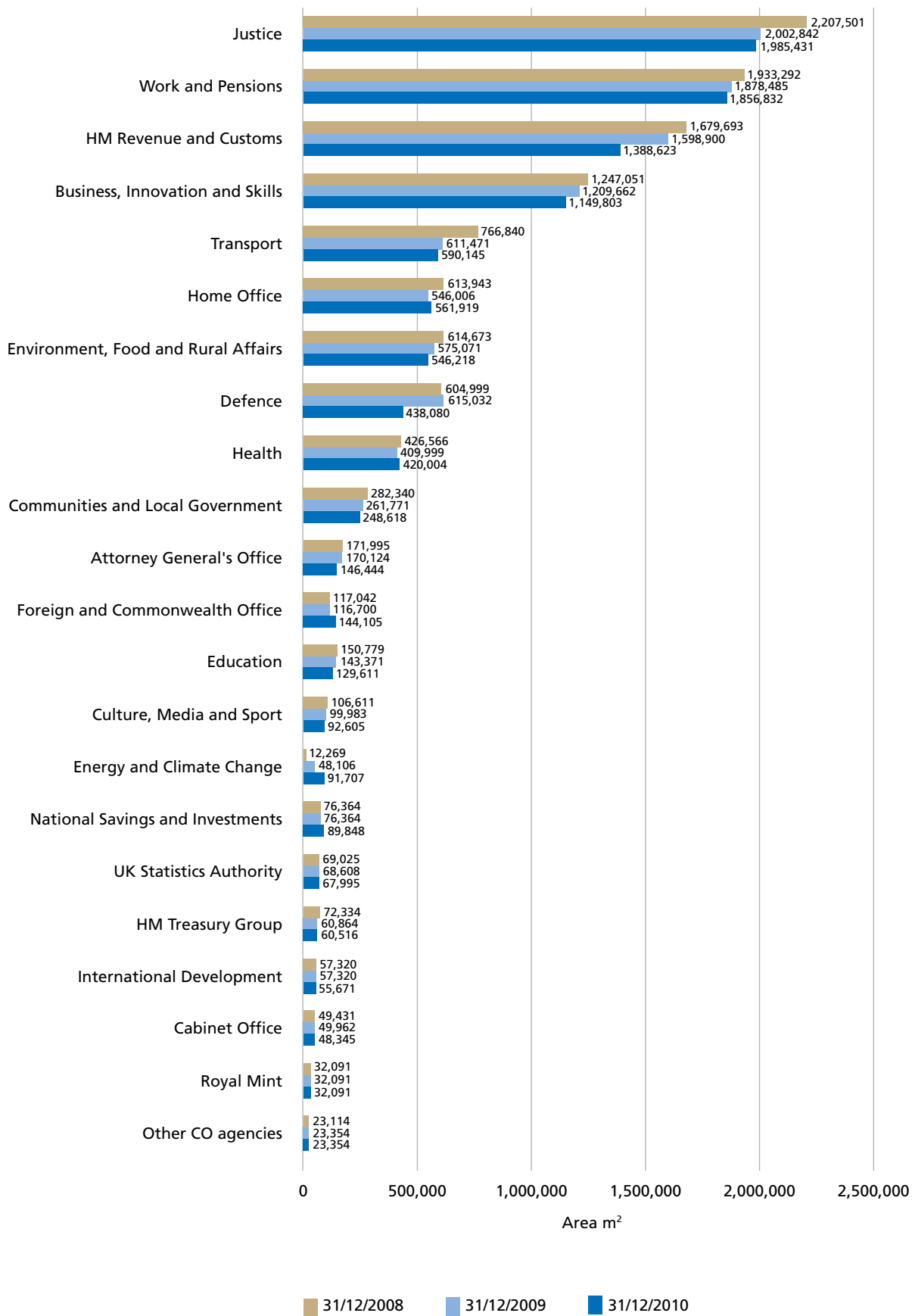
Figure B2 Total number of holdings as at 1/1/2011



Source: e-PIMS™

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

Figure B3 Total area by department



A 'holding' is a property asset or assets for which a department has legal responsibility under a single legal title. This may comprise several buildings or only part of a building, and there can be several different organisations occupying the holding under licence from the title holder. Alternatively, an organisation may occupy a building or buildings as one but under several different legal titles – this would mean several holdings within one occupation. Property only leaves the Civil Estate when the legal title holding is disposed of or expires and is not renewed. In trying 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 2009/10 was £3.58 billion. Adjusted for inflation, this represents a saving of £120 million (3.38%) on the total cost in 2008/09.

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

Appendix B contains the total cost data for each department together with the definitions of cost heading.

Total area by department/region

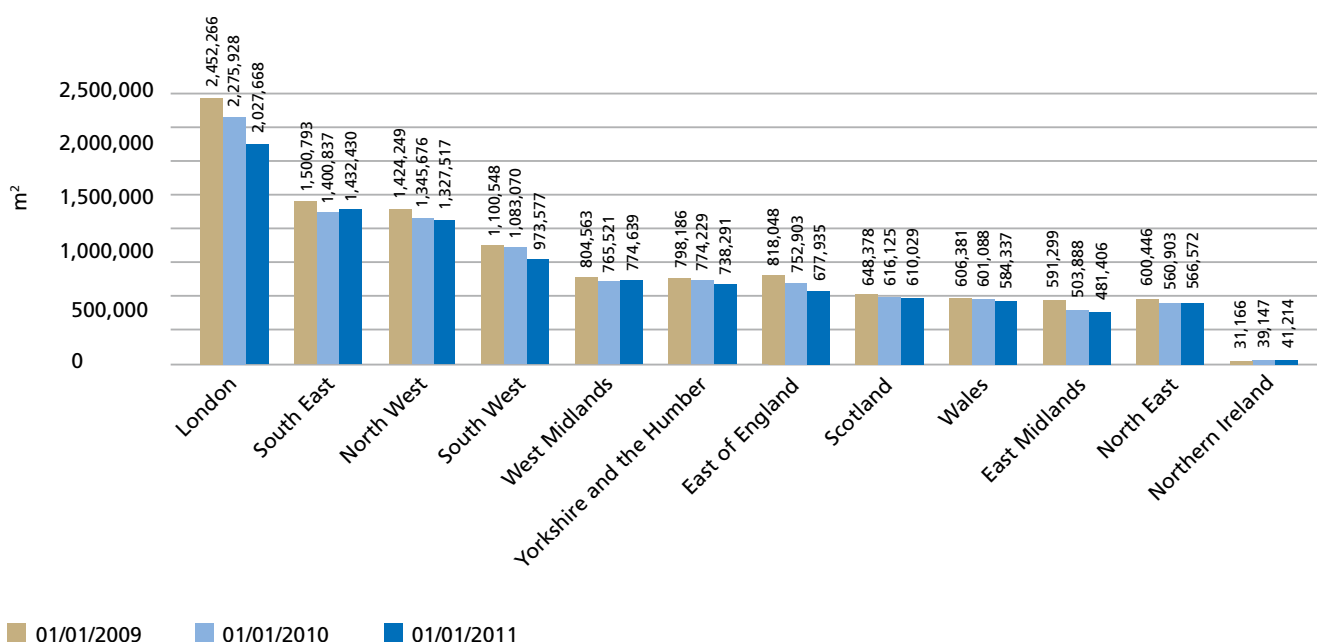
Figure B3 shows the aggregated area of property owned by each department within the mandated Civil Estate, including its family of agencies and NDPBs, and shows the huge disparity in size of departments' estates. The four largest make up more than 60% of the total: the MoJ owns 19%; DWP 18%; HM Revenue and Customs (HMRC) 13% and BIS 11%. The other departments occupy less than 6% each.

Departments vary considerably in the number of holdings they own, irrespective of the total area of their estate. For example, the Department for Transport (DfT) has an area recorded on e-PIMS™ of approximately 600,000 m², made up of 1,171 holdings; BIS has a larger estate (over 1 million m²) but has only 334 holdings to manage.

Figure B4 shows that the majority of space in the mandated Civil Estate is in the London area, with a total of 2,028,000 m². This is a reduction of 17% since 1 January 2009. London's share of the total estate has also fallen by 1.2% from 21% to 19.8%. The next largest regions are the South East (excluding London) and the North West at 14% and 13% respectively.

By contrast only 11% of holdings are in London, indicating a much larger proportion of larger holdings in London, as would be expected due to the concentration of HQ buildings around Whitehall.

Figure B4 Regional distribution as at 1/1/2011



Source: e-PIMS™

Figure B5 Number of holdings in each region as at 1/1/2011

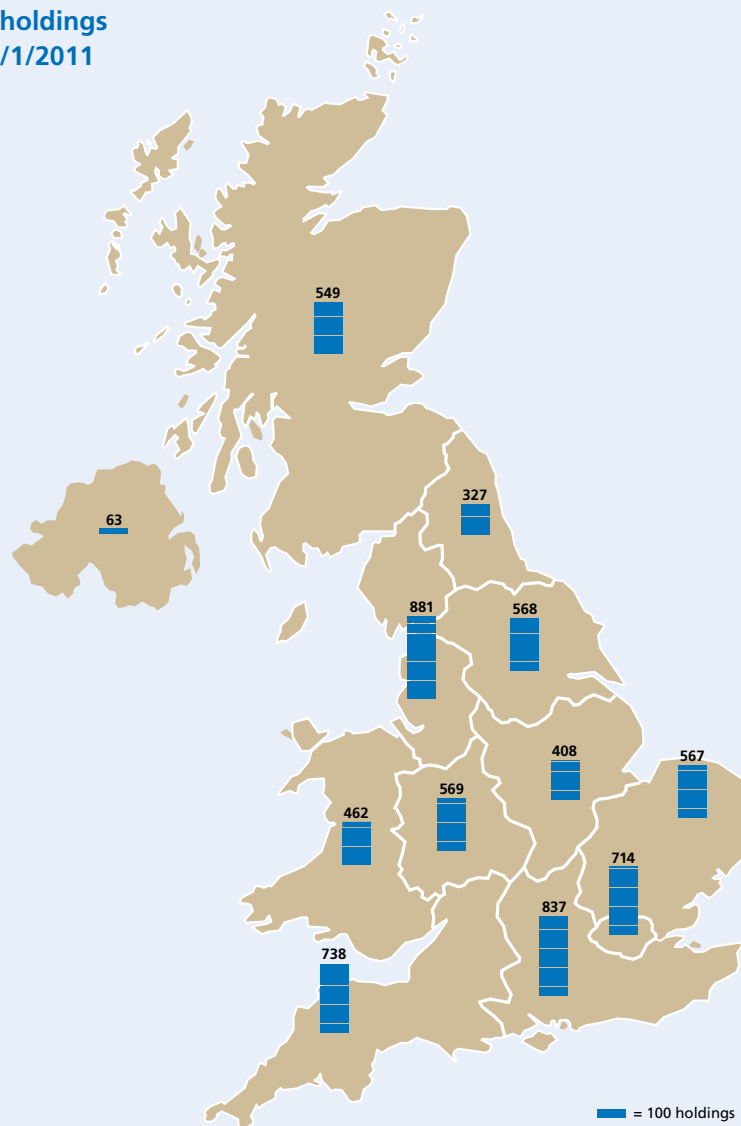


Figure B5 shows that the regions with the largest numbers of holdings are the North West and the South East (excluding London), which have 13% each.

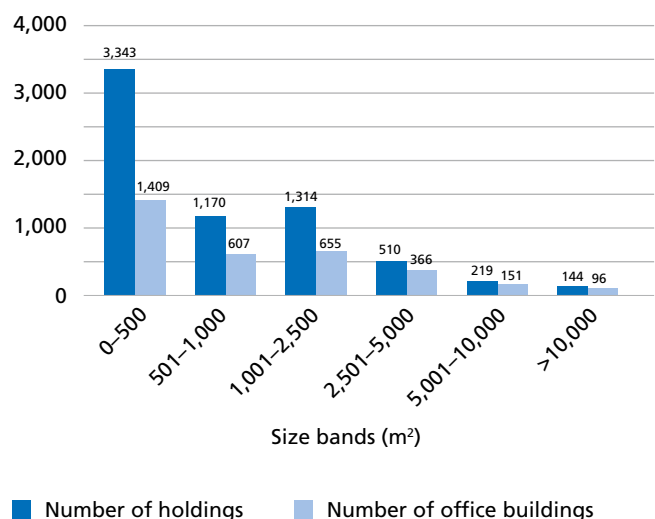
In addition, there are 17 holdings located overseas related to borders and customs activities.

Size, age and tenure distribution

The office 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 such as laboratories, courts and coastguards' stations.

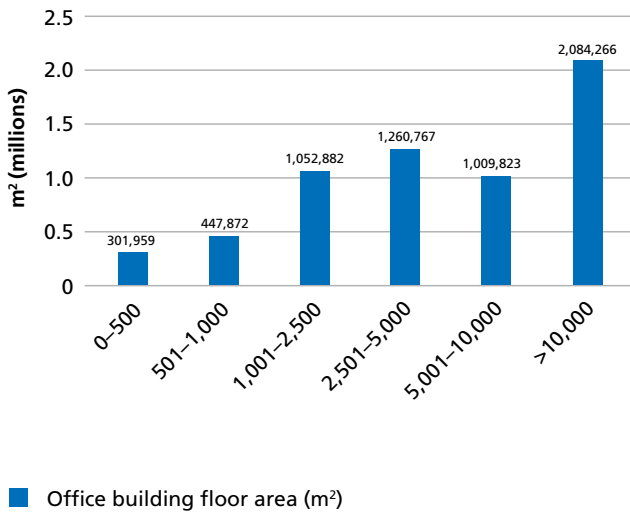
The sizes of holdings on the estate vary enormously. The distribution of holdings into size bands is shown at Figure B6. Around half of office space is held in the 250 largest buildings. There are around 1,400 buildings of less than 500 m² each, making up approximately 5% of the total office area.

Figure B6 Number of holdings/office buildings by size band as at 1/1/2010



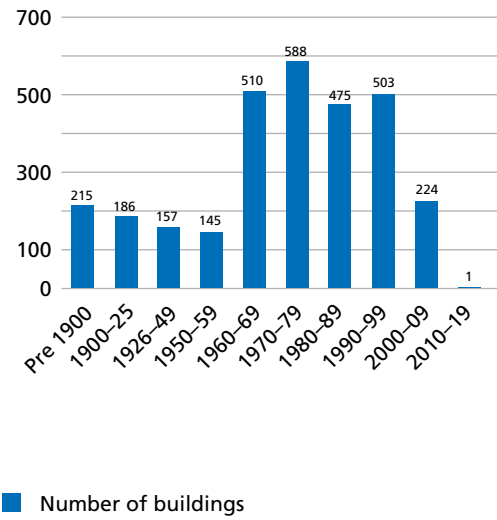
Source: e-PIMS™

Figure B7 Total area comprised in offices in each size band as at 1/1/2010



Source: e-PIMS™

Figure B8 Age profile of buildings



Source: e-PIMS™

Only 42% of the buildings on the estate have an age of construction specified, but where an age is specified the age distribution is shown at Figure B8.

The majority of the estate is held in roughly equal proportions between freehold (or equivalent), leases/licences and under private finance initiative (PFI) arrangements (shown at Figure B9, overleaf). This reflects different patterns of availability over time, as well as policy preferences shifting between freehold or leasehold tenure. The extent of PFI tenure reflects the outsourcing of two major countrywide estates (DWP and HMRC).

Building uses on the Civil Estate

There is a wide variety of building uses recorded in e-PIMS™. Offices represent the largest single use category with 6,158,000 m² or 61% of the total area. The next largest single use is for courts and tribunal buildings with 1,197,000 m² or 12% of the total area. The remaining 27% consists of a wide range of operational and specialist uses.



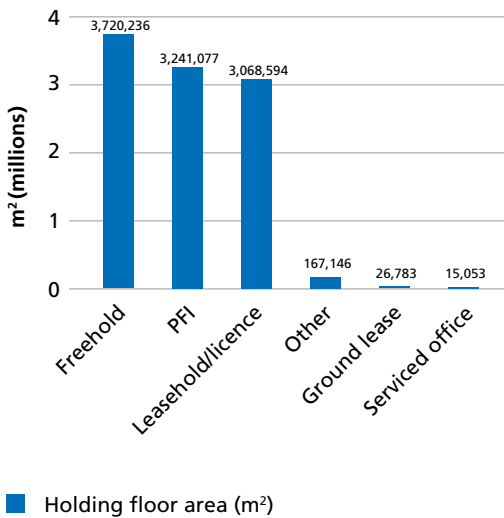
Vacant space

Vacant space on the mandated Civil Estate amounts to 3% of total area compared to the national average of 11.9%. Across the Civil Estate, the amount of vacant space at 1 January 2011 was 310,000 m². This represents an increase in vacant space since the previous report, although still well below the reported national average (public and private sector) of 11.9%.¹ The increase in vacant space could be accounted for by departments consolidating their occupations and releasing space for disposal, some of which has yet to be sold or re-let.

Figure B10 shows that the South West and Scotland have the highest amount of vacant space as a proportion of total space and the South East the lowest. London has the largest area of vacant space, but this represents only 2.6% of the total area in London, compared with the average vacancy rate (public and private sector) for London of 9.1%.¹

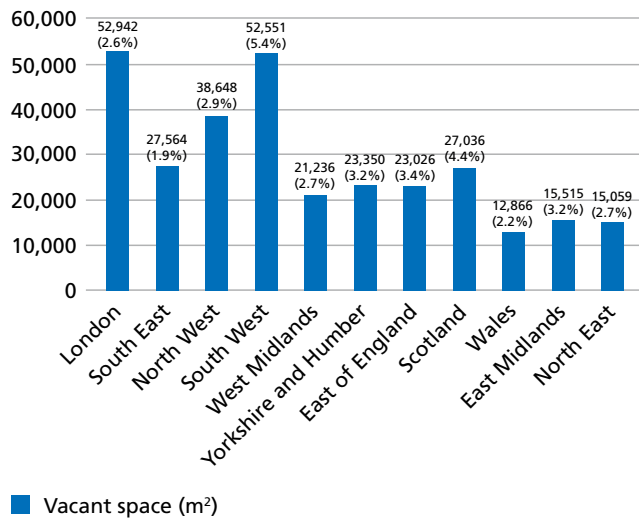


Figure B9 Breakdown of size of estate by tenure



Source: e-PIMS™

Figure B10 Distribution of vacant space by region



Source: e-PIMS™

¹ Source: Knight Frank

Developing the property asset management profession across government

The government PAM profession was established in July 2010 to promote property asset management as a key business driver at both strategic and operational levels and to raise the skills and capability of practitioners to deliver business benefits from the government estate.

Since then, the PAM Profession Steering Group, chaired by the Head of Profession with departmental representatives, has defined the size and spread of the PAM community, conducted research on learning and development requirements and established a generic competence framework.

The community comprises seven key work areas:

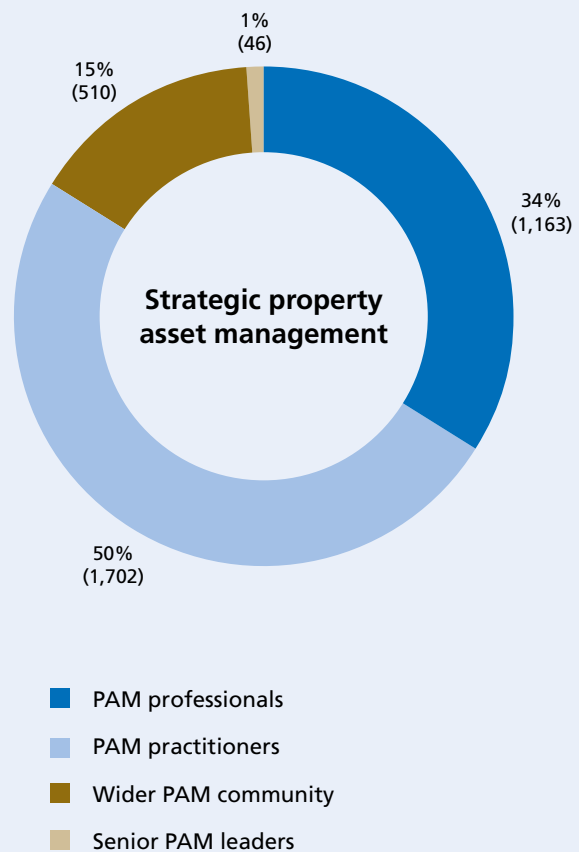
- Environment
- Planning and development
- Rural
- Commercial property
- Facilities management
- Construction
- Strategic property management.

A census was carried out to establish the size of the community, in what fields it is operating and an indication of the number of qualified and non-qualified practitioners. The results indicate a community with around 3,500 members.

