



Cabinet Office



The State of the Estate in 2014–15

The State of the Estate in 2014–15

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

HM Government

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Ministerial Foreword



Matthew Hancock,
Minister for the Cabinet Office
and Paymaster General

Modernising our estate and releasing surplus land doesn't just save taxpayers money, it stimulates the economy and frees up land for housing. It also enables us to make the estate more sustainable, reducing the number of buildings we occupy, improving their efficiency and reducing waste. As the economy continues to improve, we are accelerating our drive for a more efficient government by cutting costs in ways that actively make our country a better place to live in.

Selling surplus property is one part of a much wider efficiency programme aimed at fostering a cross-government approach to property ownership and encouraging departments to collaborate. New technology is revolutionising our workplaces, making them more flexible, cost-efficient, productive and enjoyable to work in. We must seize this agenda to improve the way public servants – and public services – work.

This report details the progress we have made in 2014–15, and since 2010, in property efficiency and sustainability across the Government estate.

In the past year, the Government has saved £842 million by selling empty buildings and exiting expensive rentals. Since 2010, we've raised £1.8 billion in capital receipts and reduced the size of the estate **by nearly a quarter**, exiting 2.4 million sq m of unneeded space - an area larger than the entire state of Monaco. All this has been achieved while cutting carbon emissions by 22%.

The amount of space used by an average staff member in our offices fell to 10.4 sq m in 2014–15, from 11.3 sq m in 2013–14, a **reduction of 8% in one year**. This is an enormous achievement, and makes the UK government one of the most space-efficient major organisations in the world. But we can achieve even more. A new space target of 8 sq m per person was set on 1 January 2016, and we are confident of meeting this target by the end of March 2018.

We will also adopt the new International Property Measurement Standard introduced in January 2016 by the Royal Institution of Chartered Surveyors, which will future-proof the way we measure government buildings and ensure consistency across the UK and internationally.

Our drive for more modern, efficient and smarter workplaces for our workforce continues. The Autumn Statement confirmed and funded three key cross-departmental property programmes for this Parliament. The first is the **Government Hubs** programme to reduce the government estate from **800 buildings to fewer than 200** by 2023. Departments' workforces within a locality will be accommodated in **18–22 multi-departmental hubs** across the UK, allowing us to achieve economies of scale, enabling easier cross-departmental collaboration as well as having important benefits for recruitment and retention.

Within this programme is the **Whitehall Campus** project. Government's central London estate has

already reduced from **181 separate properties in 2010 to 54** now, and we expect this number to fall to some 20 efficient, fit-for-purpose buildings by 2025, supported by smarter working. We will retain core buildings in Whitehall, relocating civil servants to well-connected Hubs both in London and beyond, and accommodating those that remain in central London in the most cost-effective way possible, with many departments sharing buildings.

Second, the Autumn Statement announced the expansion of the **One Public Estate** programme, to cover more than 100 local authorities. The programme enables public bodies in a locality to collectively deliver efficiencies through the sharing of buildings and operational facilities; provide more integrated local public services through bringing public-facing services into a single building; and release surplus land and property for growth, housing or other local policy priorities. Our goal is to roll out the programme in the coming years to cover all councils in England.

Third, the Autumn Statement reaffirmed the Government's intention, first announced at the Spring Budget 2015, to **adopt a more commercial approach** to land and property asset management, centralising ownership and charging departments market-level rents for the freehold assets they own. The new model will be operational by 1 April 2017, subject to legislation requirements, and all in-scope central government land and property will transfer to the new central body by the end of this Parliament.

This report will show that we are on track to deliver a more efficient, effective and sustainable estate that meets the needs of future government. We can be proud of what we've achieved so far, but there is still more that can be done to achieve further efficiencies across the Government estate. I'd like to thank officials in the Government Property Unit, their colleagues across Whitehall and staff in those local authorities engaged in the One Public Estate programme for all their hard work. We will continue to build on this success, modernising and reshaping the estate to be more effective for the future, saving billions for the taxpayer in the process.



MATTHEW HANCOCK

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

We have reduced the size of the government estate by 2.4 million sq m since 2010 – an area larger than the state of Monaco.

Chapter 1:

About this report

Aim of this report

This annual *State of the Estate* report describes progress throughout the 2014–15 financial year in reducing the overall size and improving the efficiency of central government property that makes up the Civil Estate.

This report focuses on three areas:

- the size and cost of the estate (Chapter 2)
- efficient use of office space (Chapter 3)
- environmental sustainability (Chapter 4).

The *State of the Estate* series of reports fulfils the requirement in the Climate Change Act 2008 ‘... to lay before Parliament... 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.’ (Appendix A)

Report summary findings

The reporting period

This report covers the financial year 2014–15 (1 April 2014 to 31 March 2015). Performance during 2014–15 will be compared with the previous year, 2013–14, and also with the 2010 baseline.¹

A smaller estate

During 2014–15, the total size of the estate fell from 8.6 million sq m to 8.3 million sq m, a reduction of 3.1%. This means the estate is 2.4 million sq m smaller than it was in 2010.

Running costs

The total cost of running the estate during the financial year 2014–15 was £2.70 billion, down from £2.92 billion in 2013–14. Adjusted for inflation, this represents a reduction of £279 million, over 9%. Total running costs have fallen by 28% since 2010.

A more efficient estate

Space per person fell by 8% to 10.4 sq m in 2014–15, from 11.3 sq m in 2013–14. There has been a 20% reduction in space per person since 2010.

The cost of office space per person was £4,727 in 2014–15. This represents a 6% increase since 2010, but a 4% reduction since 2013–14 from £4,944 per full-time equivalent (FTE).

¹ 2010 baseline is the calendar year 1 January to 31 December 2010 for size comparisons, and financial year 2009–10 for cost comparisons.

e-PIMS™ and data collection

Departments and their arm's-length bodies – including executive agencies (EAs) and non-departmental public bodies (NDPBs) – are accountable for the property they own or occupy and are responsible for the property data used in this report. Data is required to be recorded on the Government's central database, the Electronic Property Information Mapping Service (e-PIMS™).

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

The Civil Estate

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

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

The Central Estate

This *State of the Estate* report focuses on the Central Estate,² which is made up of the 'core' property holdings of organisations from the Civil Estate. It does not include museums or royal parks, for example.

Figure 1 illustrates where the Central Estate sits within the Civil Estate and wider government and public sector estate.

Measuring performance

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

- reductions in the overall size of the Central Estate
- reductions in the total cost of the Central Estate
- improvements in the efficiency of office space
- compliance with the commitment to procure buildings in the top quartile of energy performance
- sustainability performance for greenhouse gas emissions, waste and water consumption.

Datasets used in this report

Size: We obtained information about the size of organisations' estates by taking a snapshot of e-PIMS™ data at the end of March 2015.

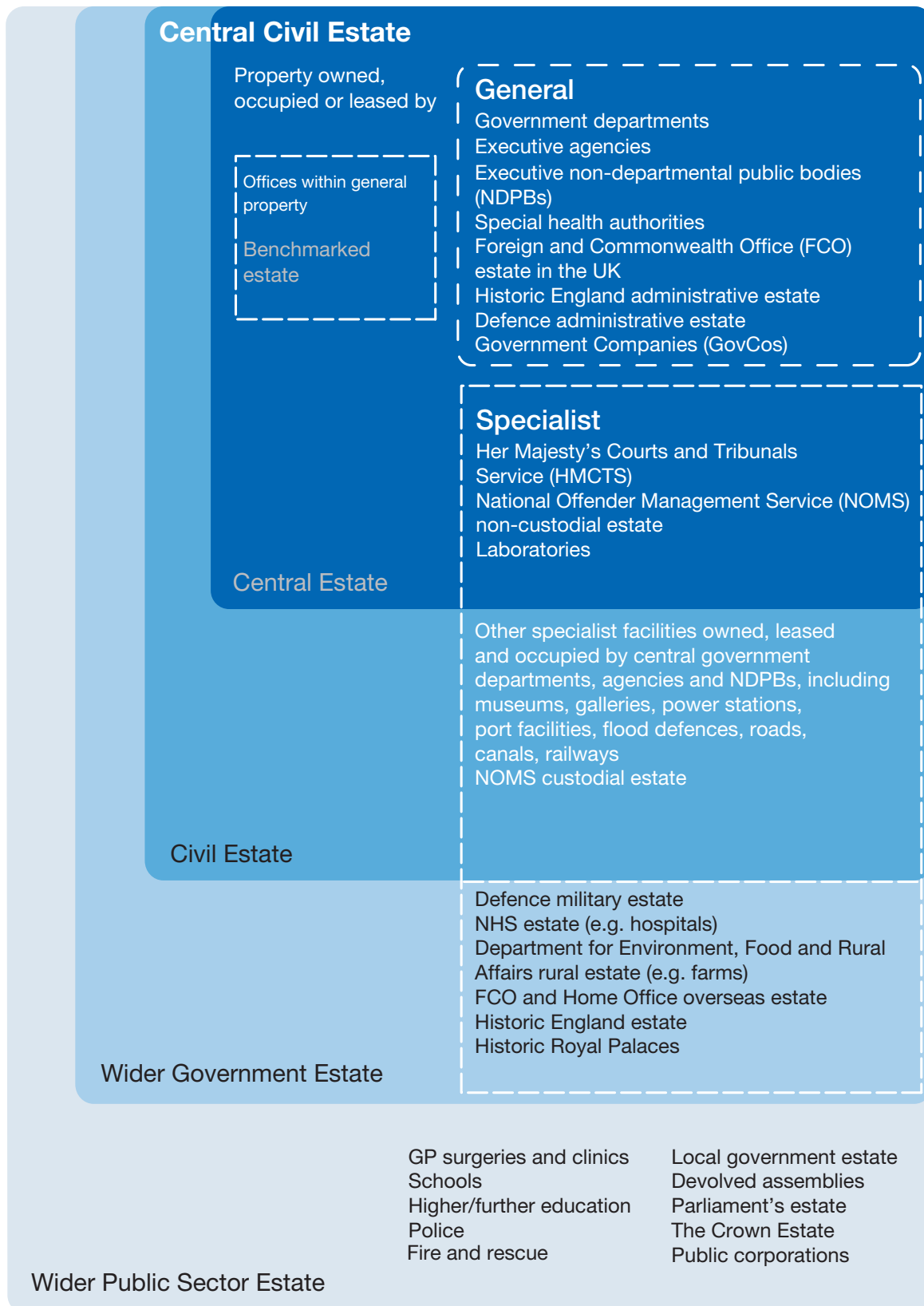
Cost: Parent departments have provided us with the actual net costs of running their estates in 2014–15. We include a definition of 'Total annual operating cost' in the Glossary.

Efficiency: The Government Property Unit (GPU) manages an annual office property benchmarking service to collect performance data. Properties covering more than 500 sq m are all included, and some organisations also include properties under 500 sq m.

Sustainability: Any new buildings procured by government organisations should fall within the top quartile of energy performance. Building acquisitions that do not meet this target are reported on in Chapter 4. Organisations also submit relevant sustainability data to report against the Greening Government Commitments targets to Defra, which then aggregates and publishes this data in an annual report.

² The Central Estate was previously known as the mandated estate.