Approximately one-third of the community possesses a relevant qualification or is a member of a professional body; half do not have a relevant qualification but have over four years' experience; a small number of practitioners are represented in the Senior Civil Service; and a quarter of the community comprises a mix of people with qualifications from other professions or less than four years' experience.

A competence framework has been developed and a learning and development strategy is being put in place to identify learning needs and raise skills and capability across the profession. A PAM website has also been created to act as an information focal point for the community and to host best practice resources.

As new operating models for the management of government property evolve, the role of the profession in supporting an intelligent client function will become increasingly important and work is under way to understand the implications of this.





Chapter 3

Delivering efficiencies

The year saw an increase in the total cost of office space per employee. However, this remains on a par with the private sector while the average cost of space/m² is cheaper.

Measuring performance

To make sustained improvements in efficiency – and meet expectations for accountability and transparency – we need to collect detailed and reliable performance data from across the Civil Estate. Having one consistent set of accurate data enables us to compare performance, understand cost factors and drive efficiency.

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 m². Data is collected through the e-PIMS™ platform, with the performance of each building reported to the occupying organisation through consistent and independently validated metrics. The principal way that this information is interpreted and used is through engagement in an annual property benchmarking programme.

Property 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 data set used for benchmarking is based on a basket of basic cost elements, which are readily available for all buildings. However, we anticipate that as benchmarking develops, with additional metrics and more detailed analysis, we will move to measuring total occupation costs in the future.

¹ Costs 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 as defined by the Investment Property Databank Cost Code.

Figure C1 Property Benchmarking Service coverage, 2010

Number of buildings/occupations	1,626	Occupied space (m ²)	4,541,607 m ²
Property centres	224	Total cost ¹ (£)	£1,552,261,821
Occupying departments	34	FTE staff	348,509

Source: Property Benchmarking Service

What benchmarking covers

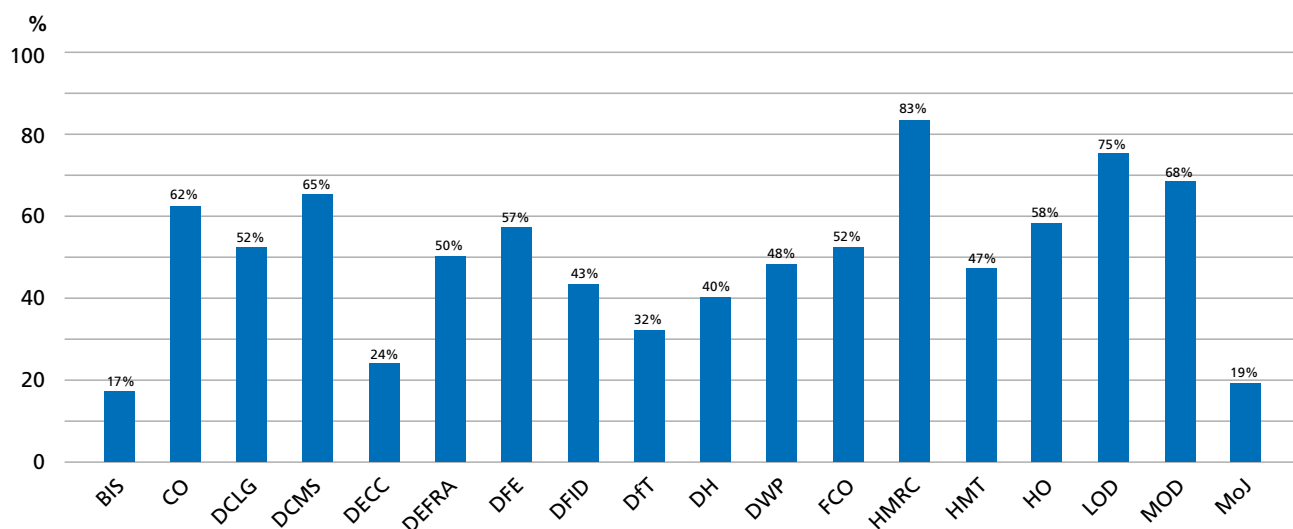
Benchmarking covers only administrative office buildings, which account for around 60% of the total Civil Estate. However, some departments' property portfolios include a large amount of specialist property used for operational delivery, such as courts and tribunals, labs, research facilities and job centres. This means that some departments' benchmarked property is low as a proportion of their total property holdings, as shown in Figure C2 (overleaf).

Nor does benchmarking cover all offices, only those above the 500 m² threshold. This accounts for the gaps in coverage of departments' office estate, as shown in Figure C3 (overleaf).

Key achievements

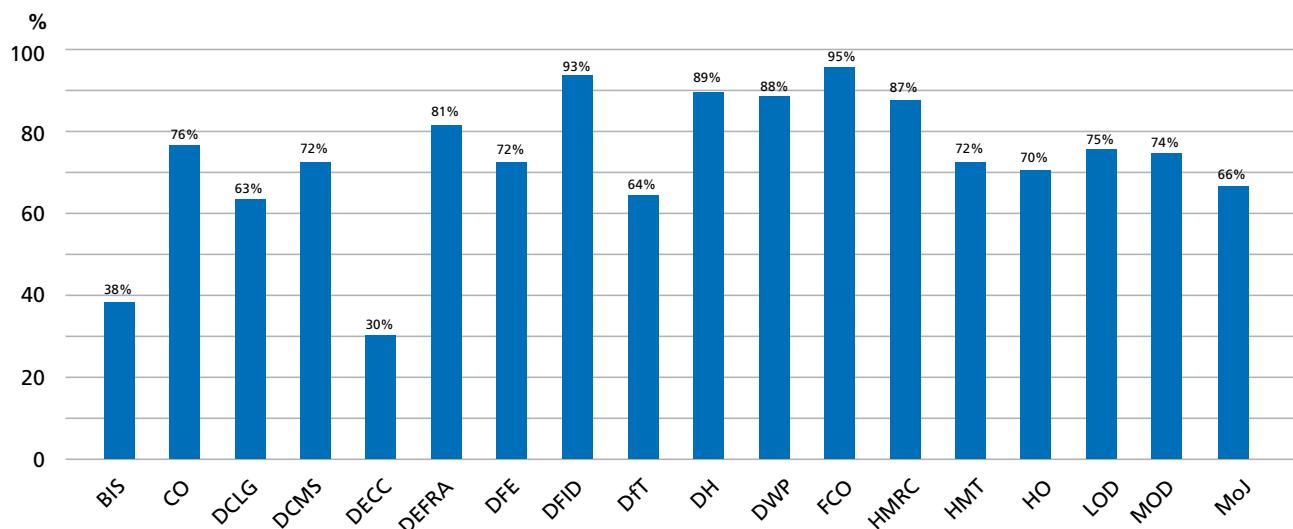
- 56% of the office estate reports a cost/FTE which is lower than private sector benchmarks
- 20% of the Civil Estate Offices have already met a revised government workspace standard of 10 m²/FTE and current performance suggests there should be scope to improve m²/FTE over a significant part of the estate
- The average cost per m² is 16% lower than in the private sector and regional costs remain lower than regional benchmark averages

Figure C2 Benchmarked offices as a proportion of department's total mandated estate



Source: Property Benchmarking Service/e-PIMS™

Figure C3 Benchmarked offices as a proportion of department's total office estate



Source: Property Benchmarking Service/e-PIMS™

Cost per full-time equivalent employee

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 2010, the average £/FTE has risen by 7% to £4,454; however, this remains on a par with the private sector and more than 55% of the benchmarked space actually reports a £/FTE performance lower than private sector averages. The increase follows an 8% reduction reported in the previous year, which was driven to a significant degree by more efficient use of space. Without further reduction in space usage on the estate, the £/FTE is likely to continue rising in line with costs per m².

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.

The central London office estate remains very important. At an average cost of £636/m², it is less expensive than comparable private sector office space in London (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. Although the cost/FTE improved by 3% in 2009/10, relative to benchmark,

central London remains the least efficient aggregated area within the estate, 15% above the private sector average.

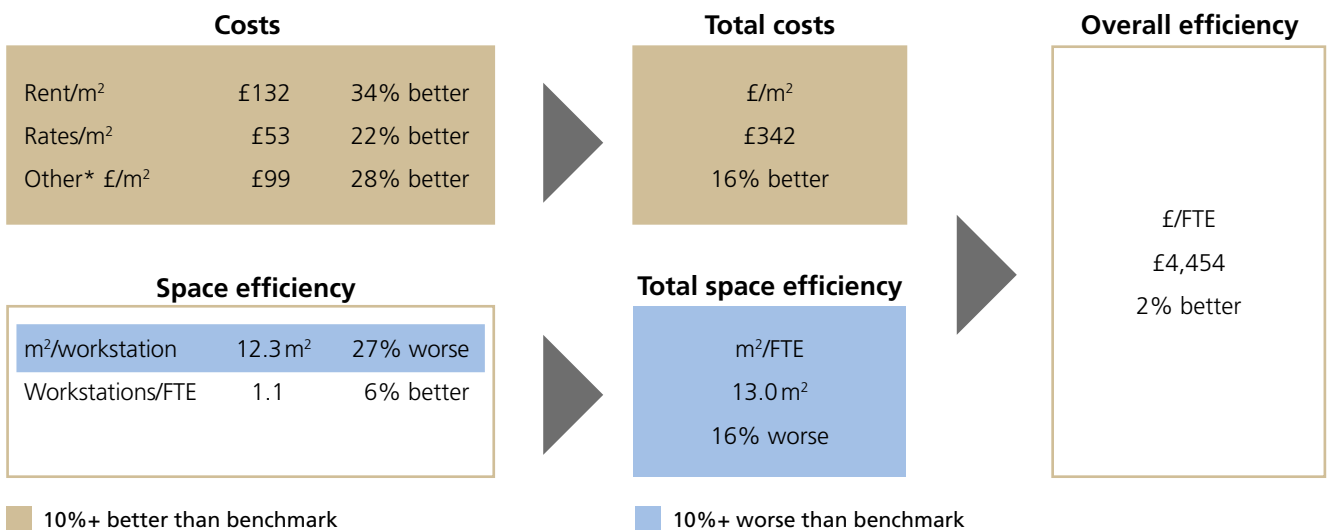
Figure C5 (overleaf) illustrates that most UK regions have suffered increases in cost per FTE since 2008/09, yet average costs per FTE remain typically either lower than or very close to private sector rates.

Improving data quality

Increasingly, property performance data is being used by organisations beyond their property function. This, combined with the elevated profile of property itself, has driven significant improvements in the quality and accuracy of data during 2010. The increased focus on the performance of arm's length bodies by parent departments has also been significant.

Government occupiers are now better equipped to require a higher level of data transparency from suppliers and landlords. Most occupiers are now able to understand fundamental occupancy costs and assemble occupancy data. The challenge for the future is to capture and report on the total costs of property operation. The government facilities management procurement category has started a programme to address this, helping occupiers to obtain full value from the costs associated with running any building.

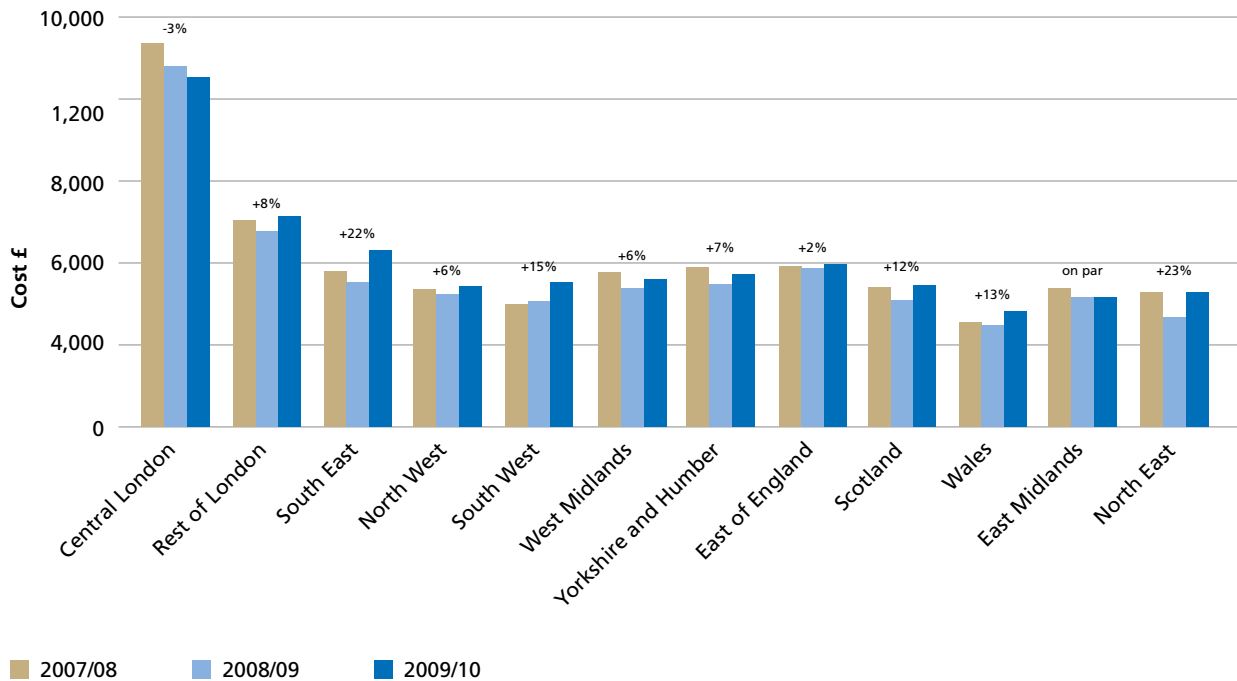
Figure C4 Efficiency performance: How Civil Estate offices compare with the private sector



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.

Figure C5 Average cost/FTE across the country, 2009/10



Source: Property Benchmarking Service/Investment Property Databank



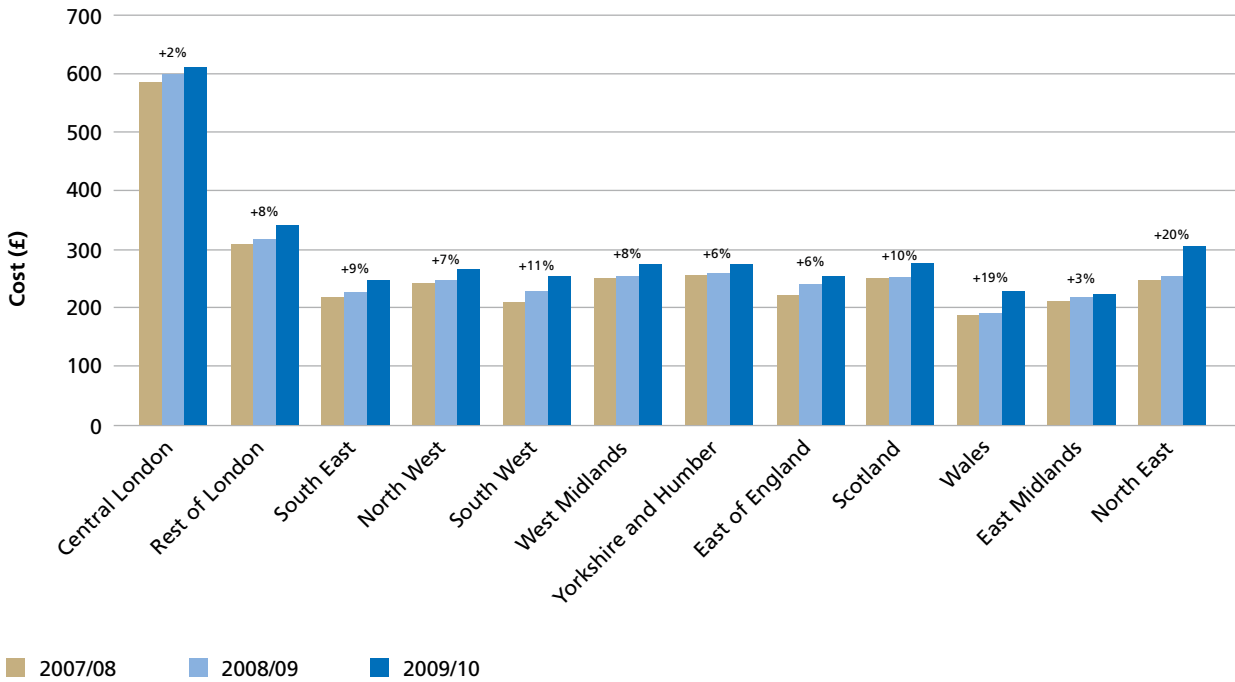
Cost/FTE – key points

- The average cost per person across the benchmarked offices has increased by 7% during 2009/10, but 56% of the office estate reports a cost/FTE which is lower than private sector benchmarks.
- More comprehensive reporting of cost across some centres combined with real increases has seen the reported £/m² rise. Many UK regional estates have reported increases in £/FTE during 2009/10.
- With a £/FTE twice that of other regions, at £8,586, central London remains the most expensive region relative to benchmark average data for this area.

Cost of space

The cost of space in benchmarked offices on the Civil Estate increased by 7% to £342/m² in 2009/10. Significantly, this increase has been consistent across all parts of the country. The increased focus on obtaining more robust property cost data may be a factor in this increase.

Figure C6 Average cost/m² across the country, 2009/10



Source: Property Benchmarking Service/Investment Property Databank

However, this is 16% lower than the private sector average and continues to represent the strongest part of office efficiency performance. The wide variations in costs per m² and in relative performance across the estate also offer scope for improvement.

Figure C6 illustrates the impact of cost in different locations and highlights the importance of location in driving cost efficiency on the Civil Estate. To provide a robust basis for comparative assessment, the cost performance across all buildings reported relates only to core property cost.¹

Cost/m² – key points

- The average cost per m² across the benchmarked offices on the Civil Estate has risen 7% to £342.
- The average cost per m² is 16% lower than private sector and regional costs remain lower than regional benchmark averages.
- Pro-active management of wider occupancy costs not yet covered by benchmarking should yield further savings.

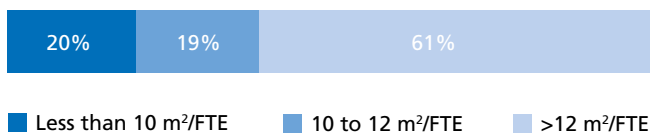
¹ References to ‘costs’ represent a defined subset of core property annual occupation and operating costs. The definition of ‘total cost’ specifically only includes rent, rates, net service charge, maintenance, cleaning, utility and security costs as defined by the Investment Property Databank Cost Code.

Space efficiency

Space efficiency is measured as the amount of space per FTE (m²/FTE). *The State of the Estate in 2009* reported a significant improvement in space usage on the Civil Estate, with the average m²/FTE dropping to 13.1 m²/FTE. For 2010, the overall space efficiency appears to have stabilised at 13.0 m²/FTE. Although improvements to data quality may have masked a more substantial improvement in practice, the bottoming out evidenced during 2009/10 suggests that quick wins have been achieved. Without renewed emphasis on space optimisation through estate restructuring and collaboration across departmental boundaries, government standards for space usage will be difficult to achieve.

Around 20% of benchmarked office space has now achieved the 10 m²/FTE workspace standard, with a further 19% operating at under 12 m²/FTE. This demonstrates that a core of efficient office space does exist on the Civil Estate. During 2010, 48% of benchmarked offices reported either no change or reductions in m²/FTE. However, future improvement will need to focus on the 37% of offices which reported increases of more than 10% in m²/FTE when compared to their performance in 2009.

Figure C7 Profile of benchmarked office space efficiency, 2009/10



Source: Property Benchmarking Service/Investment Property Databank

While some departments have shown improvement this year, the overall profile for offices on the Civil Estate has moved very little. Figure C8 illustrates the m²/FTE performances of each main department.

Data for 2008/09 illustrated that freehold offices represent the least well-used space – this pattern has continued in 2009/10, suggesting 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. The combination of a strategic focus on space and the introduction of National Property Controls (incorporating revised government space standards for the Civil Estate) should drive the next phases of improvement.