Figure 1: Government estate structure and breakdown



Since 2010, the total running costs of the estate have fallen by 28%.

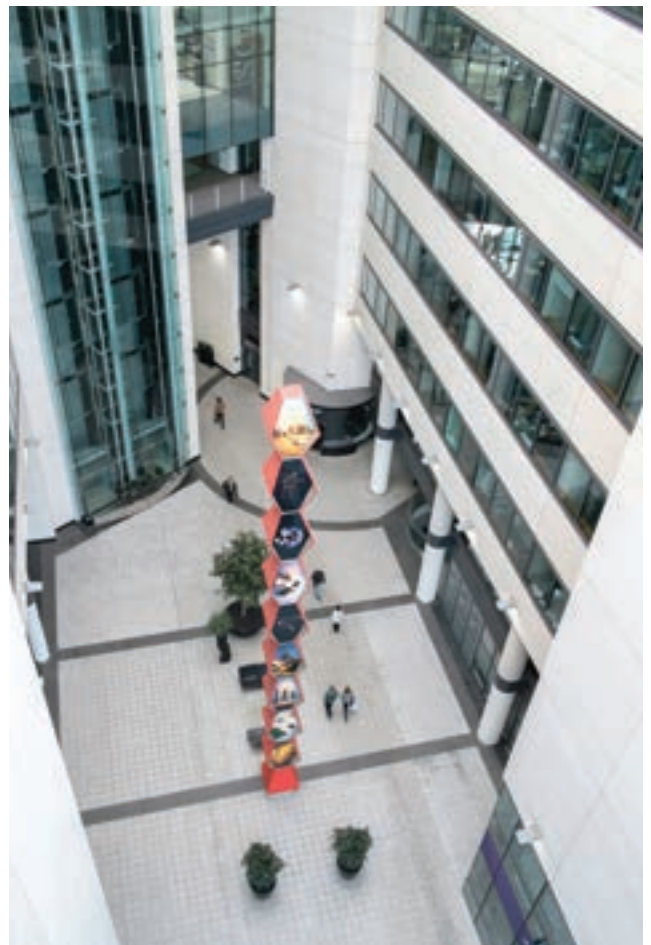
Chapter 2:

A smaller estate

During 2014–15, the size of the Central Estate reduced to 8,313,771 sq m. This continues the positive downward trend that has seen the estate shrink every year since 2010, and reflects a 3.1% reduction on the previous financial year. The number of holdings within the estate reduced to 4,900, the first time the estate has recorded fewer than 5,000 holdings (excluding land).

Departments continue to use their estates more efficiently, releasing land and property for housing and to boost economic growth. National Property Controls (NPCs) introduced by the Cabinet Office in 2010 encourage departments to exit leases at the earliest opportunity, and established a moratorium on the purchase of new properties. Exemptions are allowed only with Cabinet Office approval if they meet strict value or space-saving criteria. Place-based strategies have also helped to maximise efficiencies in local areas. These controls will remain in place and will be developed during the next two years.

Figure 2 shows the year-on-year reductions in the total size of the Central Estate.



© RedShift

Photo: Bridgewater Place, Leeds

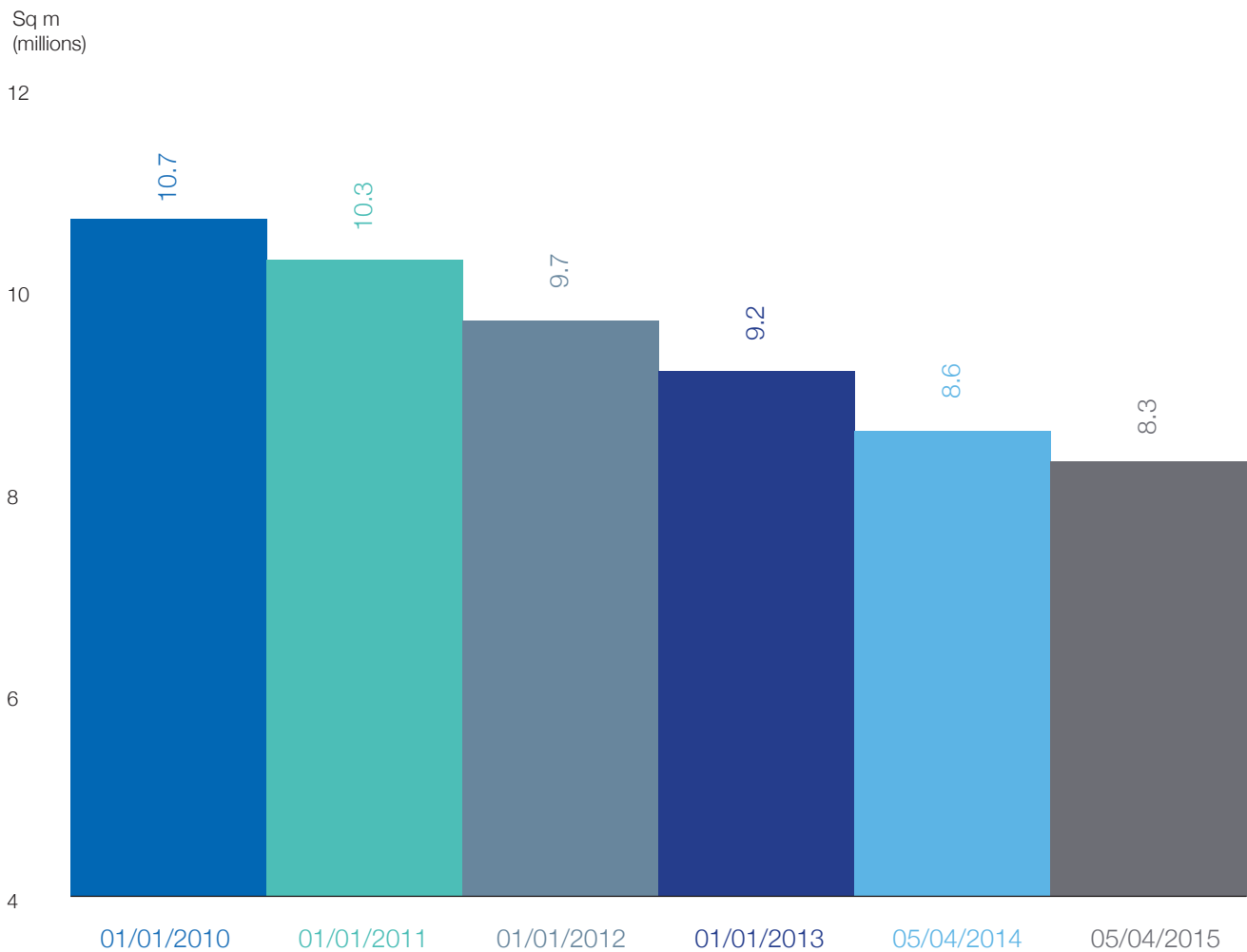
The Central Estate

The Central Estate reflects the core property holdings of government organisations. These are buildings where the organisation owns or has responsibility for the main lease. Departments may share some of their space with other government organisations (known as a minor occupation), but for the purposes of this report space is attributed to organisations at main lease level, and space of any minor occupations is not individually shown against each organisation. This is because the responsibility of the lease, and therefore the space, remains that of the holding department.

What is e-PIMS™?

e-PIMS™ is the Electronic Property Information Mapping Service, the central government property database. e-PIMS™ contains nearly 150,000 records showing individual buildings (and land). It is used across central government and by local authorities, as well as in Northern Ireland, Scotland and Wales. With a user base of more than 3,000 people, e-PIMS™ has an integrated mapping tool and a dedicated customer service delivery team, and is free to registered users.

Figure 2: Total size of the Central Estate 2010–2015*



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

The total cost of running the estate

The total cost of running the Central Estate in the financial year 2014–15 was £2.70 billion, a saving of £227 million compared with 2013–14.

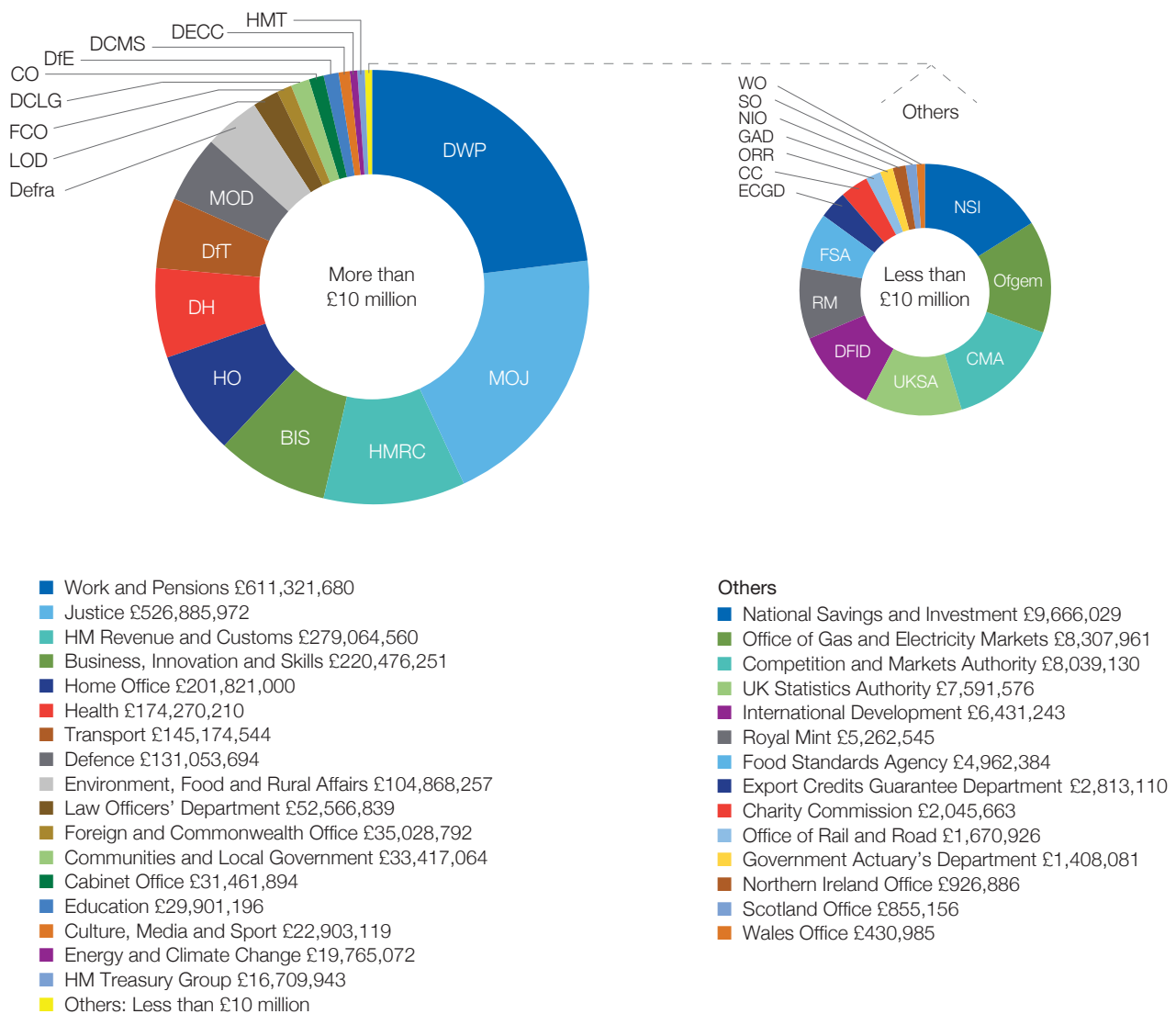
Adjusted for inflation, this represents a reduction of 9% in real terms over the previous year, or £279 million.