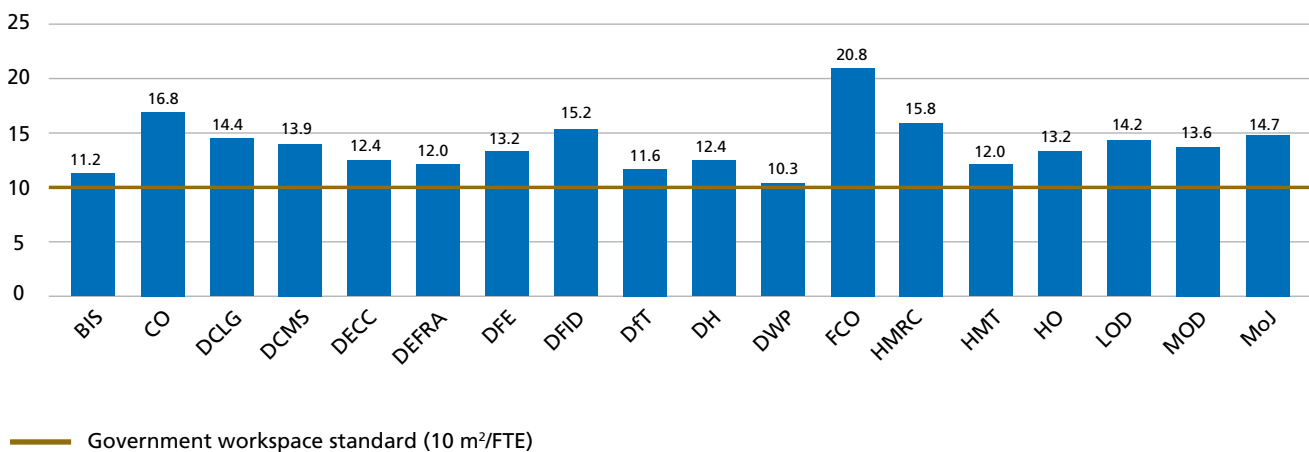
M²/FTE – key points

- The improvements to overall space efficiency reported in the past two years have slowed down and during 2009/10 the m²/FTE has stabilised at 13.0.
- Freehold space remains the least well utilised across the office estate.
- 20% of benchmarked offices have already met a revised government workspace standard of 10 m²/FTE and there is scope to improve m²/FTE over a significant part of the estate.
- Public sector offices face a real challenge now to realign their space to meet new accommodation needs while meeting financial constraints and environmental expectations.

Performance in key centres

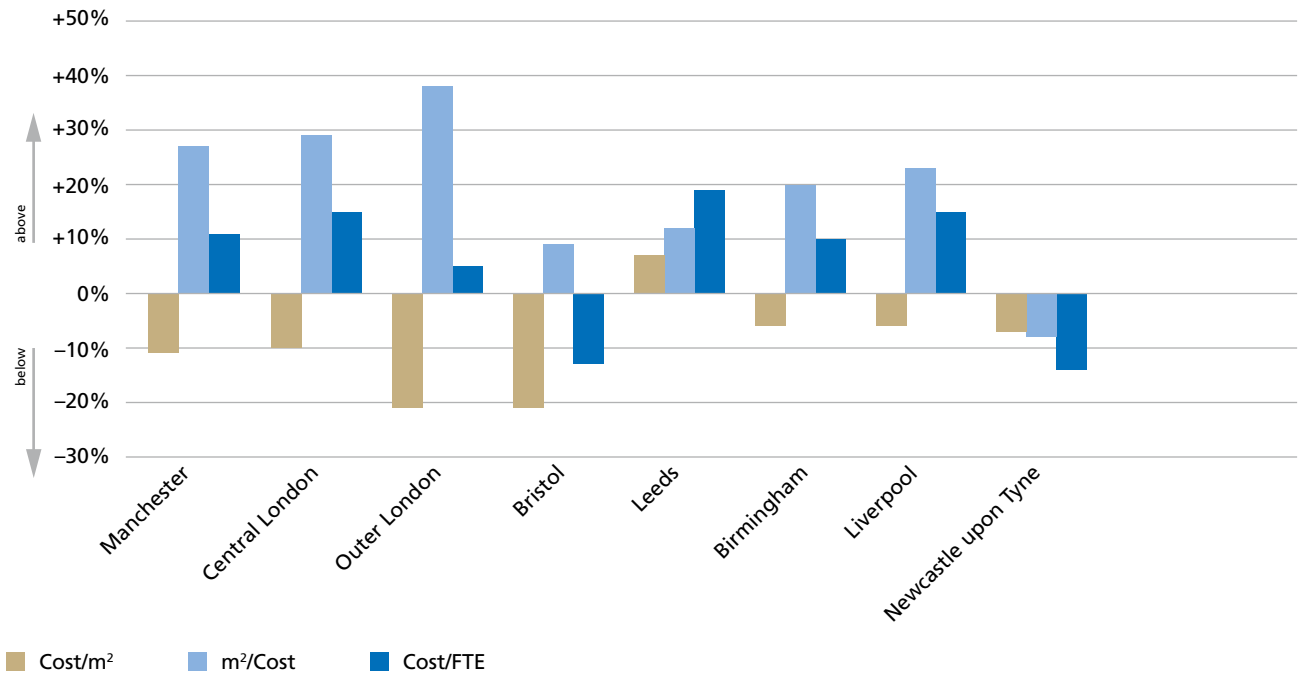
More than 450 benchmarked office occupations are located within the key centres identified in Figure C9; together these buildings account for almost 2 million m² of net space. Benchmarked costs in most centres are lower than private sector averages but varying degrees of under performance in terms of m²/FTE are apparent in most centres. This exposes opportunities for rationalisation of space within these cities.

Figure C8 Space occupation (m²/FTE) in main departments, 2009/10



Source: Property Benchmarking Service/Investment Property Databank

Figure C9 Performance in key metropolitan centres, 2009/10



Source: Property Benchmarking Service/Investment Property Databank



Collaboration in facilities management

2010 saw an important milestone in facilities management (FM) on the Civil Estate with the creation of a new procurement category and FM management team located within the GPU.

The team's remit is to significantly improve the provision of FM services across central government in order to support improved business delivery and deliver cashable savings to the Exchequer.

A critical first task was to develop an understanding of the central government FM landscape and spend. This has included a survey of all FM contracts in place, the delivery models being used and the amount of budget apportioned to FM and related services. The outcome was, for the first time, a comprehensive and consistent picture of FM expenditure across the Central Government Estate.

The data-gathering exercise and the analysis of the Central Government Estate covered all aspects of FM spend in administrative as well as operational buildings across the estate. In this first contribution to the State of the Estate report, it has been agreed not to present departmental data, as it represents a larger dataset than that used within the context of this report. Data gathering on the FM contract landscape will continue in this format but be extended to identify building-specific costs across the Central Government Estate.

All FM procurement, including renewals and extensions of existing contracts within the Central Government Estate, is now subject to an approvals process against agreed compliance criteria, which is mandated through the National Property Controls. Authorisation rests with the FM Category Board. This move towards more centralised procurement and management is pivotal in providing longer-term benefits and efficiencies. The process encourages shared use of existing contracts to save time, resource and cost, providing a level of consistency which benefits both public sector clients and private sector suppliers alike.

The work now under way will not only identify opportunities to further reduce spend but will highlight opportunities for service providers and departments to work more closely together to achieve greater efficiencies and improve service provision.



A more robust understanding of FM within the Central Government Estate will provide greater transparency of departmental spending and support the development of new models of property management.

The five key themes supporting the FM strategy for 2009/10 objectives were as follows:

Property

FM needs to be delivered within an integrated operational workplace approach in order to not only make the most of each building, but to make the most of the whole portfolio in line with the organisational strategy.

Procurement

Strategic FM is now seen as a major driver of business efficiency and a strategic influencer within an organisation. This includes:

- innovative approaches to delivery models
- FM in the future – what will the supplier landscape look like?
- centralised procurement and shared services
- meeting savings targets while maintaining or improving service delivery.



People

There is a need to ensure that all senior managers in government have an understanding of asset and contract management among their core skill set, and that there are sufficient skilled property 'professionals' to implement best practice across government organisations.

Processes

Data is critical to unlocking the potential for savings opportunities within the public sector, along with the development of tools to enable better decision making for FM procurement.

Sustainability

Energy efficiency is important, not only in contributing to carbon emissions reduction, but also because of the potential to unlock financial savings. Facilities managers have a key role to play in the delivery of energy efficiencies because of their responsibility for the operation and upkeep of the public sector estate.

FM contributing to a sustainable estate

The FM industry is an integral part of delivering the Government's sustainability commitments and most contracts now recognise this requirement with incentives built into performance metrics to enable departments to meet their SOGE targets.

Increasingly, FM suppliers are going beyond just meeting targets; they are working in partnership with departments at a strategic level to improve their energy efficiency and reduce their overall environmental

impact. While big wins will clearly come from energy reduction, a range of other initiatives are also being taken forward by the FM industry which have the potential to make a significant contribution to the sustainable management of the Civil Estate. These include the following:

- The HO has signed a three-year deal with Amey, which provides FM services across 350 HO-managed buildings, and also with British Gas Business, which will maximise the efficiency of its buildings. The contract is designed to reduce the HO's CO₂ footprint by 15% over the lifetime of the agreement and save up to £1.3 million in reduced energy bills. It will also allow Amey and British Gas Business to invest in the best possible solutions and technologies for the HO estate, while not increasing capital expenditure for the department.
- London Fire Brigade has been working with MITIE to reduce carbon emissions. By doing simple things like switching off unnecessary lights and turning televisions, kitchen and office appliances off, they delivered an instant 4% saving on electricity in just eight days.

FM suppliers are not just reducing overall energy usage; they are bringing about cultural change and providing the expertise and the resources to manage this change. Going forward, accurate and timely FM data collection will be key to illustrating the benefits that changes instigated in 2010 will provide.

DFE – How estates rationalisation can deliver savings

The Department for Education (DFE) has reduced its property costs by over 50% in the last five years through a programme of estates rationalisation and efficiency measures, including the introduction of flexible working environments. This included relocation of its Sheffield HQ to efficient, sustainable and cost-effective accommodation in the heart of the city during 2010.

Faced with refurbishment costs estimated at £33 million, the department needed to consider alternative options. Favourable property market conditions allowed it to acquire a new building in September 2009 and dispose of the old Moorfoot building, which was space and energy inefficient and far too large for its future needs. Moving to this new smaller building would mean savings from better use of space, improved energy efficiency and other running cost reductions.

St Paul's Square, at 6,837 m², is just a quarter of the size of the old HQ. Located in Sheffield's Heart of the City quarter, it is well placed for transport connections and city centre facilities. The building was acquired at completion of the shell and core, which gave DFE the opportunity to fit out the building to its own specification.

Comprising six-and-a-half floors with a reception area at street level, the remainder of the ground floor is earmarked for catering/retail which will provide a source of revenue when let. The building's basement, originally designed as car parking, has been used to provide 'back of house' accommodation, with space for seven disabled drivers and 72 cycles.



Occupation of the new building was completed in June 2010 with DFE as the major occupier; accommodation for staff from BIS and the School Food Trust has also been provided.

A flexible approach to workspace

DFE's approach to flexible workspace builds on lessons learned from the rationalisation of its London HQ building. This recognises that people are often working away from the building or desk. A survey of the existing building demonstrated average desk occupancy at less than 50%. This offered the scope to reduce workstation provision while providing space for alternative flexible work settings; this formed the basis of the building's interior design.

Five floors have been configured as predominantly open plan, providing 594 full workstations in groups of 6, with one desk being height adjustable. Each floor offers 'touchdown' points (44 in all), which are smaller than full workstations but are ideal for visitors from other sites. There are 18 private booths for anyone who needs to work quietly away from the open plan. Each floor has small/medium meeting rooms and two break-out areas are located near to the tea points on each floor (for informal discussion or just a quieter space to read).

A conference suite with larger meeting rooms and video conference facilities has been created; the larger rooms can be linked for major presentations and all are connected to both DFE and BIS IT networks. The top floor has been configured as a 'business lounge', with 16 workstations for visitors and guest wi-fi access. Other facilities include an IT training room and a small staff restaurant which doubles up as a flexible, informal meeting space.

Sustainability

With a base build already rated 'Very Good' under the Building Research Establishment Environmental Assessment Method (BREEAM), DFE further improved the building's sustainability performance by: adding thermal wheels into the air handling units; up-rating the heat exchange unit attached to the Sheffield district heating system, where heat is generated from waste incineration; installing 123 photo-voltaic cells and 3 solar heating panels; and adding rainwater collection facilities for toilet flushing.

Local switches were added to existing lighting controls, which have a combination of daylight and movement sensors, in order to switch off lighting at individual banks of desks where required. Sub-metering has been installed, allowing use of small power, lighting and equipment to be measured separately throughout the building.



These enhancements, together with a proactive approach to energy management, have resulted in a building rated among the lowest carbon (conventionally air-conditioned) offices in the UK.

The relocation has provided the opportunity to review the data centre and desktop telephony and IT systems. The resulting server virtualisation project has further reduced energy usage.

ICT systems support the use of flexible workspace through internet protocol (IP) telephony, where each user logs into the phone at whichever workstation they are using. DFE plans to further extend flexibility through the introduction of 'thin client' technology, which enables staff to use any workstation without need for dedicated telephone or PC. This will further reduce energy and heating loads.

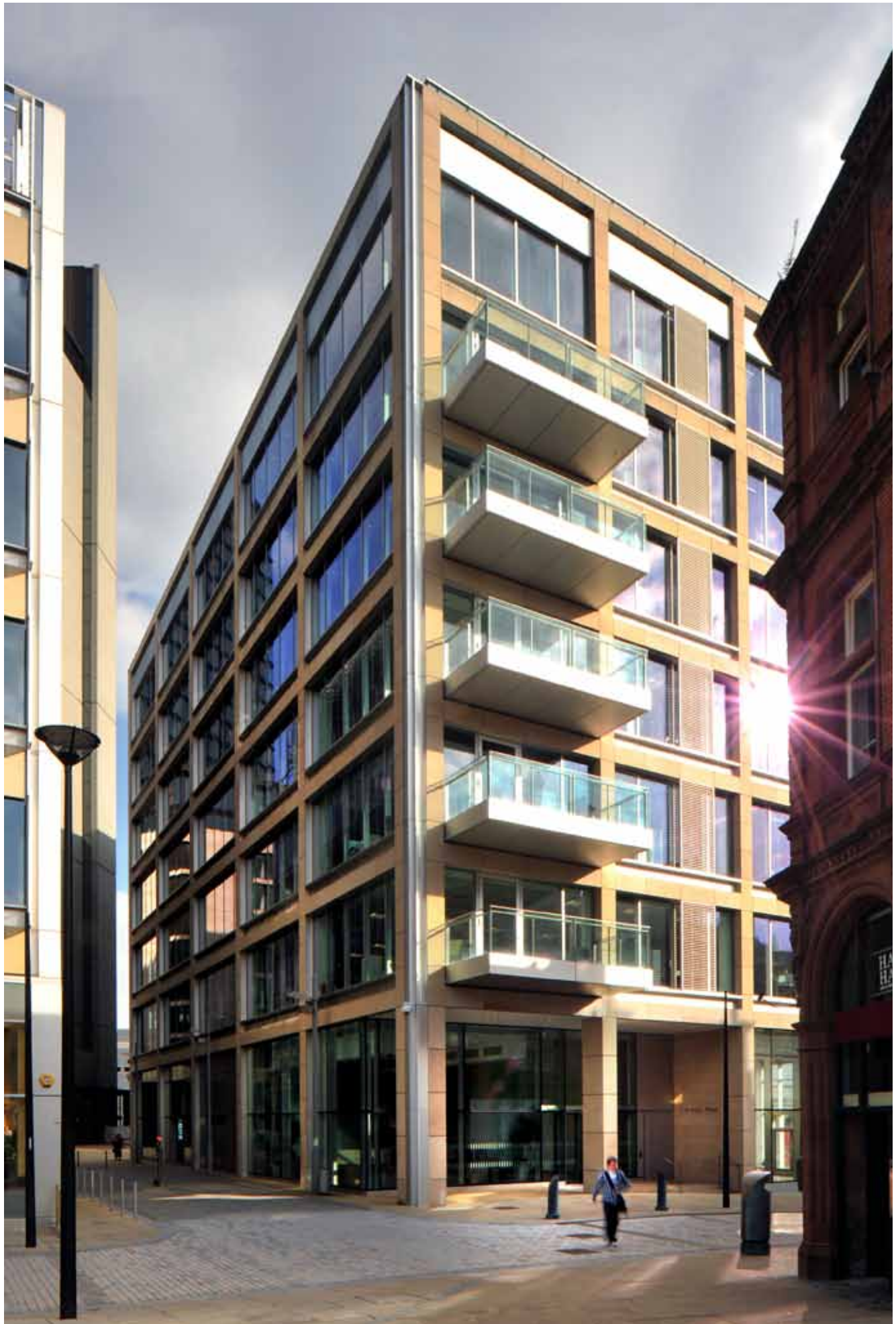
Extensive use of video conference equipment and speaker phones will contribute to reduced travel costs and reduce the need to attend meetings on other sites.

What has been achieved?

- 860 staff relocated to 594 workstations – a less than 7:10 ratio. The highest recorded occupancy on any day was 526, comfortably within forecast levels.
- Spatial occupational density reduced to less than 8 m² per person.
- Storage reduced from 7 linear metres per person to 2.6 (1 linear metre personal and 1.6 team storage).
- BREEAM rating increased from 'Very Good' to 'Excellent' (72.21%).



- EPC B rating, occupational rating of 44 making this one of the best performing mechanically heated/ventilated buildings in the country.
- Anticipated annual reduction in the DFE carbon footprint by over 660 tonnes of CO₂ and a 3 million kWh energy reduction.
- Water consumption at 3 m³ per person per annum, 25% better than the central government target for 2022.
- 16,000 kWh of electricity per annum will be generated locally and all hot water for the catering facilities provided by solar heating.
- Reduced facilities management and operating costs, saving over £1.5 million per annum.
- Building purchased and fitted out within budget, ahead of time and for less than the cost of refurbishing the previous HQ at Moorfoot.



Chapter 4 Sustainability

The calendar year 2010 saw a critical turning point in managing the environmental impact of government operations. On 14 May, the Prime Minister committed the Coalition Government to being the greenest government ever.

The Prime Minister issued two key challenges to departments:

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

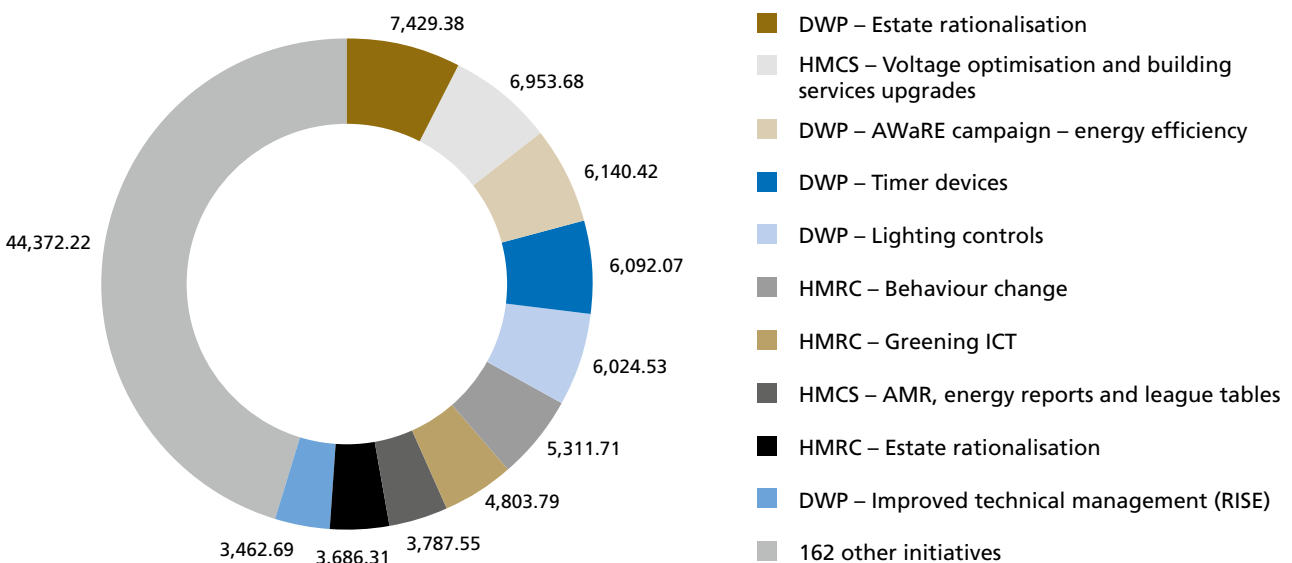
This report covers the first seven months of government performance against those targets. The ambition and rate of change adopted by departments has pushed back the boundaries of what was thought possible. The report also presents performance against the pre-existing SOGE targets, reaffirmed by the Coalition Government in November 2010.

Future State of the Estate reports will focus on the new Greening Government commitments that were announced by the Coalition Government in February 2011 and which replaced the SOGE targets from March 2011. This new framework of commitments will ensure that departments make real and faster improvements in the priority areas of sustainable operations and procurement.