Since 2010, the total running costs of the estate have fallen by 28%.

For 2014–15, reported property savings were £842 million.³ These savings were made by selling empty buildings and exiting expensive rentals in sought-after locations. Eland House is one such example, where the Department for Communities and Local Government (DCLG) decided to take advantage of an opportunity for early surrender to move to 2 Marsham Street, alongside the Home Office. This move, in September 2014, generated total savings across government of some £23 million per year. In addition, DCLG staff now benefit from a bright, modern, flexible working environment, as well as the organisational advantages of bringing DCLG's arm's-length bodies into the same building.

Appendix D (page 44) contains the total cost data for each department.

Figure 3: Total cost of running the Central Estate by department during 2014–15*



*Total net cost includes annual property occupation costs, building operation costs, business support costs, property management costs and utilities. A full definition of 'Total annual operating cost' can be found in the Glossary.

³ www.gov.uk/government/uploads/system/uploads/attachment_data/file/453540/FY14_15_Technical_Note.pdf

Total area by department/region

Figure 4 shows the size of the Central Estate held by each parent department.

The greatest overall reductions in total holding area over the last financial year were made by:

- Her Majesty's Revenue and Customs (HMRC), reduced its holding area by 69,905 sq m (6% reduction)
- DCLG, reduced its holding area by 38,932 sq m (38% reduction).

The greatest reductions in the number of Private Finance Initiative (PFI) holdings occupied were made by:

- HMRC, reduced its holdings by 118 (6% reduction)
- the Department for Work and Pensions (DWP), reduced its holdings by 72 (19% reduction).

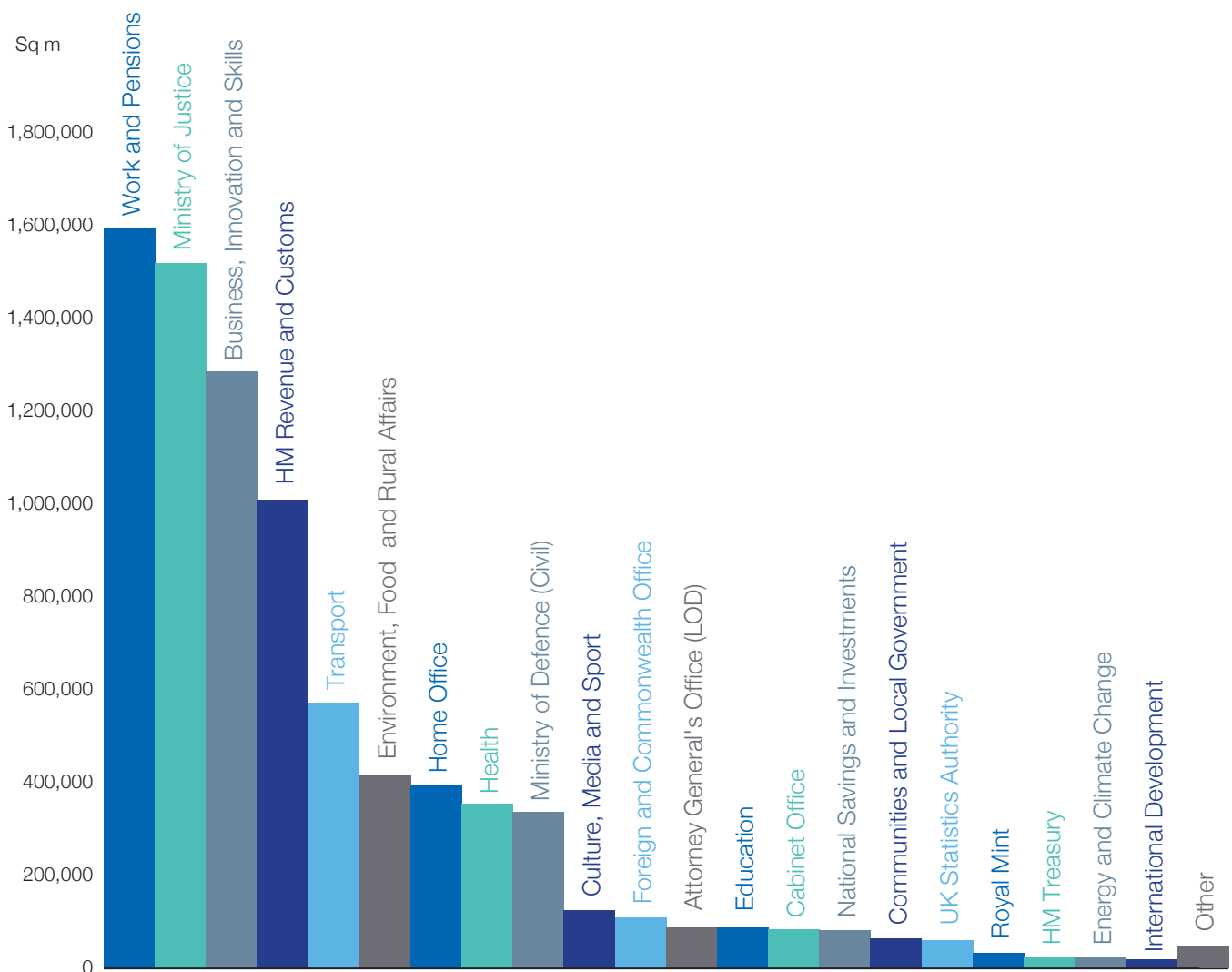
Of the 4,900 holdings recorded for the Central Estate, 48% are smaller than 500 sq m, while 124 holdings are larger than 10,000 sq m.

Figure 5 shows the regional distribution of total floor area (sq m) as at March 2015.

The four largest departments continue to make up over two-thirds of the total estate, and all continued to reduce the size of their estates in 2014–15. Of the Central Estate:

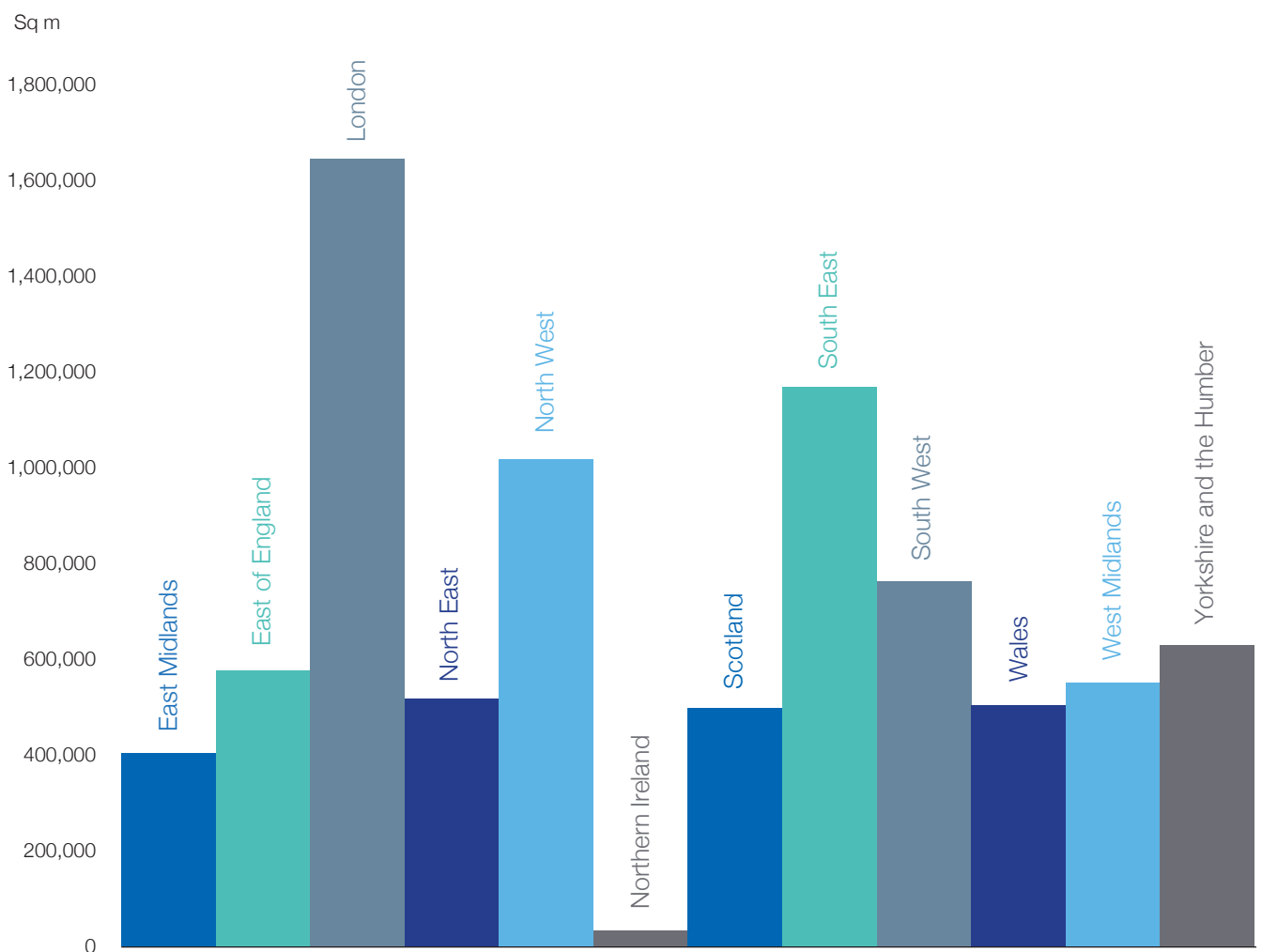
- DWP holds 19.2% (1,592,693 sq m)
- the Ministry of Justice (MOJ) holds 18.3% (1,518,138 sq m)
- the Department for Business, Innovation and Skills (BIS) holds 15.5% (1,284,715 sq m)
- HMRC holds 12.1% (1,007,496 sq m).

Figure 4: Total size of the Central Estate by parent department as at March 2015



Departments continue to use their estates more efficiently, releasing land and property for housing and to boost economic growth.

Figure 5: Regional distribution of holding floor area (sq m) as at March 2015*



*excluding international region

Vacant space

Vacant space is the amount of space vacated ready for release for reuse by other government occupiers or for disposal. Total vacant space on the Central Estate for 2014–15 was 164,478 sq m, a reduction of 39,849 sq m (20%) on the previous year.