Key achievements

- Government achieved a CO₂ emissions reduction of 17.1% in 2009/10, relative to 1999/2000 levels
- Waste on the estate was down 22.2% in 2009/10, relative to 2004/05 levels
- 21% increase in compliance with the mandate to procure buildings from within the top quartile of energy performance (65% up from 44%)

Figure D1 10% carbon reduction initiatives (tonnes of CO₂)



The Prime Minister's commitments

On 14 May 2010, the Prime Minister committed to reduce central government carbon emissions by 10% by May 2011 and to publish online real-time energy consumption data of departmental HQ buildings. These measures represent a step change in government ambition and it is the responsibility of the Chief Sustainability Officer and Cabinet Office, working with the Department of Energy and Climate Change (DECC), to ensure that departments respond. Progress on the energy efficiency agenda is reported to a ministerial working group (chaired by the Energy and Climate Change Minister).

10% reduction in carbon emissions within 12 months

All central government departments have developed and published plans setting out the initiatives that they will implement to meet their share of the 10% commitment – refer to Figure D1 on previous page.

The 10% reduction is being delivered through a combination of: staff behaviour change (such as themed days around energy saving); estate management (decreasing m²/FTE); installation of new technology (such as voltage optimisation equipment, variable speed drives and software upgrades to the building management system); greening ICT (such as moving to low-power 'thin client' devices which use central rather than local processing); and by working with FM suppliers to deliver innovative and often simple solutions, such as reducing energy consumption overnight and at weekends.

The Cabinet Office and DECC are leading a joint programme of work to support delivery by departments.

Key elements of this include:

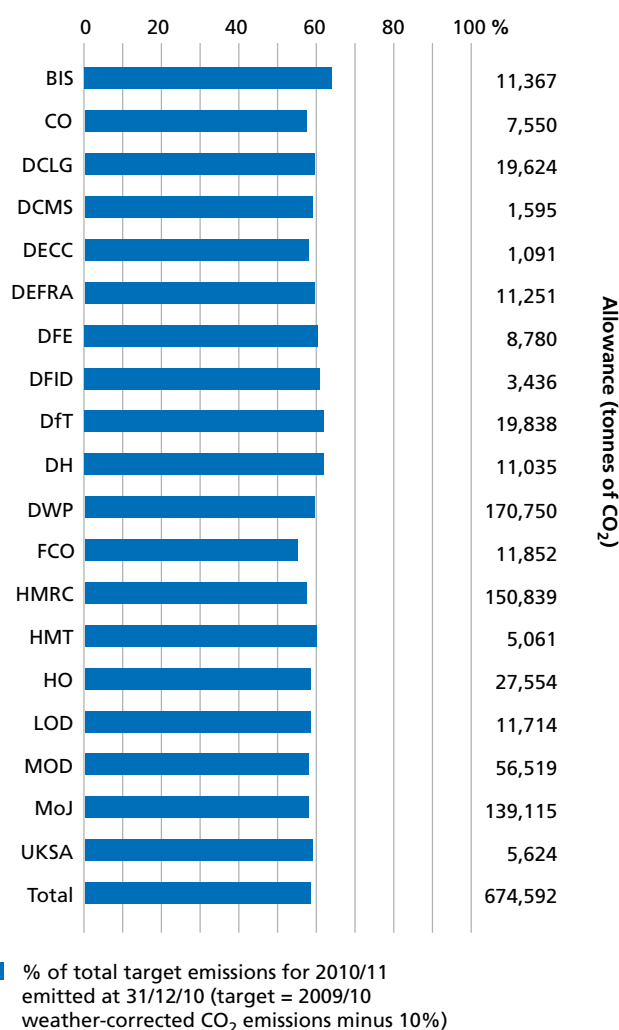
- challenging departments' plans to ensure that they are robust and comprehensive, and monitoring progress on a monthly basis to ensure that they are on track for delivery
- sharing information on departments' plans and key initiatives to ensure that departments are achieving best practice and maximising the carbon reduction opportunities available
- working in partnership with the Carbon Trust and the Chartered Institution of Building Services Engineers (CIBSE) to create guidance for departments on best practice in heating, cooling and lighting of buildings, and collaborating with the Green Delivery Unit to produce guidance on minimising emissions from ICT.

It is important to note that the scope of the 10% commitment covers the office estate reported by the main departments under SOGE, with the baseline defined as departments' emissions from their office estate for the period May 2009 to May 2010.

Performance against the 10% carbon reduction target

At the end of December 2010, government was just on track to deliver a 10% reduction in its carbon emissions from its office estate. At the end of December, government was 63% through the 12-month target period, and had emitted 58% of its target emissions – refer to Figure D2.

Figure D2 Department weather-corrected CO₂ emissions to 31/12/10 as proportion of 2010/11 target



Source: Property Benchmarking Service/e-PIMS™

DWP – AWaRE energy campaign

DWP (jointly with its estate partner, Telereal Trillium) launched a new energy campaign, AWaRE (Avoid Waste and Reduce Energy), in 2010. The campaign aligns national and local initiatives through a combination of technical and 'housekeeping' measures, challenging behaviours and encouraging buy-in from all DWP staff and partners.

The campaign was designed to build on DWP's carbon and cost reductions of 23% since 2007 (53,000 tonnes of CO₂ and £7 million). This, together with its plans for continuing improvement, led to DWP being awarded the Carbon Trust Standard.

Key features of the new campaign include:

- a series of 'Carbon Challenges' agreed by the DWP Executive Team, including:
 - heating and cooling maximums, and cooling IT/comms rooms to minimum of 28°C
 - continually reviewing and aligning building opening hours with heating/cooling hours
 - brigading staff in one zone heated location out-of-hours, with the rest of the building shut down
 - disabling cooling from November to April and during out-of-hours working
 - removing unnecessary fridges, kettles, heaters, water coolers and vending machines
- installation of a combined heat and power unit in Quarry House Leeds (which houses 2,000 staff, shared with the Department of Health), saving at least 428 tonnes of CO₂ and £93,000 per year
- installation of site specific 'spend-to-save' technical initiatives, funded by Telereal Trillium with return of investment from savings accruing. A 50/50 share thereafter under a shared savings mechanism, incentivising joint ownership of national and local 'housekeeping' initiatives
- removing one data centre, saving over 9,000 tonnes of CO₂ once complete
- commencing replacement of printers, scanners and photocopiers with multi-function devices
- introducing volunteer energy champions across the estate. Ownership and identification of potential improvements by adding an environment brief to local health and safety (or house) committees
- a 'Carbon Conference' and 'Carbon Day' workshops, and inclusion of carbon reduction awareness within staff competencies
- intranet-based 'energy pack' – energy reports with hints and tips helping staff to play their part
- introduction of 'smart meters' providing online reporting on the top 600 sites' (up to 90% of consumption) use of electricity, gas and water
- disaggregation of energy targets to businesses and corporate groups, supported by a Sustainable Development Delivery Group to share ideas and issues.

Together, these measures reduced DWP's energy use by an estimated 7% in the first three quarters of 2010/11 (13,000 tonnes of CO₂), meaning that DWP is now over 30% below its 2007 level of consumption.



Departments had developed plans for reducing carbon emissions across their office estate in support of the 10% target. Over 170 carbon-reducing projects were included; however, just 10 accounted for over 50% of the total saving predicted, as shown in Figure D1 (page 37).

Real-time displays and behaviour change

The reaction to the Prime Minister's challenge to publish real-time energy consumption for departmental HQ buildings has been swift and effective, with all HQs, and Number 10, publishing real-time energy consumption data on their websites by the end of July 2010, with data being collated and published on <http://data.gov.uk/blog/government-departments-publish-real-time-energy-use-headquarters-buildings>.

There is already evidence that transparency and real-time reporting systems can help to drive improvements in performance and eliminate waste. During October 2010, an energy efficiency competition was held for all departments' HQ buildings – DWP was the winner, achieving a 22% energy saving compared to the previous month.

It is expected that the real-time energy displays will keep pressure on government departments to eliminate waste energy use. CESP is continuing to analyse the performance of HQ buildings – for example, it looked at energy consumption in HQ buildings over the festive period this year to ensure that departments were shutting down buildings when not in use. The MOD and Department for Culture, Media and Sport (DCMS)

managed to achieve savings of over 40% and, overall, the HQ buildings managed to reduce their combined energy consumption by 30%.

The impact of voltage optimisation

Several departments have successfully installed voltage optimisation equipment in their buildings. Voltage optimisation can usually deliver average savings of 10–15%, and in some circumstances up to 25%, by aligning the voltage of electricity supply with electrical appliances. The effectiveness of systems varies from building to building, but most correctly sized systems will achieve financial payback in between one and three years. DEFRA, DFE, the Department for International Development (DFID), DECC, Cabinet Office, the Office of the Gas and Electricity Markets (OFGEM), the UK Statistics Authority (UKSA), BIS and MoJ have all installed voltage optimisation equipment.

Working with facilities management

Significant carbon savings can be made from ensuring tight building controls. FM contractors have a key role to play in ensuring that the Government Estate is operated efficiently, because they control many of the energy-consuming systems such as heating, lighting and cooling. During 2010, government adopted a new approach to engaging with contractors to improve performance, commencing with a conference for departments and their suppliers at the Cabinet Office in July. This was chaired by the Cabinet Office Minister, Francis Maude, and the Climate Change Minister, Greg Barker, and showcased the gains to be made from innovative and collaborative working.

Energy-efficient Whitehall

This is a joint programme between the Technology Strategy Board and DECC to invest £2 million in nine pilot projects, including phase-change ceiling tiles, addressing local overheating in meeting rooms, LED lighting and a natural cooling system.

The programme will demonstrate the use of energy-efficient technologies in four Whitehall buildings: 3 Whitehall Place (DECC), Eland House (Department for Communities and Local Government (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 at the end of March 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

For example, the HO has agreed a payment-by-results mechanism with one of its FM contractors, which it expects to reduce the carbon footprint by 15% and save £1.3 million in energy bills over the life of the deal.

The Cabinet Office, working with the Carbon Trust and the CIBSE, published guidance for departments on the specific priority actions they should look to make to reduce carbon emissions. This included, for example:

- identifying and implementing an 'optimal core hours window' for heating and cooling
- carrying out regular 'walk-round' surveys
- aligning operating temperatures with best practice for the public sector
- revising server room cooling temperatures.

Feedback from departments states that this framework of action has been helpful in catalysing change and hence achieving savings.

The Greening Government commitments

Becoming the greenest government ever is clearly about more than short-term targets. This is why a programme has been established to focus on environmental improvements for the period to 2014/15, ensuring sustainable change. Following the publication of the action plan, DEFRA, DECC, DfT and Cabinet Office have collaborated on a new set of Greening Government commitments (February 2011), ensuring that departments make real and faster improvements in the priority areas of sustainable operations (carbon, waste and water). These will be reported against in 2011/12, following the conclusion of the previous SOGE targets.

An Action Plan for Driving Sustainable Operations and Procurement Across Government (November 2010) set out how the vision to be the greenest government ever would be supported through a step change in leadership, efficiency, transparency and accountability, which will underpin the reform of government's operations and procurement.

Leading by example: Government needs to show leadership on the environment to the wider public sector, businesses and citizens. This means setting and meeting ambitious goals – but it also means sharing government practice with the world and passing on our accounts of the innovative approaches being taken and tested. We will also communicate the results (even where we have not been successful) so that others can learn from our experiences.



Efficiency and reform: Government needs to drive efficiency and reform in central departments – this means reducing demand and tackling waste wherever it exists. This is about getting better value for money and ensuring that we can capitalise on the opportunities to make financial and environmental resource savings. We must reform our relationships with our key suppliers to ensure that we are working in partnership to help deliver on the commitment to be the greenest government ever.

Transparency and accountability: Government is committed to being open and transparent, with more performance data in line with the new Public Services Transparency Framework. In addition to reporting data on direct impacts, it will look to provide more transparency in its supply chain.

The vision means that action must be taken to significantly reduce the impact that government has on the environment: reducing emissions of CO₂, reducing waste, reducing water usage and making procurement more sustainable. Government has therefore agreed the following four commitments:

Greening Government action plan

1. *Reduce greenhouse gas emissions 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.

Closed-loop paper recycling

Closed-loop paper recycling is a process in which government waste paper is collected and converted into other paper or paper-based products which can be reused within government.

The Government has identified that, in addition to the cost savings from rationalisation and standardisation of purchased paper, improving waste paper management could bring further benefits. A closed-loop system has the potential to realise both cost savings and carbon emissions reductions.

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 per FTE is good practice.
- 4 m³ or less per FTE is best practice.
- Publish the percentage of offices meeting best/good/poor practice benchmark.

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 water and waste – setting detailed baselines for reducing these impacts.

Energy-efficient buildings

The current target for energy-efficient buildings is that central government will only procure buildings in the top quartile of energy performance.

Occasionally, suitable top quartile buildings may not be available. In these circumstances, departments will need to positively justify their alternative procurement choice and ensure that all cost-effective energy-efficiency measures are implemented appropriate to the type and duration of the procurement.

In 2010, 65% of administrative buildings added to the Civil Estate were procured from within the top quartile range of energy performance. This compares with 44% in 2009.

The commitment to procure buildings in the top quartile of energy performance was originally announced in the *Energy Efficiency Action Plan (2004)*. The introduction of EPCs in 2008 enabled performance to be measured against this commitment and reporting on the energy performance of newly procured buildings became a requirement of the Climate Change Act 2008.

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, that 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 m² 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 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.



Government defines a new 'top quartile level' each year, based on the industry-wide database of EPC ratings, in order to ensure that the level remains up to date. The level is based on the minimum EPC level achieved by the most energy efficient 25% of buildings. This level is published annually by CESP, with the support of DCLG. The top quartile level for buildings acquired during 2009 was 64, and during 2010 it was 68 (refer to Figure D3 overleaf). This report shows government's performance against the 2010 level. The level that will apply to acquisitions during the 2011 calendar year is 69 (a mid-to-low C rating).

In general, as the market moves to provide more energy-efficient buildings, the range of the top quartile can be expected to shrink. However, the level for 2011 is slightly less stringent than that for 2009 and 2010. This is because the EPC database contained a large number of very energy-efficient buildings in 2008 (when the 2009 level was calculated), the owners of which had obtained EPCs voluntarily; this made the top quartile level artificially high. As more buildings were added to the database throughout 2009 and 2010, this effect has been reduced and the top quartile level has become a closer reflection of the market. As more and more buildings acquire EPCs, the top quartile level will become even more accurate.

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 suitable buildings that meet the commitment are not available in the right location at required value-for-money levels, departments are expected to procure the most energy-efficient building possible and to provide an explanation in the State of the Estate report. EPCs are required for buildings (with some exceptions) when they are sold, leased or constructed. However, not all government buildings procured in 2010 were subject to the top quartile mandate. Buildings which are used for operational purposes, and where office use is not primarily for administration, are exempt – for example, Driving Test Centres.

Government procured space in 64 buildings during 2010. Only 20 of these fell within the scope of the top quartile commitment (as administrative buildings) and of these, 13 exceeded the level of the top quartile commitment (7 with an EPC rated B and 6 rated low C) and 7 fell below it (with 3 EPC rated high C, 2 rated D and 2 rated G) – refer to Appendix D for more detail.

CASE STUDY

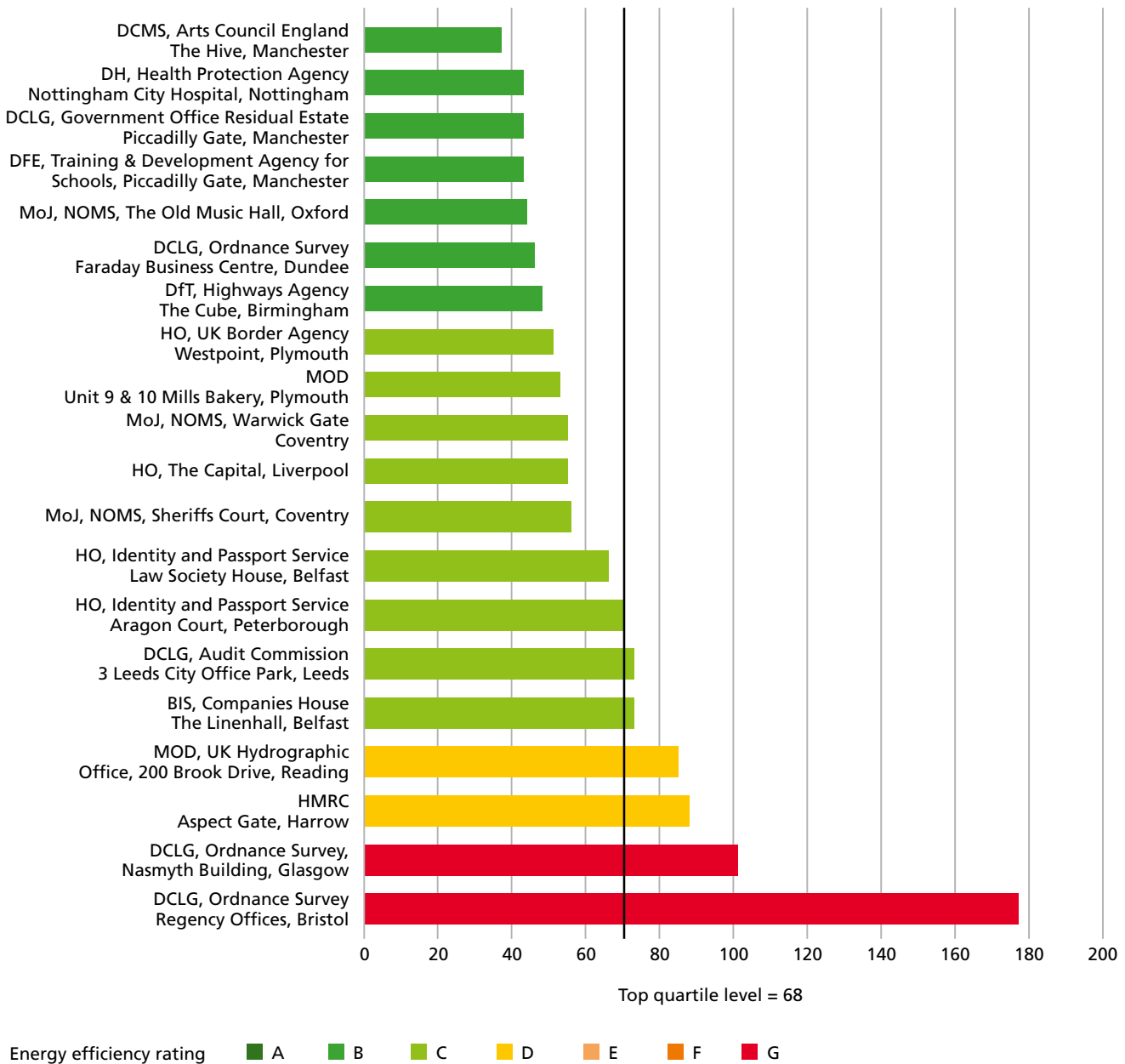
HMRC – Co-location activity

HMRC worked closely with local authorities to use space available in existing public buildings rather than occupying new offices, reducing carbon emissions and saving cost.

During 2010/11, HMRC entered into 21 agreements with local authorities and eight new occupation agreements for small pieces of office space in order to assist with the implementation of its Estate Consolidation Programme. As these pockets of space were in existing public buildings and not open-market space, EPCs were not required. Approximately 50 similar agreements will be entered into during 2011/12.

This approach will allow HMRC to vacate around 150,000 m² of office space within its PFI arrangements while retaining a small, low-cost enquiry centre presence in those locations where the main office will close. These centres will enhance joined-up government by providing face-to-face services on tax and tax credit matters in the same premises as other government departments and local authorities.

Figure D3 Chart of new acquisitions



Source: Efficiency and Reform Group

Where departments have procured buildings with EPCs that failed to meet the top quartile level (refer to Figure D3), they provided the following reasons to explain why the acquisitions went ahead (EPC energy rating shown in brackets):

Aragon Court, Peterborough (C70)

This acquisition was for part of the ground floor in a building already occupied by the Identity and Passport Service. There were efficiencies in acquiring a fairly small lease for a new requirement that gave the Identity and Passport Service sole occupancy of the building.

Leeds City Office Park, Leeds (C73)

The Audit Commission acquired this space (737 m² in size) having reviewed the available alternatives. It recognised that while the building was just outside the top quartile in EPC performance, simple energy saving measures could be implemented upon occupation which would boost its energy-efficiency performance into the top quartile range.

The Linenhall, Belfast (C73)

Companies House required a specific location, which severely limited the choice available. It could not negotiate a newer building to match the required (relatively small) floor area of 560 m².

200 Brook Drive, Reading (D85)

This office site procured by the UK Hydrographic Office was the only one that matched the function, size and location requirements within the geographical area.

Aspect Gate, Harrow (D88)

This property (2,532 m²) was procured by HMRC. It was the only suitable office space available at the right size in the required location.

Nasmyth Building, Glasgow (G101)

This small unit of space (23 m²) was procured by Ordnance Survey. There were limited options for meeting this accommodation requirement in the required area. (Note: The Scottish EPC system is scored differently to the operation in England and Wales, but the A–G scale is directly comparable.)

Regency Offices, Old Bank House, Bristol (G177)

This small unit of space (12 m²) was procured by Ordnance Survey. It was the only serviced office space available on flexible terms at the right size and in the required location.

Display Energy Certificates

DECs are required in all public sector buildings and offices larger than 1,000 m² and which are frequently visited by the public. DECs rate the operational energy efficiency and performance of a building with a rating of A to G – 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. A qualified engineer issues the certificate and provides a report with suggestions for improving energy efficiency.

The requirement for departments to have DECs for their buildings became mandatory in October 2008. DEC performance is published six-monthly in 'snapshot' form on the Office of Government Commerce (OGC) website and provides details of individual building records and departmental summary statistics. Included are links to DCLG's energy performance policy pages and the EPC database with copies of the certificates and accompanying advisory reports.

DECs provide useful information for identifying, targeting and measuring improvement in government's energy performance, especially for those buildings without real-time displays. Their value in driving energy efficiency improvements is limited however by the annual nature of their production, especially when

compared to the half-hourly data for buildings with real-time displays, or the monthly data being provided under the 10% carbon reduction programme.

The latest snapshot (end of September 2010) revealed a significant proportion of expired DECs. Out of the 1,348 government buildings that fall within the DEC scope, 417 (31%) central government buildings that had previously held DECs had not lodged current DEC data in the central register held by DCLG. This is clearly not acceptable and departments have been reminded of their obligation to display current certificates.

While the profile of DECs shows no overall improvement in operational ratings (A–G) across the estate (refer to Figure D4), analysis of the individual scores for the buildings demonstrates that there is an underlying improvement in energy performance of the estate. Excluding a small number of default ratings (where buildings do not have the required information for a full DEC), the average score was 107.62, an improvement of 2.9% over the previous year's score of 110.81.

It is expected that the 10% carbon reduction target and future targets, plus additional scrutiny through data transparency initiatives, will lead to future improvements in DEC ratings in the Government Estate.

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



Source: e-PIMS™

Improving government procurement

With an annual public sector spend in excess of £220 billion, procurement is a powerful lever for reducing carbon emissions. Sustainable procurement is about good procurement practice. As well as procuring energy-efficient products and encouraging the use of renewable energy, it encourages buyers to apply efficient practices, such as re-evaluating procurement requirements, reusing and re-manufacturing goods, encouraging the eco-design of products and working with the whole supply chain. Benefits will be realised both on the Government Estate and in the wider economy.

Departments are making smarter procurement choices and working innovatively with their suppliers to support delivery of the 10% carbon reduction target. This includes working with ICT and FM suppliers. Work to establish minimum and best practice product specifications for government purchasing (Government Buying Standards) will improve the environmental performance of priority products, such as construction, transport and ICT. Purchasing products that meet these standards will support the achievement of carbon emissions reduction goals. Many of these groups have energy-efficiency requirements beyond the national minimum, demonstrating the Government's commitment to leading by example in the goods and services that it purchases, and sending a strong signal to the market on government expectations for future product performance.

Improvements in business energy efficiency are critical to meeting the UK's carbon budgets, achieving its renewables targets and ensuring security of energy supply. Engaging with suppliers on climate change in a coherent and strategic manner will help to ensure that this is done efficiently and effectively.

The Cabinet Office led the overall government approach to supplier carbon emissions in 2010, reporting via the Carbon Disclosure Project. In 2010, the third year of the programme, there was a dramatic increase in both the number of members requesting information from their suppliers and the suppliers responding. In total, 25 government departments and NDPBs participated. More than 260 suppliers measured and disclosed their carbon emissions through the public procurement programme, including 56 small- and medium-sized enterprises (SMEs). It is an example of successful inter-departmental collaboration. For suppliers, increasing their transparency by disclosing information brings opportunities and better risk management practices.

CASE STUDY

HMRC and HO – Embedding corporate responsibility values within the supply chain

With an annual combined spend of around £4 billion and a diverse supply base, HMRC and HO have a connection to virtually every company and individual in the UK. They recognised that they had a unique and exciting opportunity to work collaboratively to help influence their joint supply chain to improve its sustainable operations.

Recognising the suppliers' historical indifference to the sustainable agenda as a whole, HMRC and HO identified the need for an inclusive programme to work with their suppliers and stakeholders, while also making the necessary adjustments to their own internal processes. They decided to use an innovative online tool, CAESER (Corporate Assessment of Environmental, Social and Economic Responsibility), to help assess and benchmark their suppliers while identifying and recognising areas of risk and opportunity.

CAESER examines the core business areas of the organisation's operations, which is then assessed against the wider context of corporate social responsibility and the Government's sustainability agenda. The aim is to provide each supplier and stakeholder with a detailed view of how their current operations are supporting the sustainability agenda. It also provides them with detailed plans on how they can further improve their performance in these areas, ensuring a legacy of continuous improvement on sustainability within each organisation.

HMRC and HO sustainable procurement teams were recognised for the ground-breaking nature of this work, winning the Sustainability Award at the 2010 Civil Service Awards.



Sustainable Operations on the Government Estate

The existing framework of SOGE targets and commitments was set by the previous government in 2006 and came to an end in 2010/11. It includes targets on reducing carbon emissions, reducing water consumption, and improving waste and recycling rates. The Government has confirmed that departments should continue to work towards these targets. Latest progress can be viewed at: <http://sd.defra.gov.uk/progress/soge/performance-data-2010>.

Carbon from office buildings

Current target:

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

Current performance:

- Government achieved CO₂ emissions reduction of 17.1% in 2009/10, relative to 1999/2000 levels.

Performance by department:

- Of the 22 departments that report against the SOGE targets, 13 are already exceeding the target and the majority are on track to achieve it, as shown in Figure D5.
- A small number of departments changed their baseline for reporting in 2009/10. This was to make their baseline consistent with the scope of their current performance reporting. There are two reasons for this re-baselining: a department may do so to

reflect a changed scope of reporting (for example, where a new body is reporting for the first time) or where improved baseline data is available. This means that while comparisons with baseline performances can be made, it is not always possible to compare performance meaningfully with the previous year's reported data, as the scope or quality may vary.

Waste and recycling

Current 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.

Current performance:

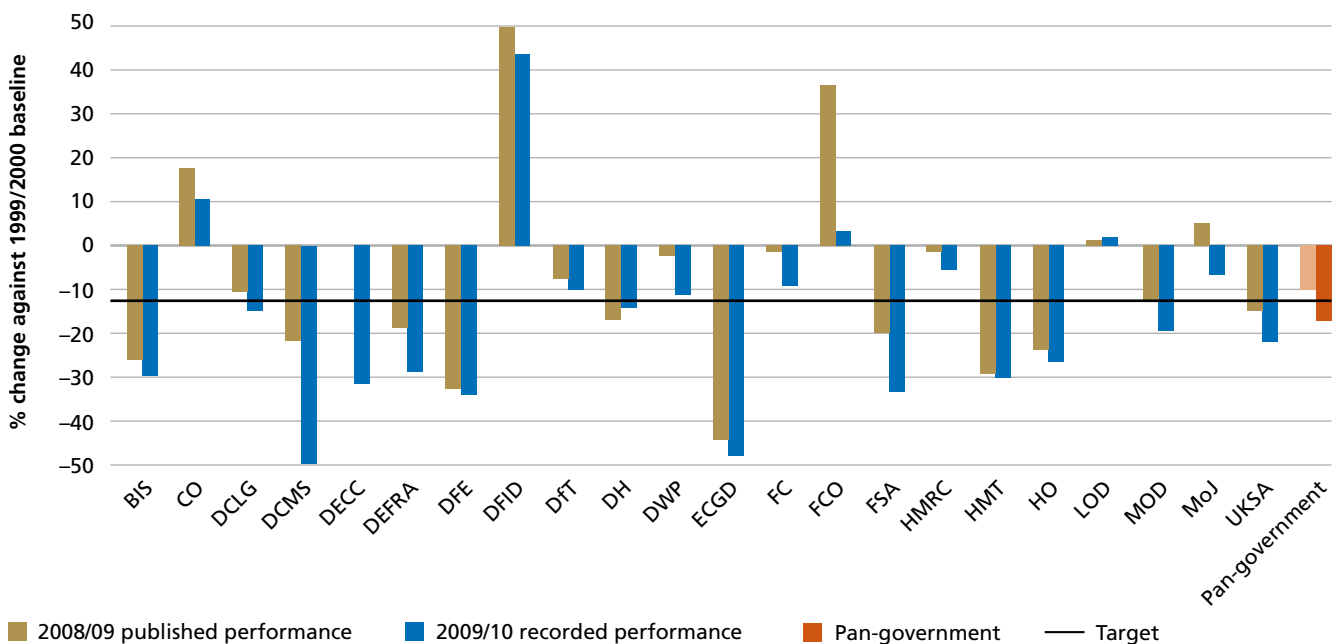
- Government achieved waste reduction of 22.2% in 2009/10, relative to 2004/05 levels.
- Government recycled 51.4% of its waste in 2009/10.

Waste performance is measured in two ways: waste arising (how many tonnes of waste are generated by departments) and waste recycling (how much of that waste is recycled).

Performance by department:

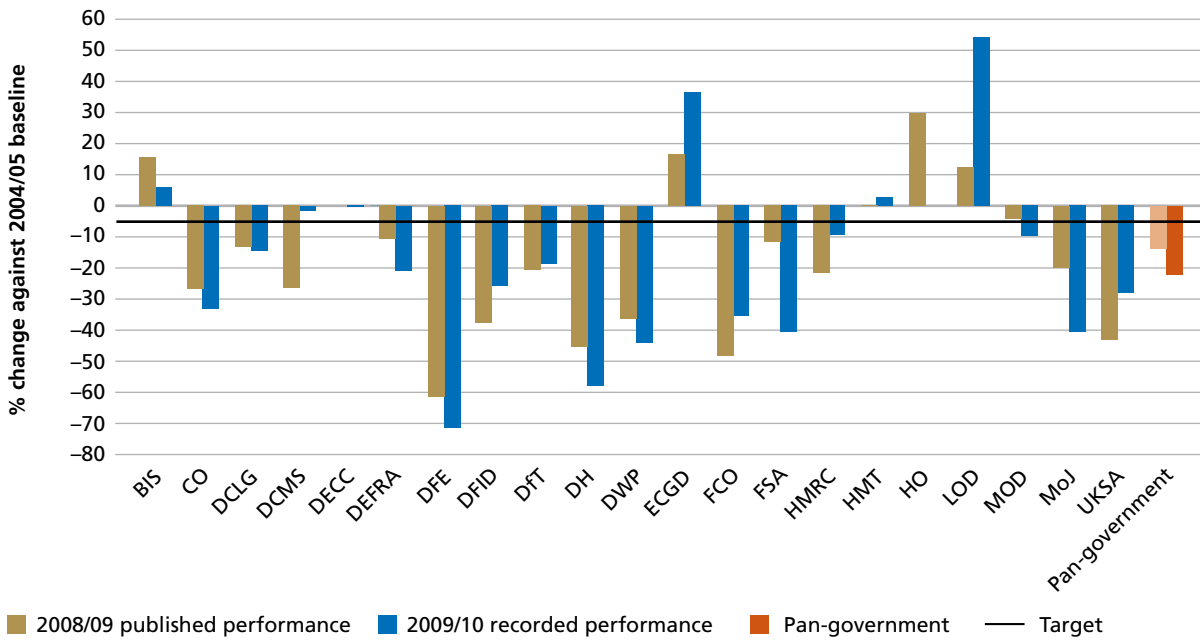
- Government as a whole is currently exceeding the 2010/11 target; 14 departments have made excellent progress in reducing the waste arising from their office activities, exceeding the 2010/11 target, as shown in Figure D6 (overleaf).

Figure D5 Carbon from offices, performance by department



Source: SOGE/Efficiency and Reform Group

Figure D6 Waste reduction performance by department



Source: SOGE/Efficiency and Reform Group

- Overall, departments have made good progress in waste recycling, as shown in Figure D7 (overleaf). All except three have achieved or exceeded the 2010 target and have made commitments to improve further wherever possible.

Water consumption

Current target:

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

Current performance:

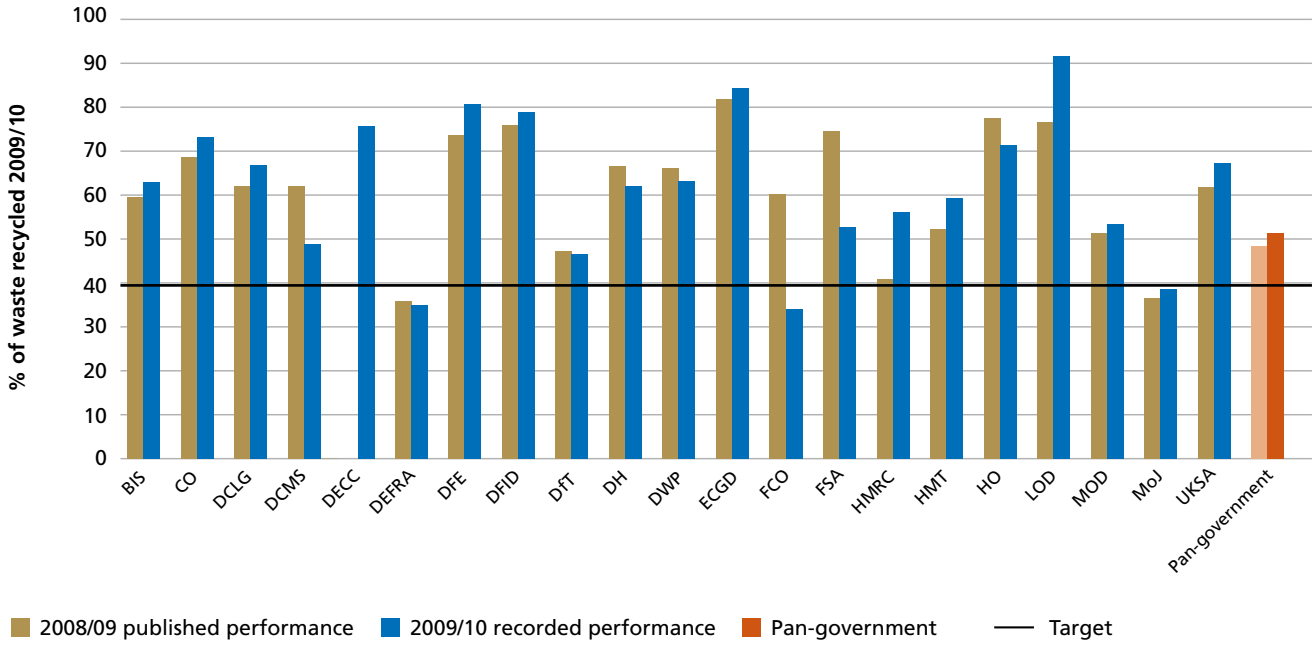
- Water consumption reduced by 21.8% in 2009/10, relative to 2004/05 levels.

Performance by department:

- Performance is variable, with over half of departments making good progress against the 2020 target, already showing reductions in excess of the 25% target against their departmental baselines. However, two departments have increased their water consumption by at least 15% (refer to Figure D8, overleaf).

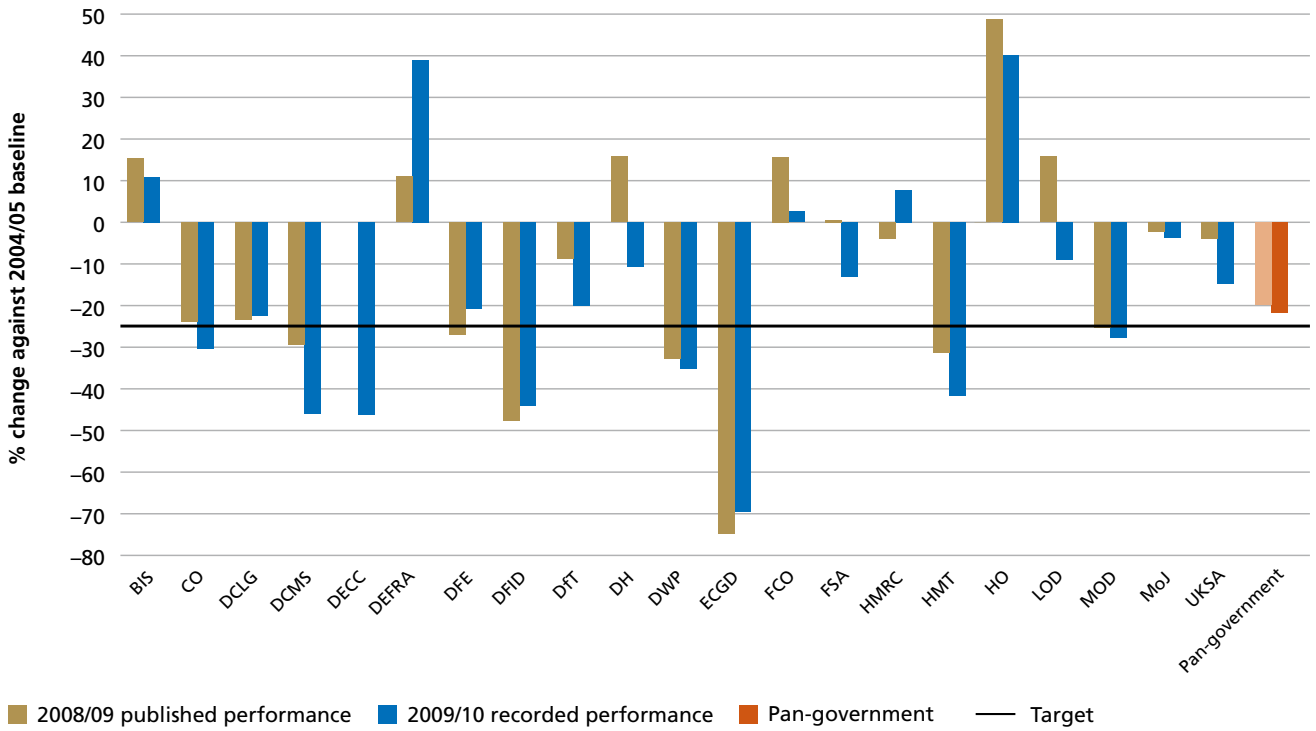


Figure D7 Recycling performance by department



Source: SOGE/Efficiency and Reform Group

Figure D8 Water reduction performance by department



Source: SOGE/Efficiency and Reform Group

Appendices

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

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Business, Innovation and Skills	1,209,662	1,149,804	-59,858	-4.95%	Business, Innovation and Skills
Cabinet Office	49,962	48,344	-1,619	-3.24%	Cabinet Office
Other Cabinet Office agencies	23,354	23,354	0	0.00%	Other Cabinet Office agencies
Charity Commission	6,457	5,136	-1,321	-20.45%	Charity Commission
Children, Schools and Families	143,371	129,611	-13,761	-9.60%	Education
Communities and Local Government	261,771	248,618	-13,152	-5.02%	Communities and Local Government
Culture, Media and Sport	99,983	92,605	-7,378	-7.38%	Culture, Media and Sport
Defence	615,032	438,079	-176,953	-28.77%	Defence
Energy and Climate Change	48,106	91,707	43,601	90.64%	Energy and Climate Change
Environment, Food and Rural Affairs	575,071	546,218	-28,854	-5.02%	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	14,326	0	0.00%	Food Standards Agency
Foreign and Commonwealth Office	116,700	144,105	27,405	23.48%	Foreign and Commonwealth Office
Government Equalities Office	8,331	8,941	610	7.32%	Government Equalities Office
Health	409,999	420,004	10,005	2.44%	Health
HM Revenue and Customs	1,598,900	1,388,623	-210,277	-13.15%	HM Revenue and Customs
Home Office	546,006	561,920	15,914	2.91%	Home Office
International Development	57,320	55,671	-1,649	-2.88%	International Development
Justice	2,002,842	1,985,432	-17,410	-0.87%	Justice
Law Officer's Departments	170,124	146,444	-23,680	-13.92%	Law Officer's Departments
Office of Fair Trading	11,423	11,423	0	0.00%	Office of Fair Trading
OFGEM	12,174	12,174	0	0.00%	OFGEM
Office of Rail Regulation	5,684	5,556	-128	-2.25%	Office of Rail Regulation
HM Treasury Group	60,864	60,516	-348	-0.57%	HM Treasury Group
Government Actuary's Department	2,874	2,874	0	0.00%	Government Actuary's Department
National Savings and Investments	76,364	89,848	13,484	17.66%	National Savings and Investments
Royal Mint	32,091	32,091	0	0.00%	Royal Mint
Transport	605,787	590,145	-15,642	-2.58%	Transport
UK Statistics Authority	68,608	67,995	-613	-0.89%	UK Statistics Authority
Work and Pensions	1,878,485	1,856,832	-21,653	-1.15%	Work and Pensions
Total	10,722,166	10,238,889	-483,276	-4.51%	