Total vacant space represents 2% of the entire Central Estate. This is well below the reported national average (public and private sector) of 8%.⁴

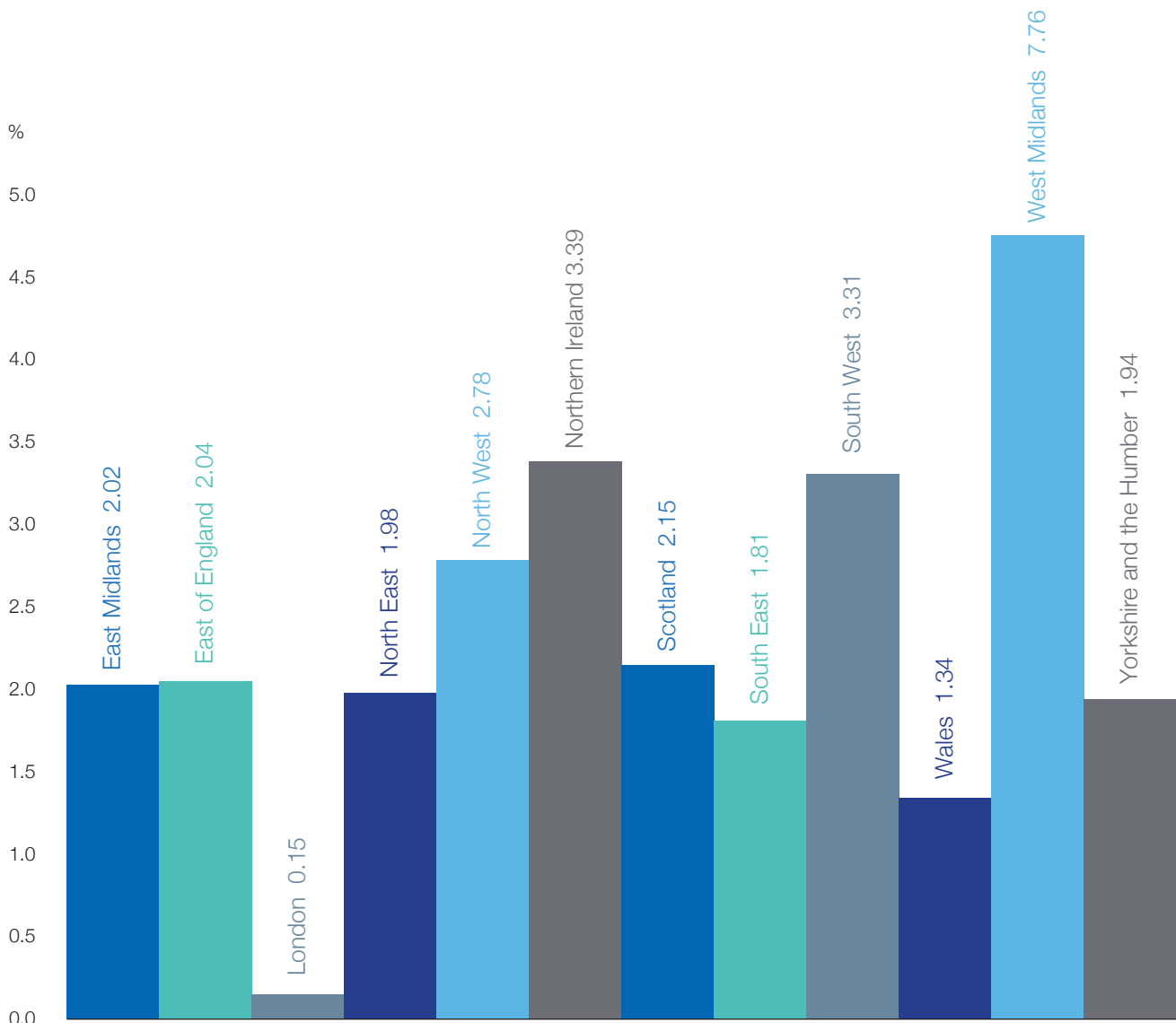
Building usage

Buildings are used in a variety of ways across the estate, reflecting the diverse nature of government activities, such as research establishments and laboratories, storage and repositories, and coastguards' stations.

The largest single-use categories are represented by:

- offices, occupying 4,203,997 sq m of total space
- courts at 961,935 sq m
- job centres at 795,980 sq m.

Figure 6: Vacant space as a percentage of total area in the region as at March 2015

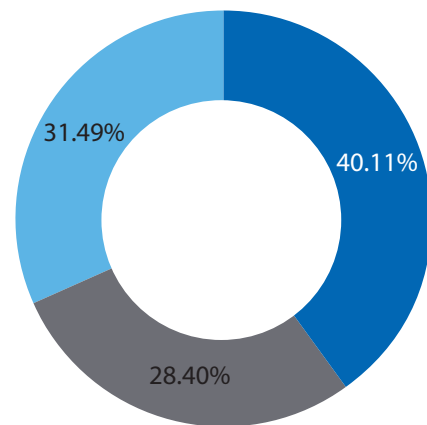


⁴ Source: Knight Frank, average vacancy rate for Q3 2014-15.

Tenure distribution

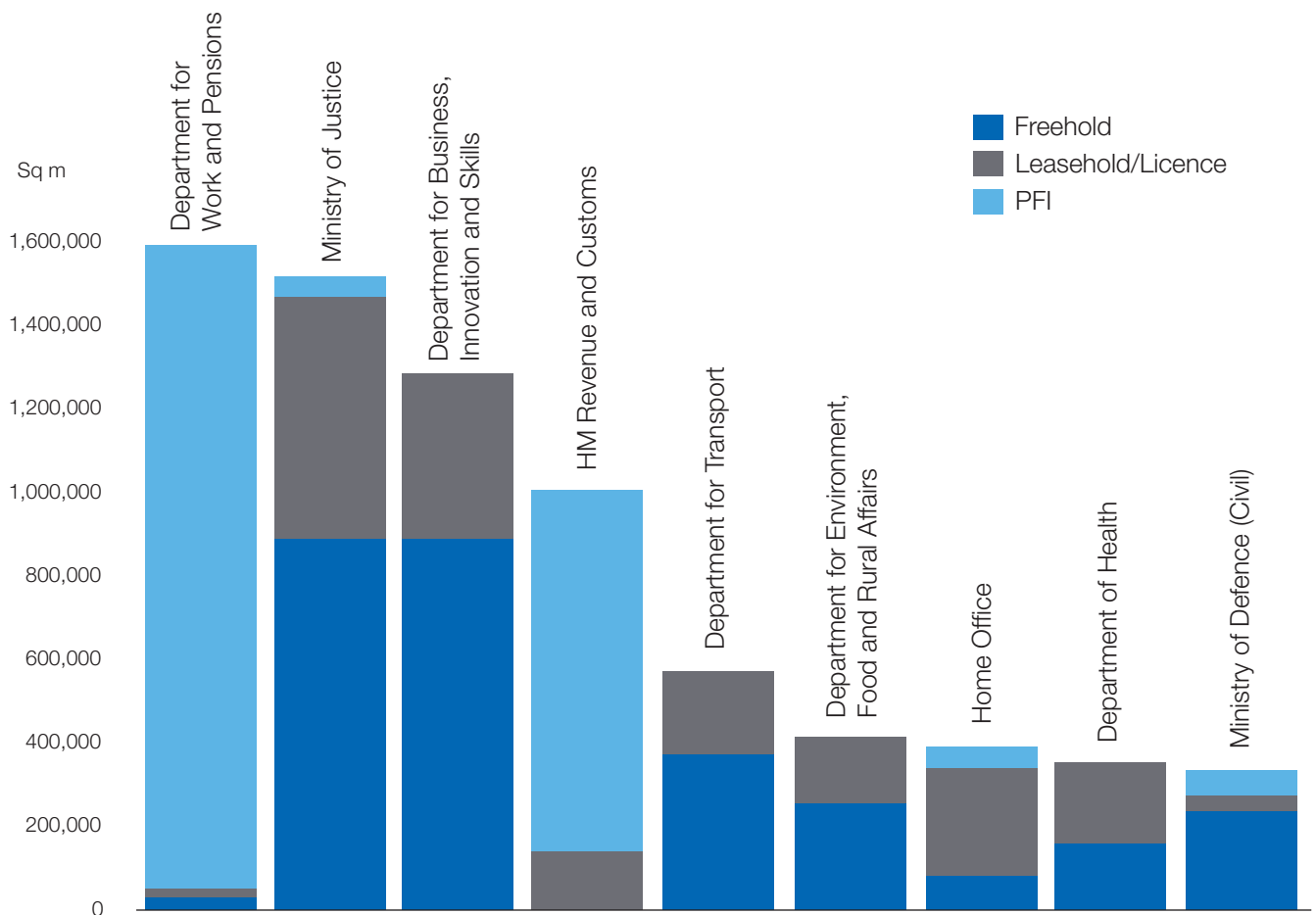
Figures 7a and 7b show the breakdown of tenure between freehold, leasehold and PFI contracts on the Central Estate, and the distribution across departments.

Figure 7a: Total size of the Central Estate by tenure as at March 2015



- Freehold (3,334,980 sq m)
- Leasehold (2,360,928 sq m)
- PFI (2,617,863 sq m)

Figure 7b: Central Estate tenure distribution by department as at March 2015*



* departments with a total holding area over 300,000 sq m

The average space per person across the office estate reduced to 10.4 sq m during 2014–15, an 8% reduction since 2013–14.

Chapter 3:

A more efficient estate

The past year saw continued improvement in the efficient use of space by government departments. The amount of space occupied per member of staff and per workstation has reduced. This significant achievement has been made against a backdrop of continuing rationalisation across the government estate.

Space per person (sq m per FTE)

The average space per person⁵ across the office estate reduced to 10.4 sq m during 2014–15 (down from 11.3 sq m). This achievement shows that the Government is very close to achieving the 10 sq m per person challenge that completed at the end of December 2015.

While managing a complex estate with a diverse range of buildings and many historic properties, government departments are committed to making their estates work harder. The figure of 10.4 sq m is an 8% reduction on the 2013–14 performance of 11.3 sq m per FTE. See Figure 8.

During 2013–14, the Government was already outperforming the private sector average (at 12.6 sq m per person) and continues to do so, with the 2014–15 private sector average performing at 10.7 sq m.⁶

Since 2010, the amount of space per person has reduced by 20%, from 13 sq m per FTE.

What is the benchmarked estate?

The benchmarked estate consists of office space occupied by government organisations.

The benchmarked estate does not include specialist property such as courts, tribunals or job centres.

Some organisations benchmark their entire office estate but the majority focus on office space over 500 sq m.

⁵ The measure of space efficiency is the amount of office space that we provide for our staff. The amount of space per person is calculated as total usable space (sq m net internal area (NIA)) divided by the total number of FTE staff.