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

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Business, Innovation and Skills					Business, Innovation and Skills
BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL	4,612	4,275	-337	-7.30%	BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL
BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE	14,867	11,141	-3,726	-25.06%	BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE
BIS – ARTS AND HUMANITIES RESEARCH COUNCIL	1,502	850	-652	-43.39%	BIS – ARTS AND HUMANITIES RESEARCH COUNCIL
BIS – BIOTECHNOLOGY & BIOLOGICAL SCIENCES RESEARCH COUNCIL	252,903	189,376	-63,527	-25.12%	BIS – BIOTECHNOLOGY & BIOLOGICAL SCIENCES RESEARCH COUNCIL
BIS – CAPITAL FOR ENTERPRISE	232	232	0	0.00%	BIS – CAPITAL FOR ENTERPRISE
BIS – COMPANIES HOUSE	33,708	34,268	560	1.66%	BIS – COMPANIES HOUSE
BIS – COMPETITION COMMISSION	8,258	8,258	0	0.00%	BIS – COMPETITION COMMISSION
BIS – CONSUMER FOCUS	6,814	2,947	-3,867	-56.75%	BIS – CONSUMER FOCUS
BIS – CORE	89,530	84,275	-5,255	-5.87%	BIS – CORE
BIS – DESIGN COUNCIL	1,448	1,448	0	0.00%	BIS – DESIGN COUNCIL
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	2,767	2,442	-325	-11.75%	BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – OPERATIONAL
		1,325	N/A	N/A	BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL
		3,633	N/A	N/A	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	33,923	35,066	1,142	3.37%	BIS – INSOLVENCY SERVICE
BIS – INVESTORS IN PEOPLE UK	590				
BIS – UK INTELLECTUAL PROPERTY OFFICE	20,980	20,980	0	0.00%	BIS – INTELLECTUAL PROPERTY OFFICE
BIS – THE LEARNING AND SKILLS COUNCIL	75,291	24,741	-50,550	-67.14%	BIS – LEARNING AND SKILLS COUNCIL – DISPOSALS
BIS – LOCAL BETTER REGULATION OFFICE	408	408	0	0.00%	BIS – LOCAL BETTER REGULATION OFFICE
BIS – MEDICAL RESEARCH COUNCIL	129,886	133,905	4,019	3.09%	BIS – MEDICAL RESEARCH COUNCIL
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
BIS – NATIONAL PHYSICAL LABORATORY	48,422	48,422	0	0.00%	BIS – NATIONAL PHYSICAL LABORATORY

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Business, Innovation and Skills (continued)					
BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL	145,298	132,332	-12,966	-8.92%	BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL
BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL	16,550	10,819	-5,731	-34.63%	BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL
BIS – ONE NORTH EAST – OPERATIONAL	7,774	7,774	0	0.00%	BIS – ONE NORTH EAST – OPERATIONAL
		4,582	N/A	N/A	BIS – RESEARCH COUNCILS UK
BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	165,473	204,137	38,664	23.37%	BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL
		34,938	N/A	N/A	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	5,156	3,785	-1,371	-26.59%	BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – OPERATIONAL
BIS – STUDENT LOANS COMPANY LTD	18,404	21,104	2,700	14.67%	BIS – STUDENT LOANS COMPANY LTD
BIS – TECHNOLOGY STRATEGY BOARD	1,226	1,215	-11	-0.90%	BIS – TECHNOLOGY STRATEGY BOARD
BIS – UK ATOMIC ENERGY AUTHORITY	97,675	94,646	-3,029	-3.10%	BIS – UK ATOMIC ENERGY AUTHORITY
BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS	1,100	1,614	514	46.73%	BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS
BIS – YORKSHIRE FORWARD – OPERATIONAL	8,705	8,705	0	0.00%	BIS – YORKSHIRE FORWARD – OPERATIONAL
Cabinet Office					
CO – FINANCIAL AND ESTATE MANAGEMENT	49,962	48,344	-1,619	-3.24%	CO – FINANCIAL AND ESTATE MANAGEMENT
Other Cabinet Office agencies					
COI – CENTRAL OFFICE OF INFORMATION	11,033	11,033	0	0.00%	COI – CENTRAL OFFICE OF INFORMATION
			N/A	N/A	COI – NEWS AND PR ¹
NSG – NATIONAL SCHOOL OF GOVERNMENT	12,321	12,321	0	0.00%	NSG – NATIONAL SCHOOL OF GOVERNMENT
Charity Commission					
CHAR – CHARITY COMMISSION	6,457	5,136	-1,321	-20.45%	CHAR – CHARITY COMMISSION
Children, Schools and Families					
DCSF – BRITISH EDUCATIONAL COMMUNICATIONS AND TECHNOLOGY AGENCY	2,688	2,011	-676	-25.16%	DFE – BRITISH EDUCATIONAL COMMUNICATIONS AND TECHNOLOGY AGENCY
DCSF – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE	24,641	23,344	-1,297	-5.26%	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Children, Schools and Families (continued)					Education (continued)
DCSF – 11 MILLION	718	718	0	0.00%	DFE – CHILDREN'S COMMISSIONER
DCSF – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL	2,294	1,951	-343	-14.95%	DFE – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL
DCSF – NATIONAL COLLEGE FOR SCHOOL LEADERSHIP	9,932	9,932	0	0.00%	DFE – NATIONAL COLLEGE
		1,961	N/A	N/A	DFE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION
DCSF – OPERATIONAL PROPERTIES	69,491	48,235	-21,256	-30.59%	DFE – OPERATIONAL PROPERTIES
		13,991	N/A	N/A	DFE – QUALIFICATIONS AND CURRICULUM DEVELOPMENT AGENCY
DCSF – SCHOOL FOOD TRUST	404		N/A	N/A	DFE – SCHOOL FOOD TRUST ²
DCSF – SUBLET AND SURPLUS PROPERTIES	14,127	6,948	-7,179	-50.82%	DFE – SUBLET AND SURPLUS PROPERTIES
DCSF – TRAINING AND DEVELOPMENT AGENCY FOR SCHOOLS	2,550	3,979	1,429	56.02%	DFE – TRAINING AND DEVELOPMENT AGENCY FOR SCHOOLS
OFSTED – OFFICE FOR STANDARDS IN EDUCATION	16,527	16,541	14	0.09%	OFSTED – OFFICE FOR STANDARDS IN EDUCATION, CHILDREN'S SERVICES AND SKILLS
Communities and Local Government					Communities and Local Government
DCLG – CENTRAL	45,162	31,427	-13,735	-30.41%	DCLG – CENTRAL
DCLG – COMMUNITY DEVELOPMENT FOUNDATION	714	766	52	7.27%	DCLG – COMMUNITY DEVELOPMENT FOUNDATION
DCLG – FIRE SERVICE COLLEGE	44,701	44,701	0	0.00%	DCLG – FIRE SERVICE COLLEGE
DCLG – FIREBUY	172	172	0	0.00%	DCLG – FIREBUY
DCLG – GO EAST MIDLANDS	5,078	58,737	N/A	N/A	DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE
DCLG – GO EAST OF ENGLAND	821				
DCLG – GO LONDON	7,012				
DCLG – GO NORTH EAST	6,095				
DCLG – GO NORTH WEST	9,205				
DCLG – GO SOUTH EAST	3,588				
DCLG – GO SOUTH WEST	8,086				
DCLG – GO WEST MIDLANDS	9,487				
DCLG – GO YORKSHIRE AND THE HUMBER	8,914				
DCLG – HOMES AND COMMUNITIES AGENCY	22,650	19,902	-2,748	-12.13%	DCLG – HOMES AND COMMUNITIES AGENCY
		628	N/A	N/A	DCLG – INDEPENDENT HOUSING OMBUDSMAN
DCLG – LEASE ADVISORY SERVICE	379		N/A	N/A	DCLG – LEASEHOLD ADVISORY SERVICE ²

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Communities and Local Government (continued)					
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	51,519	51,201	-318	-0.62%	DCLG – ORDNANCE SURVEY HQ ESTATES SERVICE
DCLG – PLANNING INSPECTORATE	13,161	13,161	0	0.00%	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	269	3,405	3,136	1,165.20%	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	906	0	0.00%	DCLG – THURROCK THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL PROPERTIES
DCLG – VALUATION TRIBUNAL SERVICE	2,768	2,529	-240	-8.66%	DCLG – VALUATION TRIBUNAL SERVICE
DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	415	0	0.00%	DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION
Culture, Media and Sport					
DCMS – ARTS COUNCIL ENGLAND	14,977	14,601	-376	-2.51%	DCMS – ARTS COUNCIL ENGLAND
DCMS – BIG LOTTERY FUND	19,890	19,507	-383	-1.93%	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	1,675	0	0.00%	DCMS – COMMISSION FOR ARCHITECTURE AND THE BUILT ENVIRONMENT
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	13,249	13,249	0	0.00%	DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT
DCMS – ENGLISH HERITAGE	20,883	18,311	-2,572	-12.32%	DCMS – ENGLISH HERITAGE
DCMS – FOOTBALL LICENSING AUTHORITY	170		N/A	N/A	DCMS – FOOTBALL LICENSING AUTHORITY ²
DCMS – GAMBLING COMMISSION	2,414	2,414	0	0.00%	DCMS – GAMBLING COMMISSION
DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL	736	736	0	0.00%	DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL
DCMS – NATIONAL HERITAGE MEMORIAL FUND	6,236	6,090	-146	-2.34%	DCMS – NATIONAL HERITAGE MEMORIAL FUND
DCMS – NATIONAL LOTTERY COMMISSION	587	587	0	0.00%	DCMS – NATIONAL LOTTERY COMMISSION
DCMS – OLYMPIC DELIVERY AUTHORITY	4,954	4,857	-97	-2.00%	DCMS – OLYMPIC DELIVERY AUTHORITY
DCMS – PUBLIC LENDING RIGHT	372	372	0	0.00%	DCMS – PUBLIC LENDING RIGHT

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Culture, Media and Sport (continued)					Culture, Media and Sport (continued)
DCMS – SPORT ENGLAND	6,337	5,841	-496	-7.83%	DCMS – SPORT ENGLAND
DCMS – UK FILM COUNCIL	1,175	1,175	0	0.00%	DCMS – UK FILM COUNCIL
DCMS – UK SPORT	1,369	1,369	0	0.00%	DCMS – UK SPORT
DCMS – VISIT BRITAIN	4,727	1,587	-3,140	-66.42%	DCMS – VISIT BRITAIN
Defence					Defence
MOD – MET OFFICE	25,648	26,361	713	2.78%	MOD – MET OFFICE
MOD – MINISTRY OF DEFENCE	589,384	411,719	-177,665	-30.14%	MOD – MINISTRY OF DEFENCE
Energy and Climate Change					Energy and Climate Change
DECC – THE COAL AUTHORITY	6,398	6,398	0	0.00%	DECC – COAL AUTHORITY
		399	N/A	N/A	DECC – COMMITTEE ON CLIMATE CHANGE
DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE	5,224	13,992	8,768	167.84%	DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE
DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OFFICE	36,484	70,918	34,434	94.38%	DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OFFICE
Environment, Food and Rural Affairs					Environment, Food and Rural Affairs
DEFRA – CONSUMER COUNCIL FOR WATER	1,641	1,641	0	0.00%	DEFRA – CONSUMER COUNCIL FOR WATER
DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	354,803	322,432	-32,371	-9.12%	DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
DEFRA – ENVIRONMENT AGENCY (all property centres)	186,846	195,377	8,531	4.57%	DEFRA – ENVIRONMENT AGENCY (all property centres)
DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE	9,409	7,286	-2,123	-22.56%	DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE
DEFRA – NATURAL ENGLAND	243		N/A	N/A	DEFRA – NATURAL ENGLAND ²
		1,325	N/A	N/A	DEFRA – JOINT NATURE CONSERVATION COMMITTEE
DEFRA – FORESTRY COMMISSION ENGLAND	19,028	15,055	-3,973	-20.88%	DEFRA – FORESTRY COMMISSION ENGLAND
OFWAT – OFFICE OF WATER SERVICES	3,101	3,101	0	0.00%	WSRA – WATER SERVICES REGULATION AUTHORITY
Export Credits Guarantee Department					Export Credits Guarantee Department
EXPORT CREDITS GUARANTEE DEPARTMENT	10,494	10,494	0	0.00%	EXPORT CREDITS GUARANTEE DEPARTMENT
Food Standards Agency					Food Standards Agency
FOOD STANDARDS AGENCY	14,326	14,326	0	0.00%	FOOD STANDARDS AGENCY
Foreign and Commonwealth Office					Foreign and Commonwealth Office
FCO – BRITISH COUNCIL	16,054	16,573	518	3.23%	FCO – BRITISH COUNCIL
FCO – FOREIGN AND COMMONWEALTH OFFICE	98,320	125,207	26,887	27.35%	FCO – FOREIGN AND COMMONWEALTH OFFICE
FCO – WILTON PARK	2,326	2,326	0	0.00%	FCO – WILTON PARK

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Government Equalities Office					Government Equalities Office
GEO – EQUALITY AND HUMAN RIGHTS COMMISSION	8,331	8,941	610	7.32%	GEO – EQUALITY AND HUMAN RIGHTS COMMISSION
Health					Health
DH – ALCOHOL EDUCATION AND RESEARCH COUNCIL	25	25	0	0.00%	DH – ALCOHOL EDUCATION AND RESEARCH COUNCIL
DH – NHS APPOINTMENTS COMMISSION	481	498	17	3.51%	DH – APPOINTMENTS COMMISSION
DH – CARE QUALITY COMMISSION	10,696	12,761	2,065	19.31%	DH – CARE QUALITY COMMISSION
DH – COUNCIL FOR HEALTHCARE REGULATORY EXCELLENCE	466	466	0	0.00%	DH – COUNCIL FOR HEALTHCARE REGULATORY EXCELLENCE
DH – GENERAL SOCIAL CARE COUNCIL	4,425	4,425	0	0.00%	DH – GENERAL SOCIAL CARE COUNCIL
DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE	4,365	4,365	0	0.00%	DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE
DH – HEALTH PROTECTION AGENCY	93,802	95,164	1,362	1.45%	DH – HEALTH PROTECTION AGENCY
DH – HQ	47,919	49,694	1,775	3.70%	DH – HQ
DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT	2,498	3,028	530	21.20%	DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT
DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	14,456	14,244	-212	-1.46%	DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY
DH – MONITOR	1,117	1,644	527	47.21%	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	2,804	2,732	-72	-2.58%	DH – NATIONAL PATIENT SAFETY AGENCY
DH – NHS BLOOD AND TRANSPLANT	115,140	134,092	18,952	16.46%	DH – NHS BLOOD AND TRANSPLANT
DH – NHS BUSINESS SERVICES AUTHORITY	57,264	55,153	-2,111	-3.69%	DH – NHS BUSINESS SERVICES AUTHORITY
DH – NHS CONNECTING FOR HEALTH	10,608	10,608	0	0.00%	DH – NHS CONNECTING FOR HEALTH
DH – NHS ESTATES	27,558	24,789	-2,768	-10.05%	DH – RETAINED ESTATE
DH – NHS LITIGATION AUTHORITY	2,474		N/A	N/A	DH – NHS LITIGATION AUTHORITY ²
DH – NHS PROFESSIONALS	4,284		N/A	N/A	DH – NHS PROFESSIONALS ²
DH – NHS PURCHASING AND SUPPLY AGENCY	3,302		N/A	N/A	DH – NHS PURCHASING AND SUPPLY AGENCY ²
DH – OTHER			N/A	N/A	DH – OTHER ²
HM Revenue and Customs					HM Revenue and Customs
HM REVENUE AND CUSTOMS	1,526,208	1,331,692	-194,516	-12.75%	HM REVENUE AND CUSTOMS
HMRC – VALUATION OFFICE AGENCY	72,692	56,931	-15,761	-21.68%	HMRC – VALUATION OFFICE AGENCY

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Home Office					
HO – IDENTITY AND PASSPORT SERVICE	69,113	69,475	362	0.52%	HO – IDENTITY AND PASSPORT SERVICE
HO – NATIONAL POLICING IMPROVEMENT AGENCY	73,894	93,684	19,790	26.78%	HO – NATIONAL POLICING IMPROVEMENT AGENCY
HO – NDPB1	1,656	411	-1,245	-75.18%	HO – NDPB1
HO PROPERTY GENERAL – ANIMAL SCIENTIFIC PROCEDURES DIVISION	1,036	909	-127	-12.23%	HO PROPERTY GENERAL – ANIMAL SCIENTIFIC PROCEDURES DIVISION
HOPG – CORE HOME OFFICE	106,930	72,847	-34,084	-31.88%	HOPG – CORE HOME OFFICE
HOPG – CRIMINAL RECORDS BUREAU	4,988	5,271	283	5.68%	HOPG – CRIMINAL RECORDS BUREAU
HOPG – HM INSPECTORATE OF CONSTABULARY	2,264	2,265	1	0.04%	HOPG – HM INSPECTORATE OF CONSTABULARY
HOPG – HOME OFFICE PAY AND PENSIONS SERVICE	3,146	3,146	0	0.00%	HOPG – HOME OFFICE PAY AND PENSIONS SERVICE
HOPG – HOME OFFICE SCIENTIFIC DEVELOPMENT BRANCH	30,904	30,064	-840	-2.72%	HOPG – HOME OFFICE SCIENTIFIC DEVELOPMENT BRANCH
HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION	7,103	7,103	0	0.00%	HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION
		2,462	N/A	N/A	HOPG – INDEPENDENT SAFEGUARDING AUTHORITY
HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER	912	912	0	0.00%	HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER
		1,666	N/A	N/A	HOPG – OLYMPIC AND PARALYMPIC SECURITY DIRECTORATE
HOPG – UK BORDER AGENCY	244,060	271,706	27,646	11.33%	HOPG – UK BORDER AGENCY
International Development					
DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	57,320	55,671	-1,649	-2.88%	DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
Justice					
HMCS – (all property centres)	1,144,548	1,156,696	12,148	1.06%	HMCS – (all property centres)
MoJ – CRIMINAL CASES REVIEW COMMISSION	1,970	1,970	0	0.00%	MoJ – CRIMINAL CASES REVIEW COMMISSION
MoJ – CRIMINAL INJURIES COMPENSATION AUTHORITY	6,983	5,381	-1,602	-22.94%	MoJ – CRIMINAL INJURIES COMPENSATION AUTHORITY
MoJ – INFORMATION COMMISSIONER'S OFFICE	8,876	8,311	-566	-6.37%	MoJ – INFORMATION COMMISSIONER'S OFFICE
MoJ – LAND REGISTRY AGENCY ESTATES DIVISION	238,384	207,561	-30,824	-12.93%	MoJ – LAND REGISTRY AGENCY ESTATES DIVISION
MoJ – LEGAL SERVICES COMMISSION	12,391	19,501	7,110	57.38%	MoJ – LEGAL SERVICES COMMISSION
MoJ – MINISTRY OF JUSTICE HQ	59,692	59,692	0	0.00%	MoJ – MINISTRY OF JUSTICE HQ
MoJ – NATIONAL OFFENDER MANAGEMENT SERVICE (NON-CUSTODIAL)	367,253	369,334	2,081	0.57%	MoJ – NATIONAL OFFENDER MANAGEMENT SERVICE (NON-CUSTODIAL)

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Justice (continued)					
MoJ – TRIBUNALS SERVICE	94,934	90,358	-4,576	-4.82%	MoJ – TRIBUNALS SERVICE
MoJ – WALES OFFICE	1,106	1,106	0	0.00%	MoJ – WALES OFFICE
MoJ – YOUTH JUSTICE BOARD	1,351	168	-1,183	-87.56%	MoJ – YOUTH JUSTICE BOARD
MoJ – NATIONAL ARCHIVES	65,355	65,355	0	0.00%	MoJ – NATIONAL ARCHIVES
Law Officer's 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)	146,705	123,025	-23,680	-16.14%	AGO – CROWN PROSECUTION SERVICE (all property centres)
AGO – HM CPS INSPECTORATE	886	886	0	0.00%	AGO – HM CPS INSPECTORATE
SFO – SERIOUS FRAUD OFFICE	7,459	7,459	0	0.00%	SFO – SERIOUS FRAUD OFFICE
AGO – TREASURY SOLICITOR	13,917	13,917	0	0.00%	AGO – TREASURY SOLICITOR
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	12,174	0	0.00%	OFGEM – OFFICE OF GAS AND ELECTRICITY MARKETS
Office of Rail Regulation					
ORR – OFFICE OF RAIL REGULATION HQ	5,684	5,556	-128	-2.25%	ORR – OFFICE OF RAIL REGULATION HQ
HM Treasury Group					
HMT – BUYING SOLUTIONS	4,636	5,565	929	20.04%	HMT – BUYING SOLUTIONS
HMT – HM TREASURY	30,093	30,093	0	0.00%	HMT – HM TREASURY
HMT – RESIDUAL ESTATE	24,456	23,179	-1,277	-5.22%	HMT – RESIDUAL ESTATE
HMT – DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.00%	HMT – UK DEBT MANAGEMENT OFFICE
Government Actuary's Department					
GAD – GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.00%	GAD – GOVERNMENT ACTUARY'S DEPARTMENT
National Savings and Investments					
NS&I – NATIONAL SAVINGS AND INVESTMENTS	76,364	89,848	13,484	17.66%	NS&I – NATIONAL SAVINGS AND INVESTMENTS
Royal Mint					
ROYAL MINT	32,091	32,091	0	0.00%	ROYAL MINT
Transport					
DfT – DfT CENTRAL	56,708	56,763	55	0.10%	DfT – DfT CENTRAL
DfT – DRIVER AND VEHICLE LICENSING AGENCY	106,170	92,240	-13,930	-13.12%	DfT – DRIVER AND VEHICLE LICENSING AGENCY
DfT – DRIVING STANDARDS AGENCY	49,342	49,332	-10	-0.02%	DfT – DRIVING STANDARDS AGENCY

Department/organisation @ 31/12/09	Size				Department/organisation @ 31/12/10
	@ 31/12/09 (m ²)	@ 31/12/10 (m ²)	Change (m ²)	Change (%)	
Transport (continued)					
DfT – GOVERNMENT CAR AND DESPATCH AGENCY	5,589	5,589	0	0.00%	DfT – GOVERNMENT CAR AND DESPATCH AGENCY
			N/A	N/A	DfT – HIGHWAYS AGENCY (land held pending use)
DfT – HIGHWAYS AGENCY	212,673	199,661	-13,012	-6.12%	DfT – HIGHWAYS AGENCY (office and operational estate)
DfT – MARITIME AND COASTGUARD AGENCY	51,965	60,294	8,329	16.03%	DfT – MARITIME AND COASTGUARD AGENCY
DfT – VEHICLE AND OPERATOR SERVICES AGENCY	121,316	124,243	2,927	2.41%	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	68,608	67,995	-613	-0.89%	ONS – OFFICE FOR NATIONAL STATISTICS
Work and Pensions					
DWP – All GORs	1,524,075	1,524,748	673	0.04%	DWP – All GORs
		6,221	N/A	N/A	DWP – CHILD MAINTENANCE ENFORCEMENT COMMISSION
DWP – HEAD OFFICE	246,248	242,952	-3,297	-1.34%	DWP – HEAD OFFICE
DWP – HEALTH AND SAFETY EXECUTIVE	98,163	75,842	-22,321	-22.74%	DWP – HEALTH AND SAFETY EXECUTIVE
DWP – RESIDUAL RENT SERVICE ESTATE	6,633	3,704	-2,929	-44.16%	DWP – RESIDUAL RENT SERVICE ESTATE
DWP – THE PENSIONS REGULATOR	3,366	3,366	0	0.00%	DWP – THE PENSIONS REGULATOR
Total	10,722,166	10,238,889	-483,276	-4.51%	

¹ Only 'owned holding' on e-PIMS™ is marked as land only

² Still have a presence on e-PIMS™ but now have no 'owned holdings'

DCLG: Area has increased on account of Residential Property Tribunal Service property being included for the first time. The department has not procured new space.

DECC: This is the first year for which DECC has reported data for its 8,768 m² London HQ at 3 Whitehall Place (first occupied by DECC in 2008/09). Previously the building formed part of the DEFRA estate.

In transfer schemes, dated 01/04/2008 and 31/03/2009 respectively, properties were transferred from BNFL Properties Limited to NDA Properties Limited, a wholly owned subsidiary of the Nuclear Decommissioning Authority.

Those properties that transferred were:

100 Daresbury Park, Daresbury, Warrington	3,877 m ²
Hinton House, Risley, Warrington	24,769 m ²
2nd Floor Buckingham Gate, London	453 m ²
Total	29,099 m²

During 2009/10, a review was undertaken and measurements checked and amended where necessary. The review also covered the properties listed and cross-referenced them to the NDA Asset Register. This review accounts for the extra 5,335 m² added to the NDA and NDA Properties Limited holdings in e-PIMS™.

DH: The increase in area is due to the addition of NHS Blood and Transplant at Filton and a licence extension to 31/1/2011 on the Medicines and Healthcare Products Regulatory Agency's property at Market Towers.

HO: The increase in the size of HO holdings is accounted for by a machinery of government transfer of 56,746 m². These holdings previously formed part of the HMRC estate. Apart from this, there was a reduction in the size of the HO estate.

MoJ: The Scotland Office, Privy Council Office, Supreme Court, HM Inspectorate of Probation and Legal Services Board are currently classified as not part of the 'mandated estate' and are not included. This status is currently under review.

NS&I has re-measured its estate, which accounts for the increase. The department has not procured additional space.

OFQUAL was established on 1 April 2010 and occupies properties which were already part of the DFE family estate.

QCDA: This property was acquired as part of the relocation from London to Coventry. The London property was recorded as part of the DFE estate, as it holds the head lease.

Appendix B – Total cost of the estate in 2009/10

Departments	Total reported annual running costs 2009/10
Business, Innovation and Skills	£321,723,226
Cabinet Office	£36,804,661
Charity Commission	£3,941,812
Communities and Local Government	£71,527,288
Culture, Media and Sport	£45,284,273
Defence	£178,295,413
Education	£63,031,430
Energy and Climate Change	£14,107,882
Environment, Food and Rural Affairs	£102,244,086
Export Credits Guarantee Department	£3,709,558
Food Standards Agency	£8,925,632
Foreign and Commonwealth Office	£42,390,828
Government Actuary's Department	£2,240,154
Government Equalities Office ¹	–
Health	£183,132,952
HM Revenue and Customs	£415,209,149
HM Treasury Group	£27,488,281
Home Office	£253,909,000
International Development	£14,015,041
Justice	£811,939,148
Law Officers' Departments ²	£60,677,463
National Savings and Investment	£2,235,273
Office of Fair Trading	£7,309,215
Office of Gas and Electricity Markets	£5,780,606
Royal Mint	–
Transport	£117,318,663
UK Statistics Authority	£13,921,245
Work and Pensions	£760,601,127
Total reported annual operating cost	£3,567,763,406
Total cost (reported + estimated)	£3,584,715,932

¹ Government Equalities Office and Royal Mint: Estimated – No cost data supplied

² Includes estimated costs for CPSI and AGO where no data was supplied

Appendix C – Benchmarked offices: efficiency data and key performance indicators (summary)

Main department	Number of buildings	Occupied net internal area (m ²)	Office-based FTE	Total property cost per FTE (£)	Total property cost score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)
Business, Innovation and Skills	85	198,962	17,767	4,422	104	395	111	11.2
Cabinet Office	8	30,006	1,779	7,401	100	439	139	16.9
Communities and Local Government	67	129,201	8,979	5,516	85	383	116	14.4
Culture, Media and Sport	36	59,830	4,303	7,346	61	528	96	13.9
Defence	24	299,754	21,994	4,697	94	345	118	13.6
Education	24	74,456	5,621	6,567	75	496	103	13.2
Energy and Climate Change	7	21,938	1,773	5,725	91	463	104	12.4
Environment, Food and Rural Affairs	192	272,775	22,820	3,442	117	288	124	12.0
Foreign and Commonwealth Office	6	75,150	3,614	4,598	135	221	168	20.8
Health	54	167,963	13,500	5,260	94	423	110	12.4
HM Revenue and Customs	366	1,148,072	72,710	4,486	102	284	122	15.8
HM Treasury Group	6	28,557	2,375	9,844	43	819	65	12.0
Home Office	92	325,940	24,769	5,427	86	412	108	13.2
International Development	2	24,078	1,579	6,356	90	417	126	15.2
Justice	225	371,360	25,186	4,876	94	331	122	14.7
Law Officers' Departments	71	109,306	7,672	5,965	57	419	93	14.2
Transport ³	76	187,741	16,223	4,754	84	411	93	11.6
Work and Pensions	263	898,346	87,124	3,119	120	302	114	10.3

¹ Total property costs figures include, where appropriate, additional costs for unitary charges under PFI contracts

² Other costs include: service charges; internal repair and maintenance; security; cleaning; water and sewerage; and total energy costs

³ The figures include some properties procured for operational transport purposes.

Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total rent (£)	Total rates (£)	Other costs (£) ¹	Total property costs (£) ²
92	1	105	10.9	86	39,220,554	13,960,756	25,274,462	78,566,696
36	1	105	16.9	26	1,421,354	1,910,709	9,834,634	13,166,697
63	1	106	14.0	54	28,698,153	8,841,556	11,942,691	49,531,130
67	1.2	92	12.1	77	18,743,846	3,990,141	8,824,005	31,609,155
71	1	112	13.8	53	27,878,078	14,002,913	56,009,723	103,295,170
72	1.2	85	10.8	88	23,104,578	5,609,066	8,156,347	36,914,045
86	0.9	119	13.1	57	5,631,107	1,319,796	3,199,715	10,150,618
91	1	113	11.4	74	42,777,126	12,891,489	22,868,951	78,537,566
0	1.2	87	17.2	21	4,167,405	3,554,274	8,894,480	16,617,959
83	1.1	101	11.4	80	41,332,613	11,296,637	18,141,153	71,008,767
75	1	106	15.9	52	23,387,160	50,977,010	47,864,925	326,193,237
84	1.1	100	11.2	83	2,745,889	2,162,776	1,131,628	23,379,046
78	1.2	98	10.9	79	55,258,798	20,195,966	29,488,318	134,416,816
51	0.9	110	16.1	34	5,364,159	1,779,937	2,891,267	10,035,363
66	1.2	90	12.2	77	64,819,660	19,571,880	36,973,033	122,807,472
67	1	100	14.3	67	23,424,288	7,297,721	14,896,236	45,760,086
91	1	111	11.9	77	31,136,367	11,608,713	17,024,499	77,128,287
107	1	115	9.8	89	111,557,971	37,525,134	114,411,344	271,728,320

Appendix C – Benchmarked offices: efficiency data and key performance indicators (full)

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
Business, Innovation and Skills	Advisory, Conciliation and Arbitration Service	9	9,034	655
	Advantage West Midlands	1	3,505	363
	Biotechnology and Biological Sciences Research Council	1	2,420	207
	Consumer Focus	2	2,078	166
	Companies House	2	14,753	1,232
	Competition Commission	1	2,502	200
	Design Council	1	814	70
	East Midlands Development Agency	1	3,440	294
	East of England Development Agency	2	2,373	246
	Engineering and Physical Sciences Research Council	1	3,394	322
	Economic and Social Research Council	1	1,476	166
	Department for Business, Innovation and Skills	4	41,379	3,725
	Higher Education Funding Council for England	1	2,982	265
	Insolvency Service	35	33,134	3,086
	Medical Research Council	4	8,505	644
	Natural Environment Research Council	1	3,333	243
	National Endowment for Science, Technology and the Arts	1	1,805	90
	North West Development Agency	2	4,934	457
	One North East	3	5,028	419
	Research Councils UK	1	4,500	661
	South East England Development Agency	2	3,709	324
	Student Loans Company	2	15,900	2,000
	Science and Technology Facilities Council	1	1,825	133
	South West Regional Development Agency	1	2,817	205
	Technology Strategy Board	1	1,226	119
	UK Commission for Employment and Skills	1	1,100	112
	UK Intellectual Property Office	1	15,340	857
	Yorkshire Forward	2	5,658	506
	Business, Innovation and Skills	85	198,962	17,767
	Cabinet Office	Cabinet Office	8	30,006
Cabinet Office		8	30,006	1,779
Other Cabinet Office agencies	Central Office of Information	1	7,201	767
	National School of Government	1	1,850	154
	Other Cabinet Office agencies	2	9,051	921
Charity Commission	Charity Commission	3	7,390	479
	Charity Commission	3	7,390	479

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
6,512	60	472	87	13.8	76	1	117	13.4	49	4,265,394
3,831	102	397	96	9.7	106	0.9	116	11.0	87	1,390,503
1,777	149	152	155	11.7	86	1.3	81	9.3	104	367,897
6,758	95	540	112	12.5	82	1.3	86	9.8	96	1,121,884
2,457	115	205	126	12.0	86	1.1	102	11.1	83	3,027,612
11,295	34	903	64	12.5	78	0.9	114	13.9	57	2,258,908
9,904	64	852	80	11.6	87	1.3	80	9.2	105	693,263
4,220	85	361	99	11.7	86	1.2	85	9.7	100	1,240,584
4,407	101	457	89	9.6	110	1	110	9.2	100	1,084,035
1,602	157	152	155	10.5	105	1	119	10.4	82	515,885
1,351	164	152	155	8.9	120	1.1	115	8.4	105	224,288
6,487	110	584	117	11.1	92	0.9	119	12.9	67	24,162,298
5,134	66	456	77	11.3	90	1	101	10.8	89	1,360,514
4,369	96	407	96	10.7	101	1.1	95	9.7	106	13,481,971
4,055	140	307	153	13.2	74	1	111	13.5	58	2,611,518
2,085	140	152	155	13.7	66	1.1	95	12.4	72	506,563
15,499	0	773	82	20.1	5	1.3	79	15.8	37	1,394,939
3,390	89	314	93	10.8	96	0.9	114	11.6	78	1,549,437
4,215	83	351	97	12.0	87	1.2	95	10.1	92	1,766,017
1,798	148	264	122	6.8	134	1.1	91	5.9	139	1,188,236
6,991	38	611	53	11.4	90	1.2	87	9.4	102	2,265,111
3,157	107	397	91	8.0	112	1	105	8.0	107	6,313,677
2,087	140	152	155	13.7	66	1.3	72	10.2	95	277,554
3,308	105	241	129	13.7	66	1.2	83	11.2	85	678,071
2,034	141	197	142	10.3	100	0.6	142	16.8	27	242,049
2,573	116	262	112	9.8	104	0.8	121	11.8	78	288,229
2,621	91	146	137	17.9	26	1.1	97	16.6	29	2,246,022
4,040	91	361	99	11.2	92	1.1	99	10.2	93	2,044,239
4,422	104	395	111	11.2	92	1	105	10.9	86	78,566,696
7,401	100	439	139	16.9	36	1	105	16.9	26	13,166,697
7,401	100	439	139	16.9	36	1	105	16.9	26	13,166,697
2,710	154	289	150	9.4	109	1	105	9.4	103	2,078,440
4,478	85	373	102	12.0	83	1.2	87	10.1	96	689,611
3,005	145	306	143	9.8	104	1	102	9.5	102	2,768,051
5,604	57	363	96	15.4	62	1.1	114	14.5	37	2,684,108
5,604	57	363	96	15.4	62	1.1	114	14.5	37	2,684,108

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
Communities and Local Government	Audit Commission	39	16,572	1,998
	Department for Communities and Local Government	2	22,327	2,331
	Homes and Communities Agency	7	12,085	732
	Valuation Tribunal Service	1	876	36
	Government Office East of England	1	2,735	169
	Government Office East Midlands	1	1,386	175
	Government Office London	1	3,885	246
	Government Office North East	1	2,214	171
	Government Office North West	1	2,007	73
	Government Office South East	1	1,433	180
	Government Office South West	2	3,135	230
	Government Office West Midlands	1	3,154	224
	Government Office Yorkshire and the Humber	1	5,612	372
	Tenant Services Authority	3	3,278	301
	London Thames Gateway Development Corporation	1	644	46
	Ordnance Survey	1	40,994	1,075
	Planning Inspectorate	1	4,817	487
	Standards Board for England	1	1,143	83
	Thurrock Thames Gateway Development Corporation	1	905	50
		Communities and Local Government	67	129,201
Culture, Media and Sport	Arts Council England	8	8,950	482
	Big Lottery Fund	8	13,725	996
	Commission for Architecture and the Built Environment	1	1,666	130
	English Heritage	9	14,842	1,136
	Department for Culture, Media and Sport	1	8,049	599
	National Lottery Commission	1	587	39
	National Heritage Memorial Fund	1	1,947	114
	Sport England	2	3,329	204
	Gambling Commission	1	2,313	173
	Museums, Libraries and Archives Council	1	736	67
	Olympic Delivery Authority	1	1,176	197
	UK Film Council	1	1,175	62
	UK Sport	1	1,335	104
		Culture, Media and Sport	36	59,830
Defence	Met Office	2	21,153	1,498
	Ministry of Defence	22	278,601	20,496
	Defence	24	299,754	21,994

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
3,462	121	417	99	8.3	122	0.8	129	11.0	91	6,916,707
8,106	88	846	79	9.6	107	1.1	96	8.8	110	18,895,155
6,085	57	369	107	16.5	47	1.2	99	14.2	47	4,454,011
10,149	0	417	112	24.3	0	1.2	81	19.5	0	365,375
7,435	39	459	89	16.2	55	1.1	110	14.5	37	1,256,581
2,335	141	295	117	7.9	129	0.9	129	9.0	98	408,554
12,103	49	766	93	15.8	58	1.1	110	14.1	41	2,977,412
5,930	48	458	69	12.9	84	1	123	13.5	48	1,014,080
7,999	0	291	103	27.5	0	2.2	21	12.4	60	583,908
4,144	112	521	77	8.0	129	0.9	129	9.0	98	746,000
6,476	32	475	63	13.6	78	1	122	14.1	41	1,489,592
8,889	0	631	35	14.1	74	1.5	81	9.5	92	1,991,115
3,676	110	244	133	15.1	65	0.6	148	23.4	0	1,367,293
3,325	136	305	140	10.9	95	1	102	10.7	93	1,000,878
5,958	105	426	130	14.0	64	1.1	92	12.4	72	274,088
2,994	124	79	180	38.1	0	1.3	80	30.4	0	3,218,342
4,076	93	412	89	9.9	104	1.1	92	8.7	111	1,985,117
3,885	89	282	117	13.8	66	1.1	99	13.0	66	322,469
5,289	49	292	114	18.1	24	1.1	97	16.8	27	264,452
5,516	85	383	116	14.4	63	1	106	14.0	54	49,531,130
6,163	77	332	130	18.6	25	1.2	79	15.4	55	2,968,213
6,596	44	479	82	13.8	69	1.3	86	11.0	84	6,570,000
9,330	72	728	98	12.8	75	1	109	13.4	62	1,212,944
5,178	80	396	104	13.1	75	1.2	90	10.8	86	5,882,659
12,064	36	898	75	13.4	69	1	104	13.3	62	7,226,495
17,429	0	1,158	37	15.1	53	1.2	85	12.5	71	679,740
10,127	63	593	117	17.1	34	1	101	16.5	30	1,154,427
10,903	36	668	92	16.3	48	1	96	16.1	54	2,224,207
7,480	9	559	54	13.4	70	1.2	86	11.2	85	1,294,062
3,357	121	306	120	11.0	101	1.1	113	10.2	85	224,895
3,504	144	587	104	6.0	142	1	101	5.7	141	690,247
9,617	68	507	129	19.0	15	1	100	18.1	14	596,239
8,510	85	663	100	12.8	85	1.1	112	11.7	68	885,027
7,346	61	528	96	13.9	67	1.2	92	12.1	77	31,609,155
7,715	0	546	43	14.1	63	1	106	14.2	53	11,557,399
4,476	100	329	123	13.6	72	1	112	13.8	53	91,737,771
4,697	94	345	118	13.6	71	1	112	13.8	53	103,295,170

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
Education	British Educational Communications and Technology Agency	1	2,611	238
	Children and Family Court Advisory and Support Service	12	7,570	463
	11 Million	1	718	26
	Children's Workforce Development Council	1	1,951	188
	Department for Education	4	44,018	3,048
	National College for School Leadership	1	1,494	210
	Office of Qualifications and Examinations Regulations	1	1,851	185
	Partnerships for Schools	1	1,394	102
	Qualifications and Curriculum Development Agency	1	7,862	755
	Training and Development Agency for Schools	1	4,987	406
	Education	24	74,456	5,621
Energy and Climate Change	Department of Energy and Climate Change	2	10,176	1,193
	The Coal Authority	1	4,805	169
	Nuclear Decommissioning Authority	4	6,957	411
	Energy and Climate Change	7	21,938	1,773
Environment, Food and Rural Affairs	Agriculture and Horticulture Development Board	1	2,324	250
	Consumer Council for Water	7	1,755	76
	Department for Environment, Food and Rural Affairs	110	149,216	11,226
	Environment Agency	72	117,422	11,131
	Forestry Commission	2	2,058	137
	Environment, Food and Rural Affairs	192	272,775	22,820
Export Credits Guarantee Department	Export Credits Guarantee Department	1	3,984	278
	Export Credits Guarantee Department	1	3,984	278
Food Standards Agency	Food Standards Agency	4	10,472	707
	Food Standards Agency	4	10,472	707
Foreign and Commonwealth Office	British Council	4	15,072	1,075
	Foreign and Commonwealth Office	2	60,078	2,539
	Foreign and Commonwealth Office	6	75,150	3,614