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Figure 8: Average space per person on the benchmarked central office estate as at March 2015

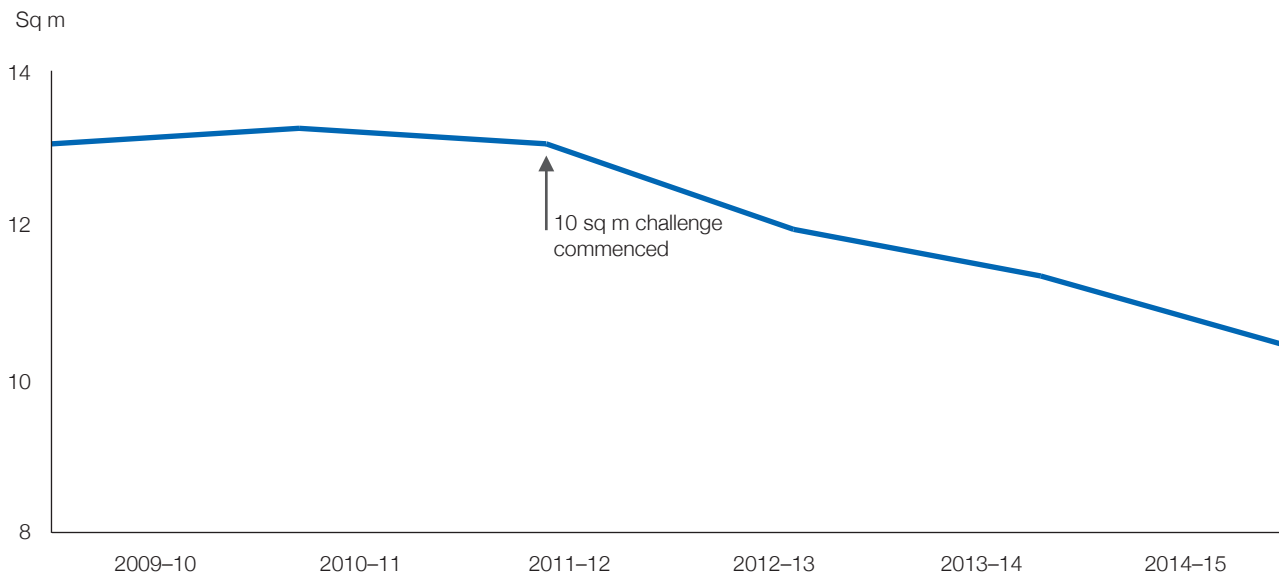
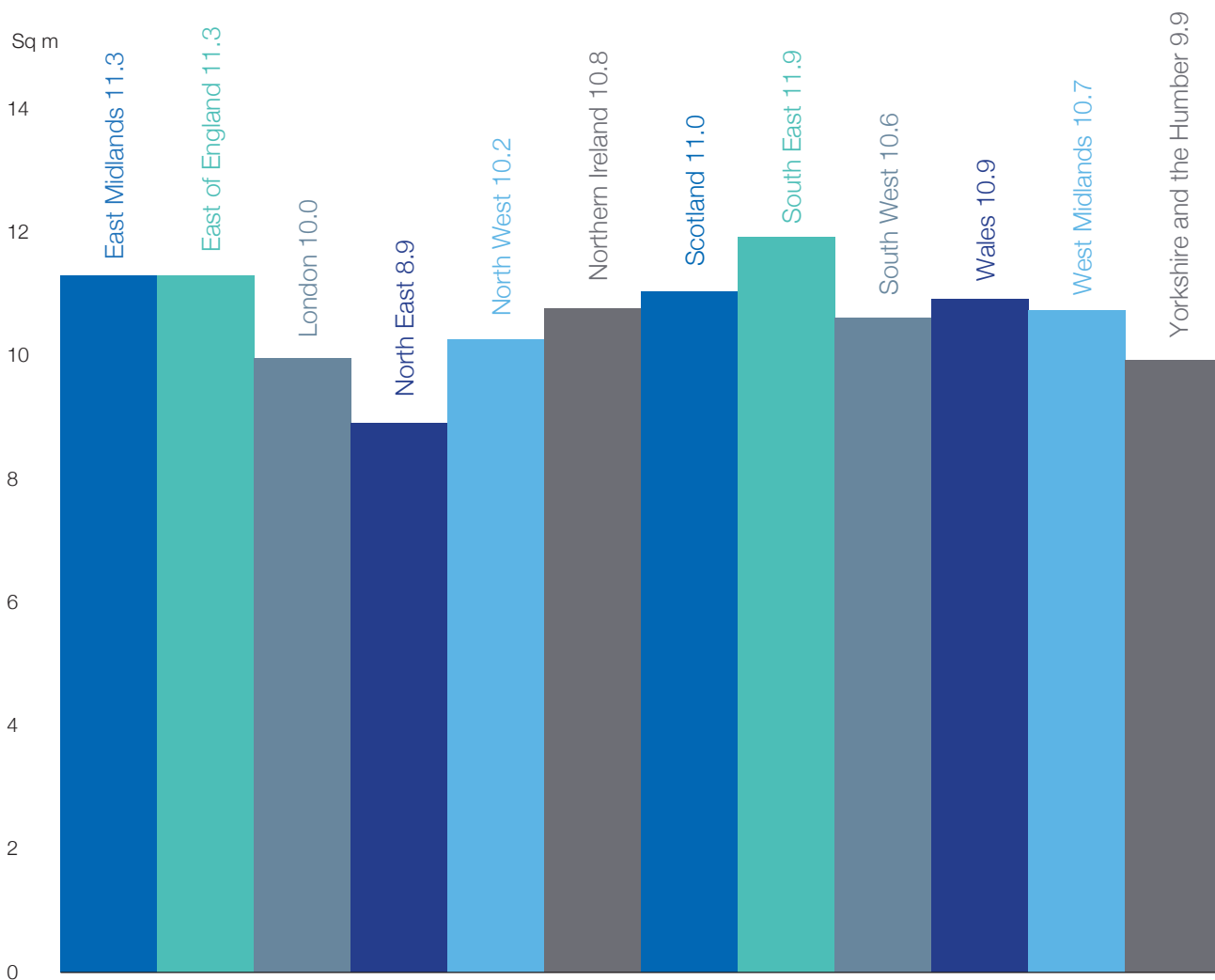


Figure 9: Average space per person by region across the benchmarked central office estate as at March 2015



Across the UK, use of space per person on the benchmarked central office estate at the end of March 2015 ranged from 8.9 sq m per FTE (North East) to 11.9 sq m per FTE (South East). Figure 9 shows performance across the UK in March 2015.

The most significant improvement gains in space per person between 2013–14 and 2014–15 were achieved by:

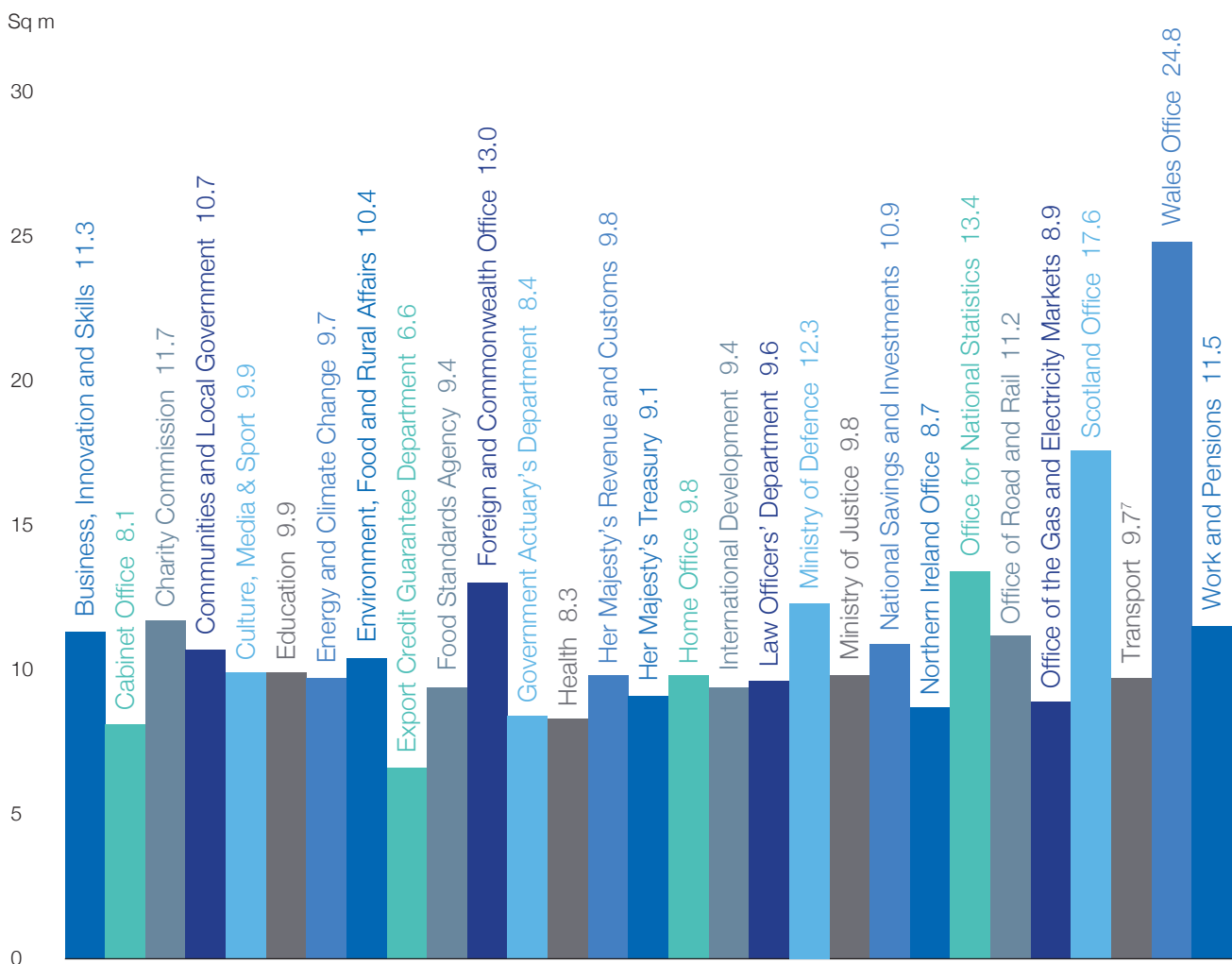
- Department for Culture, Media and Sport (DCMS), down from 12.5 to 9.9 sq m per FTE (21%)
- Department of Health (DH), down from 10.4 to 8.3 sq m per FTE (20%)
- HMRC, down from 11.8 to 9.8 sq m per FTE (17%)
- Department for Transport (DfT), down from 10.1 to 8.9⁷ sq m per FTE (12%).

The 10 sq m challenge

Over two-thirds of departments had met the government target to work at less than 10 sq m per FTE by March 2015. The vast overall improvement in using space across government is a result of departments focusing on core office space and implementing smarter ways of working, including moving staff into core buildings and disposing of surplus space. However, some departments face a real challenge in meeting the 10 sq m target as their core estate can be affected by varying factors that make the true efficiency of the building hard to realise, such as a building's unique characteristics or where a property is Grade I or II listed.

From 2016, departments will be working towards the new 'Challenge' target of 8 sq m per FTE for central government offices, which has to be achieved across government by 31 March 2018.

Figure 10: Average space per person by parent department across the benchmarked central office estate as at March 2015



⁷ In 2013–14, DfT performed at 10.1 sq m per FTE. In 2014–15 DfT performed at 9.7 sq m per FTE but this includes the addition of Network Rail (reclassified as a central government department in 2014) as well as properties procured for operational transport purposes which are out of scope. In a direct comparison with 2013–14, the DfT estate performed at 8.9 sq m per FTE in 2014–15 (if Network Rail and operational property figures were removed).

Defence Science and Technology Laboratory (DSTL): a TW3 case study

DSTL's smart working project is transforming how it works across its four sites: Porton Down, Fort Halstead, Portsdown and Alverstoke. The project is enabling staff, customers and suppliers to make more effective use of office space, as well as allowing people to work more easily from home.

Positive 'people experience'

The team set out to identify physical changes to the working environment, focusing on cost savings and better use of the estate. They soon realised that their thinking was constrained by traditional views of office use. Conspicuously absent from the decision making were DSTL's most valuable assets – its people.

Guided by TW3⁸ principles, DSTL turned what began as an estate-focused project into a positive 'people experience'. The team invested more effort into the 'softer' issues, such as culture, empowerment and trust, realising that would make DSTL better prepared for any future change initiatives.

Key stakeholders, especially the senior leadership, became involved: the team shared the long-term vision and challenged traditional views. In short, smart working was planted at the very heart of DSTL corporate culture and decision making.

Throughout the project, DSTL ensured that the benefits were fully understood:

- flexible working – a mobile workforce that regularly works off-site, reducing carbon footprint and environmental impact
- space allocation – office facilities focused on activities, not individuals, reducing fixed costs and maximising efficient use of space
- access to knowledge – whatever their location, people are supported and connected by appropriate technology
- hub working – building on an 'energetic hub' of activity and knowledge sharing, physically and online, which is crucial to innovation and creativity.

Better work/life balance

Members of the senior leadership team, including Jonathan Lyle, chief executive of DSTL, have become advocates of smart working. As he said on winning the 2015 TW3 Award:

'We believe smart working is already helping DSTL recruit and retain people with the highly specialised skills it needs, and giving them a better work/life balance. Our staff have greater choice in how and where they work, underpinned by a sense of empowerment and trust. It is a real strength that members of the senior leadership team have become early, visible and passionate adopters of these new ways of working, to become more effective leaders. Winning the TW3 Award has given us the confidence to drive forward smart working further and faster.'

⁸ The Way We Work: for more information, see page 26.

Space per workstation

In 2014–15, the average space per workstation⁹ was 10.1 sq m, a reduction of 6% from the 2013–14 average of 10.7 sq m per workstation. There has been an overall reduction of 18% since 2010, when the estate operated at an average of 12.3 sq m per workstation.

Cost of space and people

The average cost of space¹⁰ across the Central Estate in 2014–15 was £455 per sq m. This is a slight increase on the previous year (£438 per sq m). The private sector equivalent in 2014–15 for cost per sq m was £515.¹¹

The average cost per person¹² was £4,727, a 4% reduction on the previous year. The private sector equivalent of cost per person in 2014–15 was £5,463.¹³

Appendix E shows how benchmarking was measured in 2014–15.

Appendix F provides a summary of performance at main department level, and Appendix G shows individual performance of departments and their associated organisations.

International Property Measurement Standard

From 1 January 2016, the Royal Institution of Chartered Surveyors introduced a new International Property Measurement Standard (IPMS). GPU will be adopting this new standard of office measurement and will be applying it to all new acquisition and building upgrades.

The new system will future-proof the way we measure government buildings into the 21st century, as part of our data strategy to create a more efficient, modern estate that is integrated and consistent across government and also internationally.

⁹ Space per workstation is calculated as the total number of workstations divided by the usable space in that property.

¹⁰ Cost per square metre (£/sq m) is calculated as the annual running cost of a building divided by the usable space in that property.

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¹² Cost per person (£/FTE) is the annual running cost of a building divided by the number of FTE staff based at the property.

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In 2014–15, the Government reported a 22% reduction in its carbon emissions, an 11% reduction in water consumption and a 38% reduction in paper use since 2010.

Chapter 4:

A more sustainable estate

This chapter reports on the environmental impact of both new and existing occupations during 2014–15 against two main measures:

- the requirement that departments only acquire buildings in the top quartile of energy performance as measured by the Energy Performance Certificate (EPC) rating
- the Greening Government Commitments to reduce greenhouse gas emissions, waste and water use on the estate.

New acquisitions of government buildings

The Government has pledged to procure buildings that are more energy-efficient, and departments record all new building acquisitions using the EPC rating. In 2014–15, buildings in the top quartile for energy performance achieved an EPC rating ranging from 0 to 73. Departments reported 12 new acquisitions in 2014–15 that had an EPC rating above 73, and therefore fall outside the top quartile for energy performance. A summary of these buildings is provided in Figure 11, along with a justification for their procurement.

The Greening Government Commitments set ambitious targets to ensure that departments made real improvements in reducing emissions, waste and water use, as well as improving sustainable procurement.

Figure 11: 2014–15 buildings procured outside the top quartile of energy performance

Department	Building	EPC rating	Justification for procurement
BIS – Construction Industry Training Board	674 Melton Road, Leicester	78	The building provided good value and met business needs, allowing occupants from two separately run buildings to combine into one.
BIS – Natural Environment Research Council	B125 Cranfield, Cranfield University	77	The property is leasehold and provides short-term office accommodation facilities pending development of a new operational relationship with Cranfield University.
BIS – Ordnance Survey (OS)	Havant	97	The lease for OS business continuity/disaster recovery space ended in May 2014 and OS took the opportunity to downsize. Having carried out a search and looked at offices along the M27 corridor, this was still the best location and OS secured a much smaller office on flexible terms in the same building. This has been a very suitable location over the last 10 years and has cut costs by nearly 80%.
BIS – Student Loans Company	Lingfield Point, Darlington	75	This building is more than 50 years old so will never achieve modern standards. The lease is short term to cope with overspill from the main Memphis building.
Crown Prosecution Service (CPS) – Wales	Unit 19 Glan Y Nant, Mold Business Park	74	For operational reasons, the CPS requires a presence in North Wales. The main court complex in North Wales is located in Mold. The CPS achieved a reduction in estate costs and space by vacating sites at Wrexham and Colwyn Bay and relocating to smaller premises in Mold. The range of office opportunities in Mold was extremely limited and ultimately this was the only feasible site available.
DCLG – Central	High Trees, Hemel Hempstead	85	The move to High Trees reduced the occupied area and total annual cost.
DCMS – Arts Council England	1st Floor South, Marshalls Mill, Marshall Street, Leeds	77	Arts Council England acquired Marshalls Mill to replace its office in Dewsbury as part of its wider plans to reduce the size of its estate. Marshalls Mill represented the best-available option in terms of availability, size, location, quality and affordability. The Dewsbury office had an EPC rating of 87, so the Marshalls Mill office represents a marginal improvement. However, the wider picture is the overall reduction in carbon emissions as a direct result of the reduction in office space of 70%, and the proximity to the railway station, which will deliver wider environmental sustainability benefits.
DCMS – Historic England	Windsor House, 2nd Floor, Northampton	89	At the time of the move, there was a lack of properties of an appropriate size and condition in the Northampton market.
Home Office Property General (HOPG) – College of Policing	Beckwith Knowle Central House, Harrogate	100	This was the best option to house residual functions on the closure of the former Harrogate Police Training Centre.

Department	Building	EPC rating	Justification for procurement
HOPG – Core Home Office	Gatwick Airport Building, Gatwick	110	The best option was to acquire additional space in the building to house the ICE (Immigration Compliance and Engagement) team, which is operationally required to be close to the airport with good access routes.
HOPG – HM Passport Office	Old Hall Street, Liverpool	84	HM Passport Office met increased demand for services by extending its holding in Old Hall Street to avoid the risk of operational disruption and the longer-term operational inefficiencies of split-site working.
MOJ – HMCTS (London)	East London Family Court, London	98	There is a shortfall in family court centres in East London, whose boroughs are among the most significant areas of population growth in the UK. London region analysis indicated that seven East London boroughs provide some 23% of public law demand. All but two of the courtrooms meeting that demand are in central London. None of the existing courthouses are suited to providing the family courtrooms East London needs.

Greening Government Commitments

The Greening Government Commitments¹⁴ ended in 2014–15, and the Government is now considering future targets. The Commitments set ambitious high-level targets¹⁵ to ensure that departments made real improvements in reducing emissions, waste and water use, as well as improving sustainable procurement. In this chapter, we summarise progress made towards these targets as published in the 2014–15 Greening Government Commitments annual report.¹⁶

Reducing carbon emissions

- The Government reported a 22% reduction in its emissions.
- By the end of 2014–15, 17 of 22 departments had met or exceeded the Government's target to reduce emissions by 25% by 2015, compared with 16 in 2013–14.

Reducing waste

- The Government reported a 22% reduction in total waste generated – the same level as 2013–14.
- 16 of 22 departments met or exceeded the 2015 reduction target to reduce waste by 25% by 2015, up from 13 in 2013–14.
- The Government diverted 83% of its waste from landfill in 2014–15, up from 75% in 2013–14.

Reducing paper

- The Government reported a 38% reduction in paper consumption, up from 31% in 2013–14.
- All 21 departments that submitted data reported lower paper consumption than in the 2009–10 baseline year.
- 16 departments reported improved reductions from the previous year.

Reducing water consumption

- The Government reported an 11% reduction in water consumption against the 2009–10 baseline – up 2% in 2013–14.
- 6 of 22 departments met the challenging good practice benchmark for water use in offices.
- DECC and the National Crime Agency reported an increase in water consumption against the 2009–10 baseline.

¹⁴ Greening Government Commitments report on the Central Civil Estate plus Defence military estate and NOMS custodial estate.

¹⁵ www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets

¹⁶ www.gov.uk/government/publications/greening-government-commitments-2014-to-2015-annual-report

The Way We Work – the quiet revolution

The Way We Work (TW3) is a programme that is shaping how the Civil Service will work in the future. It helps staff adopt smart working, an evidence-based form of flexible employment.

The Cabinet Office has been working with other departments and with businesses such as Virgin, BT and Microsoft to turn smart working from an art into a science. We have pulled together best practice and evidence from around the world to create a BSI Publicly Available Standard (PAS 3000), launched in January 2016. It defines for the first time, in an authoritative way, all that is needed to make the smart working revolution work for managers and their teams.

From the evidence, it is clear that if smart working is done well it can bring benefits for everyone involved and help deliver business objectives more effectively. Smart working can:

- improve productivity
- make more effective use of property
- aid flexible working patterns, with consequent benefits to recruitment and retention
- result in a reduced carbon footprint
- enhance accommodation of diversity
- encourage better mental and physical health.

That is quite a list. But what do you need to do to make it happen?

Smart working cannot simply be achieved by switching to hot-desking, which can be demoralising for those hunting for a workstation.

To be successful, smart working requires leaders within organisations to both manage change and communicate effectively. Two prerequisites are: mobile IT, which an increasing number of people have access to; and committed senior leadership, which encourages people to work from a variety of locations.

If you want to learn more, please contact the TW3 team on tw3information@cabinetoffice.gov.uk.



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Photo: Bridgewater Place, Leeds



Department for Work and Pensions (DWP): a co-location case study

Market Harborough job centre co-location with Market Harborough District Council

DWP and the job centres in Leicestershire and Northamptonshire are continuing their programme of co-location with local authorities and other partners. In January 2014, for example, Market Harborough District Council approached Jobcentre Plus with a proposal to co-locate within its new premises.