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
3,541	94	323	101	11.0	93	1.3	79	8.6	111	842,724
5,275	72	323	114	16.3	51	1.2	96	13.7	57	2,445,705
12,197	0	442	123	27.6	0	1.2	83	22.4	0	317,130
4,049	92	390	93	10.4	99	1	106	10.5	91	760,266
5,869	84	406	118	14.4	59	1.4	71	10.7	90	17,887,532
2,675	133	376	95	7.1	136	0.9	128	7.9	110	561,808
3,514	95	351	92	10.0	103	1	104	10.0	97	650,165
8,807	81	644	110	13.7	67	1.1	99	12.9	67	898,328
10,506	56	1,009	58	10.4	99	0.9	114	11.6	81	7,932,318
11,375	46	926	71	12.3	80	1.2	83	10.0	97	4,618,069
6,567	75	496	103	13.2	72	1.2	85	10.8	88	36,914,045
6,181	118	725	93	8.5	123	0.8	134	10.5	82	7,373,884
2,277	122	80	172	28.4	0	1.3	77	22.0	0	384,810
5,820	33	344	94	16.9	42	1.2	97	14.3	46	2,391,924
5,725	91	463	104	12.4	86	0.9	119	13.1	57	10,150,618
3,601	94	387	83	9.3	109	1	105	9.3	104	900,223
9,310	0	403	103	23.1	0	1	112	23.1	0	707,522
4,127	109	311	126	13.3	78	1.1	106	12.0	69	46,331,748
2,719	126	258	122	10.5	105	1	120	10.7	80	30,264,656
2,434	139	162	157	15.0	58	1	108	14.6	45	333,417
3,442	117	288	124	12.0	91	1	113	11.4	74	78,537,566
8,741	60	610	100	14.3	60	1	107	14.7	49	2,429,898
8,741	60	610	100	14.3	60	1	107	14.7	49	2,429,898
11,446	23	773	76	14.8	59	1.2	94	12.8	66	8,092,629
11,446	23	773	76	14.8	59	1.2	94	12.8	66	8,092,629
6,235	90	445	118	14.0	69	1.3	87	10.9	83	6,702,716
3,905	147	165	177	23.7	0	1.2	88	20.2	0	9,915,243
4,598	135	221	168	20.8	0	1.2	87	17.2	21	16,617,959

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
Health	Care Quality Commission	9	14,086	1,353
	NHS Connecting for Health	6	9,895	1,268
	Department of Health	5	63,989	4,016
	General Social Care Council	2	4,425	285
	Health and Social Care Information Centre	2	5,679	607
	Health Protection Agency	2	2,310	210
	Human Fertilisation and Embryology Authority	1	1,152	83
	Human Tissue Authority	1	541	61
	Institute for Innovation and Improvement	1	2,977	266
	Medicines and Healthcare Products Regulatory Agency	2	13,534	1,005
	Monitor	1	1,117	105
	NHS Business Services Authority	9	28,741	2,650
	NHS Blood and Transplant	7	7,665	456
	NHS Litigation Authority	1	1,758	137
	National Institute for Health and Clinical Excellence	2	6,315	540
	National Patient Safety Agency	2	3,029	357
	National Treatment Agency	1	750	101
	Health	54	167,963	13,500
HM Revenue and Customs	HM Revenue and Customs	312	1,092,998	69,756
	Valuation Office Agency	54	55,075	2,954
	HM Revenue and Customs	366	1,148,072	72,710
HM Treasury Group	Buying Solutions	2	3,799	425
	Debt Management Office	1	1,679	184
	HM Treasury (including OGC)	3	23,079	1,766
	HM Treasury Group	6	28,557	2,375
Chancellor's other departments	Government Actuary's Department	1	1,443	136
	National Savings and Investments	1	4,324	173
	Chancellor's other departments	2	5,767	309
Home Office	UK Border Agency	59	181,422	13,735
	Home Office	3	50,855	4,115
	Criminal Records Bureau	2	4,815	639
	Independent Police Complaints Commission	5	5,079	463
	Identity and Passport Service	12	42,329	3,239
	National Policing Improvement Agency	7	34,277	1,860
	Home Office Pay and Pensions Service	1	3,300	205
	Office of the Immigration Services Commissioner	1	912	64
	Security Industry Authority	1	1,015	195
	Independent Safeguarding Authority	1	1,937	255
Home Office	92	325,940	24,769	

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
5,064	90	486	94	10.4	96	1.1	94	9.6	102	6,851,058
5,648	55	724	0	7.8	128	1.1	107	7.1	122	7,161,393
6,752	82	424	124	15.9	45	1.1	95	14.4	52	27,115,128
6,929	71	446	108	15.5	61	1	117	15.1	30	1,974,659
3,669	99	392	87	9.4	111	1.3	84	7.3	123	2,227,031
7,105	80	646	87	11.0	94	1.2	84	9.2	109	1,492,026
10,145	51	731	90	13.9	65	1.2	90	12.0	76	842,010
7,118	94	803	77	8.9	114	1.1	92	7.8	119	434,218
1,820	145	163	150	11.2	91	0.7	131	15.3	42	484,077
6,441	67	478	98	13.5	69	1.1	95	12.2	74	6,473,322
7,143	108	671	107	10.6	101	1	95	10.4	105	750,050
2,687	131	248	127	10.8	106	1.1	107	9.8	95	7,120,901
4,512	91	268	128	16.8	49	1.1	110	15.1	30	2,057,522
8,295	78	646	103	12.8	75	0.9	111	13.7	59	1,136,424
5,161	95	441	100	11.7	95	1.1	114	11.0	76	2,786,714
4,642	128	547	110	8.5	120	0.9	124	9.8	95	1,657,022
4,408	125	594	97	7.4	128	1	103	7.3	125	445,213
5,260	94	423	110	12.4	83	1.1	101	11.4	80	71,008,767
4,475	103	286	122	15.7	77	1	108	16.0	51	312,179,660
4,744	78	254	130	18.6	26	1.3	68	14.5	68	14,013,577
4,486	102	284	122	15.8	75	1	106	15.9	52	326,193,237
2,190	131	245	119	8.9	115	0.9	116	9.7	98	930,867
6,721	101	737	88	9.1	111	1	105	9.1	106	1,236,633
12,011	22	919	59	13.1	74	1.1	96	11.6	79	21,211,545
9,844	43	819	65	12.0	84	1.1	100	11.2	83	23,379,045
14,213	0	1,340	0	10.6	97	1	101	10.2	95	1,932,970
3,730	124	149	169	25.0	0	1	103	24.4	0	645,239
8,344	44	447	114	18.7	18	1	102	18.1	13	2,578,209
4,291	103	325	121	13.2	77	1.3	93	10.2	84	58,939,506
10,051	66	813	87	12.4	81	0.9	116	13.6	58	41,358,572
2,903	108	385	71	7.5	128	1	106	7.3	123	1,854,154
7,349	54	670	60	11.0	97	1.2	94	9.0	103	3,402,818
4,106	98	314	114	13.1	82	1.4	82	9.3	99	13,298,748
6,270	56	340	115	18.4	32	1	117	18.4	0	11,662,001
7,601	0	472	42	16.1	43	1.1	97	14.9	46	1,558,259
8,969	48	629	90	14.2	61	1	105	14.2	53	574,019
4,841	129	930	60	5.2	149	1	105	5.2	146	943,915
3,235	88	426	48	7.6	126	1.2	85	6.3	135	824,824
5,427	86	412	108	13.2	78	1.2	98	10.9	79	134,416,816

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
International Development	Department for International Development	2	24,078	1,579
	International Development	2	24,078	1,579
Justice	HM Courts Service	12	12,683	750
	Criminal Cases Review Commission	1	1,970	87
	Criminal Injuries Compensation Authority	1	4,645	451
	Ministry of Justice	6	47,581	4,179
	Legal Services Commission	13	17,553	1,443
	Scotland Office	2	2,653	71
	HM Inspectorate of Probation	1	525	39
	Land Registry	18	93,532	5,427
	National Offender Management Service (non-custodial)	165	179,485	11,769
	Tribunals Service	5	10,093	910
	Wales Office	1	640	60
	Justice	225	371,360	25,186
	Law Officers' Departments	Attorney General's Office	1	9,563
Crown Prosecution Service		68	93,882	6,315
Serious Fraud Office		2	5,861	473
Law Officers' Departments		71	109,306	7,672
Office of Fair Trading	Office of Fair Trading	1	9,659	728
	Office of Fair Trading	1	9,659	728
Office of Gas and Electricity Markets	Office of Gas and Electricity Markets	1	6,411	441
	Office of Gas and Electricity Markets	1	6,411	441
Office for Standards in Education	Office for Standards in Education	3	10,055	775
	Office for Standards in Education	3	10,055	775
Transport¹	British Transport Police	17	20,206	1,466
	Department for Transport	4	29,498	2,232
	Driving Standards Agency	3	7,362	722
	Driver and Vehicle Licensing Agency	27	70,629	6,263
	Highways Agency	16	42,774	4,401
	Maritime and Coastguard Agency	2	6,865	487
	Vehicle Certification Agency	1	1,038	94
	Vehicle and Operator Services Agency	6	9,369	558
Transport	76	187,741	16,223	
UK Statistics Authority	Office for National Statistics	2	40,300	2,960
	UK Statistics Authority	2	40,300	2,960
Water Services Regulation Authority	Water Services Regulation Authority	1	3,101	226
	Water Services Regulation Authority	1	3,101	226

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
6,356	90	417	126	15.2	51	0.9	110	16.1	34	10,035,363
6,356	90	417	126	15.2	51	0.9	110	16.1	34	10,035,363
6,469	0	383	84	16.9	26	1	112	16.1	1	4,851,771
7,332	13	324	115	22.6	0	1.2	86	18.9	5	637,888
4,652	95	452	96	10.3	100	1.2	83	8.4	114	2,098,172
7,012	99	616	109	11.4	89	0.9	112	12.3	74	29,301,956
5,420	93	446	104	12.2	89	1.3	92	9.3	96	7,823,003
9,893	48	265	158	37.4	0	1.8	35	20.4	0	702,399
3,626	102	269	121	13.5	75	0.8	113	15.9	56	141,406
3,909	101	227	134	17.2	54	1.5	78	11.7	74	21,216,543
4,510	97	296	127	15.3	59	1.2	84	12.8	79	53,079,026
2,816	126	254	126	11.1	100	1.1	109	9.9	89	2,562,905
6,540	111	613	115	10.7	96	0.9	118	12.3	73	392,404
4,876	94	331	122	14.7	66	1.2	90	12.2	77	122,807,472
6,906	105	638	110	10.8	95	0.9	110	11.4	82	6,105,124
5,496	51	370	92	14.9	62	1	99	15.0	63	34,708,233
10,458	52	844	73	12.4	84	1.2	96	10.4	88	4,946,729
5,965	57	419	93	14.2	67	1	100	14.3	67	45,760,086
8,308	76	626	104	13.3	71	1.1	93	11.8	78	6,047,950
8,308	76	626	104	13.3	71	1.1	93	11.8	78	6,047,950
10,899	52	750	96	14.5	58	1.1	95	13.1	65	4,806,570
10,899	52	750	96	14.5	58	1.1	95	13.1	65	4,806,570
5,044	72	389	90	13.0	84	1.2	102	10.7	80	3,908,746
5,044	72	389	90	13.0	84	1.2	102	10.7	80	3,908,746
4,148	129	301	144	13.8	74	1	99	14.5	75	6,080,584
9,148	70	692	99	13.2	71	1.2	90	11.4	82	20,417,732
2,751	125	270	122	10.2	104	1.2	95	8.6	108	1,986,464
4,508	39	400	54	11.3	89	1.1	96	10.4	93	28,234,060
3,178	122	327	111	9.7	113	0.6	149	15.5	26	13,984,282
6,323	47	449	87	14.1	65	1.1	95	12.4	70	3,079,372
4,663	78	422	86	11.0	92	1	105	11.0	86	438,316
5,211	58	310	108	16.8	46	1.4	86	12.3	64	2,907,477
4,754	84	411	93	11.6	91	1	111	11.9	77	77,128,287
2,816	114	207	132	13.6	73	1.3	89	10.7	85	8,336,500
2,816	114	207	132	13.6	73	1.3	89	10.7	85	8,336,500
4,191	93	305	120	13.7	66	1.2	85	11.4	83	947,112
4,191	93	305	120	13.7	66	1.2	85	11.4	83	947,112

Main department	Organisation	Number of buildings	Occupied net internal area (m ²)	Office-based FTE
Work and Pensions	Child Maintenance Enforcement Commission	25	77,039	7,333
	Department for Work and Pensions	216	768,092	76,472
	Health and Safety Executive	22	53,215	3,319
	Work and Pensions	263	898,346	87,124

¹ The figures in this report include properties procured for operational transport purposes. These properties comprise:

- 17 British Transport Police properties
- 8 Highways Agency Regional Control Centres
- 1 Maritime and Coastguard Agency site
- 4 Vehicle and Operator Services Agency sites.

The exclusions of these 30 operational transport properties would mean that the following revised key figures would apply to DfT:

- 46 properties
- 148,773 m² occupied space
- 12,638 office-based FTE
- 11.8 m²/FTE.

Total property costs per FTE (£)	Total property costs score	Total property cost per m ² (£)	Total property cost per m ² score	Occupied space/FTE (m ²)	Occupied space/FTE score	Workstation/FTE	Workstation/FTE score	Occupied space/workstation (m ²)	Occupied space/workstation score	Total property costs (£)
2,906	121	277	117	10.5	106	1.1	111	9.5	93	21,311,667
3,017	123	300	115	10.0	110	1	116	9.6	91	230,678,034
5,947	36	371	89	16.0	51	1.1	109	15.2	35	19,738,619
3,119	120	302	114	10.3	107	1	115	9.8	89	271,728,320

Appendix D – New administrative procurements

Dept	Property centre	Address	Area	Acquisition date	EPC rating
BIS	COMPANIES HOUSE	THE LINENHALL BELFAST BT2 8BG	560	04/01/2010	C 73
DCLG	AUDIT COMMISSION	3 LEEDS CITY OFFICE PARK LEEDS LS11 5BD	737	20/01/2010	C 73
DCLG	GOVERNMENT OFFICE RESIDUAL ESTATE	PICCADILLY GATE MANCHESTER M1 2RP	1,122	28/06/2010	B 43
DCLG	ORDNANCE SURVEY	SUITE G11 FARADAY BUSINESS CENTRE DUNDEE DD2 3QQ	7	01/02/2010	B 46
DCLG	ORDNANCE SURVEY	UNIT 118 NASMYTH BUILDING GLASGOW G75 0QU	23	17/02/2010	G 101
DCLG	ORDNANCE SURVEY	REGENCY OFFICES OLD BANK HOUSE BRISTOL BS37 6AD	12	01/08/2010	G 177
DCMS	ARTS COUNCIL ENGLAND	THE HIVE 49 LEVER STREET MANCHESTER M1 1FN	1,669	01/02/2010	B 37
DFE	TRAINING AND DEVELOPMENT AGENCY FOR SCHOOLS	PICCADILLY GATE MANCHESTER M1 2WD	3,978.5	01/08/2010	B 43
DfT	HIGHWAYS AGENCY	THE CUBE BIRMINGHAM B1 1RN	5,197	25/03/2010	B 48
DH	HEALTH PROTECTION AGENCY	NOTTINGHAM CITY HOSPITAL NOTTINGHAM NG5 1PB	667	02/02/2010	B 43
HMRC	HM REVENUE AND CUSTOMS	ASPECT GATE HARROW HA1 1BH	2,532	04/05/2010	D 88
HO	UK BORDER AGENCY	THE CAPITAL LIVERPOOL L3 9PP	20,607	01/05/2010	C 55
HO	UK BORDER AGENCY	WESTPOINT PLYMOUTH PL4 9RF	211	05/11/2010	C 51
HO	IDENTITY AND PASSPORT SERVICE	LAW SOCIETY HOUSE BELFAST BT1 3GN	2,478	01/02/2010	C 66
HO	IDENTITY AND PASSPORT SERVICE	ARAGON COURT PETERBOROUGH PE1 1XY	634	05/01/2010	C 70
MOD	MINISTRY OF DEFENCE	UNIT 9 & 10 MILLS BAKERY 4A ROYAL WILLIAM YARD PLYMOUTH PL1 3GE	250	08/03/2010	C 53
MOD	UK HYDROGRAPHIC OFFICE	200 BROOK DRIVE READING RG2 6UB	116	30/04/2010	D 85

Dept	Property centre	Address	Area	Acquisition date	EPC rating
Moj	National Offender Management Service	SHERIFFS COURT GREYFRIARS ROAD COVENTRY CV1 3RY	1,200	21/04/2010	C 56
Moj	National Offender Management Service	WARWICK GATE COVENTRY CV1 1ET	1,200	23/07/2010	C 55
Moj	National Offender Management Service	THE OLD MUSIC HALL COWLEY OXFORD OX4 1JE	1,700	28/04/2010	B 44

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	FCO	Foreign and Commonwealth Office
BC	British Council	FSA	Financial Services Authority
BIS	Department for Business, Innovation and Skills	GAD	Government Actuary's Department
CESP	Centre of Expertise in Sustainable Procurement	GEO	Equality and Human Rights Commission
CO	Cabinet Office	GPU	Government Property Unit
COI	Central Office of Information	HMCS	Her Majesty's Courts Service
CPS	Crown Prosecution Service	HMRC	HM Revenue and Customs
DCLG	Department for Communities and Local Government	HMT	HM Treasury Group
DCMS	Department for Culture, Media and Sport	HO	Home Office
DECC	Department of Energy and Climate Change	HOPG	Home Office Property General
DEFRA	Department for Environment, Food and Rural Affairs	LOD	Law Officers' Departments
DFE	Department for Education (previously DCSF – Children, Schools and Families)	MOD	Ministry of Defence
DFID	Department for International Development	MoJ	Ministry of Justice
DfT	Department for Transport	NOMS	National Offender Management Service
DH	Department of Health	NSG	National School of Government
DSA	Driving Standards Agency	NS&I	National Savings and Investments
DVLA	Driver and Vehicle Licensing Agency	OFGEM	Office of the Gas and Electricity Markets
DWP	Department for Work and Pensions	OFSTED	Office for Standards in Education, Children's Services and Skills
EA	Environment Agency	OFT	Office of Fair Trading
ECGD	Export Credits Guarantee Department	OFWAT	Office of Water Services
EH	English Heritage	OGC	Office of Government Commerce
FC	Forestry Commission	ONS	Office for National Statistics
		ORR	Office of Rail Regulation
		SFO	Serious Fraud Office
		TNA	National Archives
		UKSA	UK Statistics Authority

BMS

Building management system

BREEAM

Building Research Establishment Environmental Assessment Method. One of the most widely-used environmental assessment methods for buildings. It sets standards for best practice in sustainable design and buildings' environmental performance.

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 defence 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 1,000 m² that are occupied by a public authority and by institutions providing a public service to a large number of persons, and therefore visited by those persons. A DEC showing an Operational Rating must be displayed in a prominent place clearly visible to the public. DECs show the energy performance of a building based on actual energy consumption as recorded and reassessed annually.

DREAM

Defence Related Environmental Assessment Method. The in-house web-enabled environmental assessment method which was developed by Defence Estates.

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 it is constructed, sold or let.

e-PIMS™

Electronic Property Information Mapping Service. The central database of government's Civil Estate properties and land. It is mandatory for all government departments (including non-ministerial departments) and their executive agencies, arm's length bodies and NDPBs to capture and maintain their property information in e-PIMS™, which 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:

1. Making government more efficient: reducing operational overheads to give taxpayers better value and allow resources to be focused on key priorities.
2. Radically reforming the way that 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)

£/FTE

Cost per person

m²/FTE

Space per person

KPI

Key performance indicator

Mandated estate

Property types for which inclusion in e-PIMS™ is mandatory: 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

Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO₂/m² 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.

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.

Residual estate

The residual estate is a portfolio of surplus government accommodation inherited from departments in 1996 following a scrutiny review of the management of the government Civil Estate. Originally, 384 holdings were transferred to Property Advisers to the Civil Estate (PACE) and subsequently taken over by the Office of Government Commerce when PACE was subsumed in 2001; 15 holdings remain.

SOGE

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 new 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 arising 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 sub-letting and charges for 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.



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