The Symington Building was once a Victorian corset factory, famous for manufacturing the liberty bodice. The building has been sympathetically transformed, displaying images and artwork, and has developed a reputation as the central hub for cultural and public services.

The new arrangement and space efficiencies mean that several organisations, including Citizens Advice, the Probation Service and the Registrar, can provide a comprehensive service for the local community. Further benefits include a communal learning suite, easy access to employers and agencies, and the potential to build closer relationships with key

stakeholders, enabling an enhanced customer service. In addition, joint Job Club and group information sessions run with various partners deliver a wide range of support and advice to all customer groups.

The site also has retail space and a coffee shop. Overall, the co-location project has delivered approximately 30% annual cost savings, as well as improved use of space born of smarter ways of working and increased communal space with partners. Most importantly, this transformation has led to an enhanced experience for customers.

One Public Estate

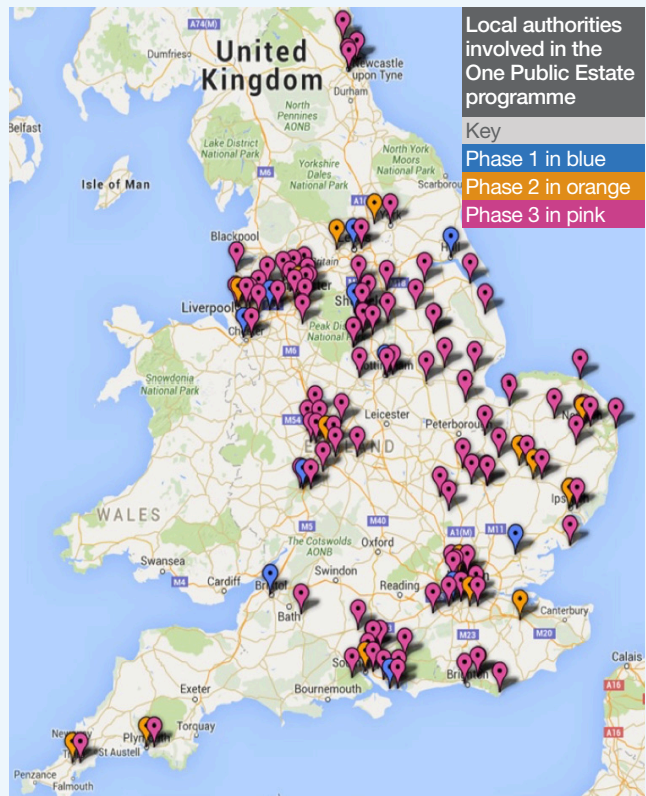
In conjunction with the Local Government Association, the Cabinet Office continues to successfully deliver the One Public Estate (OPE) programme, a pioneering initiative that supports local government and public sector partners on local land and property initiatives.

It aims to deliver four key objectives:

- create economic growth (including homes and jobs)
- develop more integrated and customer-focused services
- generate capital receipts
- reduce running costs.

OPE began as a pilot programme with 12 local authorities in 2013. In 2014, a further 20 were successful in joining the programme. These local authorities have shown that, along with support, a small investment can unlock significant potential for service transformation, local growth and efficiency savings.

In December 2015, the Government announced an expansion to the OPE programme. Backed by £6 million of central government funding announced at Summer Budget 2015, 108 local authorities working in 24 partnerships joined Phase 3 of the OPE programme. These partnerships have developed a wide range of land and property projects that are set to achieve major service transformation, large-scale economic growth, and substantial efficiency savings.



Background image © 2016 Google-Map data

Partnerships have forecast benefits of at least: £138 million in capital receipts, £56 million in running cost savings, 36,000 new jobs and 16,500 new homes by 2020.

Larger partnerships across devolved areas, city regions and neighbouring councils will unlock potential to deliver more ambitiously together. As part of OPE, councils will not only be better equipped and supported but will also be able to drive change more quickly.

Case study

City of York Council – Castle Piccadilly Regeneration

Through the OPE programme, City of York Council is working to create a partnership with central government and commercial partners to regenerate and redevelop the rundown and under-used Castle Piccadilly area. Lying within the historic centre of York, the area presents an opportunity to regenerate a historically sensitive gateway to the city.

A sustainable high-quality mixed-use development will strengthen York's attractiveness as a major tourist destination and retail centre. The project will create 400 permanent jobs with a gross value

added of more than £16 million, 450 new homes, 9,290 sq m of commercial space and improved connectivity across the city's retail and heritage quarters.

A wide range of public sector buildings and sites are located in the area, including DWP, MOJ, HMRC and Historic England. The project will allow these partners to release surplus and not-fit-for-purpose buildings as well as explore ways to integrate services. City of York Council's West Offices already have a large and well-established public sector hub, itself an award-winning reuse of a historic site.

The focus will be on major transformation and economic regeneration projects, as well as service integration such as health and social care, and co-locations of public services.

Building on these successful foundations, OPE has maintained its philosophy of cross-public sector

working and has become a key part of the new public sector assets landscape. The government announced an additional £31 million in the Autumn Statement 2015 to support more local authorities over this Parliament. OPE now aims to roll out its programme to cover all local areas in the next couple of years.

Case study

Place Partnership Ltd – a transformative property vehicle

The aim

As part of the OPE programme, public sector partners across the West Midlands have come together to establish a single asset management company: Place Partnership Ltd. It is the first company of its kind entirely owned by the public sector. Its aim is to deliver economic and regeneration benefits by maximising the value of its estate portfolio, which includes 1,323 assets across four county geographic boundaries.

The model

Commencing operations in September 2015, Place Partnership Ltd has six founding public sector partners:

- Hereford and Worcester Fire and Rescue Service
- Redditch Borough Council
- Warwickshire Police
- West Mercia Police
- Worcester City Council
- Worcestershire County Council.

It is an arm's-length company; each partner has an equal stake and voting rights. Importantly, the shareholding group has the flexibility to expand and embrace other local public sector bodies, enabling them to maximise emerging land and property asset opportunities.

What makes Place Partnership Ltd unique is not just its ability to increase operational efficiency, providing the opportunity for economies of scale, cost reduction and significant savings, but also its ability to stimulate growth and change across a large area.

Next steps

Place Partnership Ltd is using its involvement in OPE to instigate a series of locality reviews. This will allow the company to:

- map the assets in a locality
- identify the stakeholders and political drivers for change
- assess which assets are fit for purpose
- understand all partners' operational business models
- identify local needs, growth plans and private sector investment opportunities
- identify solutions for implementation.

The benefits

Using pilot locality reviews, Place Partnership Ltd has identified a number of savings and non-financial benefits:

- £15.7 million per annum of gross revenue savings by 2025 (28% of £56 million base budget)
- approximately £3.7 million of revenue savings in year 2
- more than £110 million of revenue savings over 10 years
- £118 million of capital receipts (18% of portfolio value over a 10-year period)
- close liaison and partnership with local enterprise partnerships on regeneration strategies
- delivery of a single unified estate strategy.

The establishment of Place Partnership Ltd builds on Worcestershire County Council's already successful approach to collaborative asset management with central government and the wider public sector. Notably, this has resulted in 110 HMRC staff and 550 Defra staff being co-located to Worcestershire County Hall, allowing a Defra-owned brownfield site to be released for housing development.

We have exited 2,200 properties since May 2010, which is the equivalent of more than one property per day.

Chapter 5:

Forward look

The Government Estate Strategy, published in October 2014, sets out measures to reduce the government estate's running costs, generate sales receipts, and release under-used land and buildings to stimulate growth and free up land for housing.

These measures have helped reduce the total size of the central government estate by more than **22%** since 2010 and raise **£1.8 billion** in capital receipts. We have exited 2,200 properties since May 2010, which is the equivalent of more than one property per day. We have also reduced the size of the government estate by **2.4 million** sq m – an area larger than the entire state of Monaco. Yet we are determined to do more, and over the course of 2015–16 we anticipate that the Central Estate will fall to under 8 million sq m for the first time.

The Government Estate Strategy

While we have made extensive progress on the objectives detailed in our Government Estate Strategy 2014, we are taking our ambitions further, working across our key programmes to:

- create a sustainable, modern and fit-for-purpose estate which enables smart working and is suitable for shared use
- remove artificial boundaries between departments, local authorities and other public bodies

- deliver a more commercially driven approach to land and property asset management across the government estate
- get rid of surplus in a way that maximises receipts, boosts growth and creates new homes.

This work is underpinned by our key work streams and programmes outlined below.

Government hubs

Over the past few years, GPU has worked with departments to develop and implement place-based strategies to ensure that the office estate is used as a shared cross-government resource and surplus buildings are released. This approach, supported by NPCs, has delivered a smaller, less costly and less dispersed estate. The last Government Estate Strategy, published in autumn 2014, set out the concept of cross-government strategic hubs. This builds on estates consolidation achieved over the last Parliament, marking a change of pace and scale.

The key drivers behind the Government Hubs programme are efficiency and the modernisation of the Civil Service. We are building on departments' own workforce plans to develop a vision for an office estate that is not only less expensive to run but also more attractive, modern and accessible. As described in Budget 2015, it will be owned and managed by a central body to drive efficiencies through strategic asset management. At its heart is the consolidation of

the majority of the central government office estate into a number of cross-government strategic hubs in major towns and cities in the UK. In central London, where the estate costs roughly three times as much as anywhere else, we envisage a smaller Whitehall Campus with functions transferred to hubs in outer London and beyond. We are already developing plans for additional strategic hubs in Scotland, Wales and Northern Ireland.

The Government office estate remains large, with almost 800 office buildings spread around the country. The Government Hubs programme is expected to deliver significant potential running cost savings of more than £2 billion over 10 years. Yet behind these efficiency headlines is a much more important opportunity: to give our people a decent modern working environment, catalyse modern ways of working both within and between departments, and help make the Civil Service an employer of choice for the talented people required for our future role.

Disposals and land for housing

The Spending Review and Autumn Statement 2015 announced that government departments have agreed to release an additional £4.5 billion worth of surplus land and property assets, which will contribute towards the Government's target of £5 billion of receipts and selling land for 160,000 homes by 2020. The aim will be to only hold land where it is vital for operational capacity or where it is not viable for development.

To increase the pace and efficiency of the disposal of surplus and developable land and property, we have introduced the Right to Contest, which allows the public to challenge government to sell land or property, if it is believed to be potentially surplus or could be put to better economic use, including housing.

One Public Estate

In the Autumn Statement 2015, the Government announced an additional £31m to further extend the One Public Estate programme over the 2016–17 and 2017–18 financial years. This funding will see opportunities for new areas to join the programme; allow existing OPE areas the opportunity to develop even more ambitious plans to access additional funding; and crucially, support central government's ambitious plans to deliver land for 160,000 new homes by 2020.

New Departmental strategies will be key to delivering the government's land for housing targets, improving service delivery for customers, and ensuring the government estate is fit for the future. OPE will help facilitate the development and implementation of these strategies at the local level.

New Property Model

The Spring Budget 2015 announced the creation of a New Property Model (NPM) and a new approach to the way land and property assets are managed. The new model will deliver a more commercially driven approach to land and property asset management across the central government estate. The central body will be operational by April 2017; with the aim to have a shadow organisation operating during 2016. We have identified office and storage as property types that would be appropriate for early transfers to the NPM central body.

The two goals of this new model and central body are to:

- implement a more **commercial approach** to asset management, built on a robust understanding of the alternative use value of assets, embedding market charging to incentivise the efficient use of assets, and extracting value on particular sites as far as possible
- develop a cross-government **portfolio management** approach to maximise the efficient use by departments (and where relevant the wider public sector) of defined asset classes.

This will allow optimal property use through a coherent cross-government asset management strategy, with space distributed intelligently and efficiently across different departments and government bodies. The centralised function will create a consistent approach to property valuations and disposals and charging mechanisms, to realise capital receipts and deliver value for money.

Further benefits include:

- the ability to exploit economies of scale in providing service efficiencies
- incentivising departments to use their property more effectively
- creating an aggregated, joined-up view of demand across government.

Government Property Profession

The Government Property Profession (GPP) is the body that plans and manages the performance of the government's property assets, ensuring that they are managed efficiently and effectively on a day-by-day basis.

GPP also incorporates those that work in property and asset management who are responsible for the management of property and facilities management across central civil government.

The property profession currently has more than 1,700 members across government. Given the importance of the estate to government business, it is vital that we have the very best people managing property and making strategic decisions. We are working to meet this challenge by focusing on standards and competencies, curriculum and qualifications, talent management and developing strong property networks.

We have introduced the Right to Contest, which allows the public to challenge government to sell land or property, if it is believed to be potentially surplus or could be put to better economic use, including housing.

The Right to Contest asks applicants to give details of the site and why they believe it should be released. Sites are then only retained if departments can demonstrate that it is vital for operational purposes or that alternatives outweigh the potential for better economic use.

The application form can be found online at data.gov.uk or by emailing righttocontest@cabinetoffice.gov.uk



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Photo: 2 Marsham Street, London

Appendices

Appendix A

Climate Change Act 2008 (extract)

Section 86. Report on the civil estate

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

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

Any such order is subject to affirmative resolution procedure.

Appendix B

Size of the Central Estate in 2014–15

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
Attorney General's Office (LOD)					
AGO – ATTORNEY GENERAL'S OFFICE	1,157	1,157	0	0.0%	AGO – ATTORNEY GENERAL'S OFFICE
AGO – CPS (all property centres)	92,498	68,105	-24,393	-26.4%	AGO – CPS (all property centres)
SFO – SERIOUS FRAUD OFFICE	3,591	3,926	335	9.3%	SFO – SERIOUS FRAUD OFFICE
AGO – TREASURY SOLICITOR	13,917	13,917	0	0.0%	AGO – GOVERNMENT LEGAL DEPARTMENT
Cabinet Office					
CO – FINANCIAL AND ESTATE MANAGEMENT	61,123	61,123	0	0.0%	CO – FINANCIAL AND ESTATE MANAGEMENT
CO – GOVERNMENT PROCUREMENT SERVICE	2,743	2,964	221	8.1%	CO – GOVERNMENT PROCUREMENT SERVICE
CO – RESIDUAL ESTATE	19,706	19,706	0	0.0%	CO – RESIDUAL ESTATE
Charity Commission					
CHAR – CHARITY COMMISSION	5,301	4,992	-309	-5.8%	CHAR – CHARITY COMMISSION
Department for Business, Innovation and Skills					
BIS – ADVISORY CONCILIATION AND ARBITRATION SERVICE	7,006	6,241	-765	-10.9%	BIS – ADVISORY CONCILIATION AND ARBITRATION SERVICE
BIS – ARTS AND HUMANITIES RESEARCH COUNCIL	850	850	0	0.0%	BIS – ARTS AND HUMANITIES RESEARCH COUNCIL
BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL	251,450	287,791	36,341	14.5%	BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL
BIS – COMPANIES HOUSE	30,068	30,068	0	0.0%	BIS – COMPANIES HOUSE
BIS – COMPETITION COMMISSION	8,258	8,258	0	0.0%	CMA – COMPETITION AND MARKETS AUTHORITY
BIS – CONSUMER FOCUS	1,371	0	-1,371	-100.0%	ABOLISHED (no properties remain)
BIS – CORE	80,737	92,981	12,244	15.2%	BIS – CORE
BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL	1,325	1,325	0	0.0%	BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL
BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL	3,633	3,633	0	0.0%	BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL
BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND	3,727	7,040	3,313	88.9%	BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND
		39,615	39,615	0%	BIS – INNOVATE UK

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
BIS – INSOLVENCY SERVICE	19,030	11,810	-7,220	-37.9%	BIS – INSOLVENCY SERVICE
BIS – INTELLECTUAL PROPERTY OFFICE	18,484	18,484	0	0.0%	BIS – INTELLECTUAL PROPERTY OFFICE
BIS – LAND REGISTRY AGENCY ESTATES DIVISION (AED)	129,636	95,594	-34,042	-26.3%	BIS – LAND REGISTRY AGENCY ESTATES DIVISION (AED)
BIS – LEARNING SKILLS COUNCIL – DISPOSALS	16,023	19,872	3,849	24.0%	BIS – LLT VEHICLE – DISPOSALS
BIS – MEDICAL RESEARCH COUNCIL	112,507	112,021	-486	-0.4%	BIS – MEDICAL RESEARCH COUNCIL
BIS – MET OFFICE	26,206	25,157	-1,049	-4.0%	BIS – MET OFFICE
BIS – NATIONAL MEASUREMENT OFFICE	4,482	4,482	0	0.0%	BIS – NATIONAL MEASUREMENT OFFICE
BIS – NATIONAL PHYSICAL LABORATORY	46,221	46,221	0	0.0%	BIS – NATIONAL PHYSICAL LABORATORY
BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL	111,580	110,624	-956	-0.9%	BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL
BIS – ORDNANCE SURVEY HQ ESTATES SERVICE	14,482	14,480	-2	-0.01%	BIS – ORDNANCE SURVEY HQ ESTATES SERVICE
BIS – RDA OPERATIONAL DISPOSALS	7,845	0	-7,845	-100.0%	ABOLISHED (no properties remain)
BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	210,811	212,713	1,902	0.9%	BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL
BIS – SKILLS FUNDING AGENCY	22,955	11,792	-11,163	-48.6%	BIS – SKILLS FUNDING AGENCY
BIS – STUDENT LOANS COMPANY LTD	21,709	23,429	1,720	7.9%	BIS – STUDENT LOANS COMPANY LTD
BIS – TECHNOLOGY STRATEGY BOARD	39,615	0	-39,615	-100.0%	ABOLISHED (no properties remain)
		1,130	1,130	0.0%	BIS – UK GREEN INVESTMENT BANK
BIS – UK ATOMIC ENERGY AUTHORITY	94,751	94,185	-566	-0.6%	BIS – UK ATOMIC ENERGY AUTHORITY
BIS – UK SHARED BUSINESS SERVICE LTD	4,582	4,582	0	0.0%	BIS – UK SHARED BUSINESS SERVICE LTD
BIS – UK SPACE AGENCY	335	335	0	0.0%	BIS – UK SPACE AGENCY
Department for Communities and Local Government					
DCLG – CENTRAL	29,221	13,283	-15,938	-54.5%	DCLG – CENTRAL
DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE	34,680	24,282	-10,398	-30.0%	DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE
DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL)	8,969	6,841	-2,128	-23.7%	DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL)
DCLG – INDEPENDENT HOUSING OMBUDSMAN	628	628	0	0.0%	DCLG – INDEPENDENT HOUSING OMBUDSMAN
DCLG – LOCAL GOVERNMENT OMBUDSMAN	2,371	2,371	0	0.0%	DCLG – LOCAL GOVERNMENT OMBUDSMAN
DCLG – PLANNING INSPECTORATE	9,177	0	-9,177	-100.0%	DCLG – PLANNING INSPECTORATE – (still has a presence on e-PIMS but has no 'Owned Holdings')
DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE	16,560	16,560	0	0.0%	DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
DCLG – VALUATION TRIBUNAL SERVICE	1,325	449	-876	-66.1%	DCLG – VALUATION TRIBUNAL SERVICE
DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	0	-415	-100.0%	ABOLISHED (no properties remain)
WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	415	0	0.0%	WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION
Department for Culture, Media and Sport					
DCMS – ARTS COUNCIL ENGLAND	10,964	7,756	-3,208	-29.3%	DCMS – ARTS COUNCIL ENGLAND
DCMS – BIG LOTTERY FUND	16,719	16,481	-238	-1.4%	DCMS – BIG LOTTERY FUND
DCMS – CHURCHES CONSERVATION TRUST	233	197	-36	-15.5%	DCMS – CHURCHES CONSERVATION TRUST
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	9,578	7,340	-2,238	-23.4%	DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT
DCMS – ENGLISH HERITAGE	15,566	15,679	113	0.7%	DCMS – HISTORIC ENGLAND
DCMS – EQUALITY AND HUMAN RIGHTS COMMISSION	1,942	1,872	-70	-3.6%	DCMS – EQUALITY AND HUMAN RIGHTS COMMISSION
DCMS – GAMBLING COMMISSION	2,414	2,414	0	0.0%	DCMS – GAMBLING COMMISSION
DCMS – NATIONAL HERITAGE MEMORIAL FUND	3,795	3,795	0	0.0%	DCMS – NATIONAL HERITAGE MEMORIAL FUND
DCMS – OLYMPIC DELIVERY AUTHORITY	1,411	66,615	65,204	4621.1%	DCMS – OLYMPIC DELIVERY AUTHORITY
DCMS – SPORT ENGLAND	4,464	1,346	-3,118	-69.8%	DCMS – SPORT ENGLAND
DCMS – UK SPORT	1,369	0	-1,369	-100.0%	DCMS – UK SPORT (still has a presence on e-PIMS but has no 'Owned Holdings')
DCMS – VISIT BRITAIN	536	536	0	0.0%	DCMS – VISIT BRITAIN
Department for Education					
DfE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE	11,711	0	-11,711	-100.0%	Estate transferred to MOJ – Cafcass
DfE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION	1,989	1,989	0	0.0%	DfE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION
DfE – OPERATIONAL PROPERTIES	60,408	50,122	-10,286	-17.0%	DfE – OPERATIONAL PROPERTIES
DfE – SUBLET AND SURPLUS PROPERTIES	18,632	27,323	8,691	46.6%	DfE – SUBLET AND SURPLUS PROPERTIES
Ofsted – OFFICE FOR STANDARDS IN EDUCATION	7,552	7,315	-237	-3.1%	Ofsted – OFFICE FOR STANDARDS IN EDUCATION
Department for Environment, Food and Rural Affairs					
Defra – AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD	6,215	3,644	-2,571	-41.4%	Defra – AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD
Defra – CONSUMER COUNCIL FOR WATER	792	792	0	0.0%	Defra – CONSUMER COUNCIL FOR WATER
Defra – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	250,086	248,301	-1,785	-0.7%	Defra – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
Defra – ENVIRONMENT AGENCY (all regions including head office)	149,831	144,126	-5,705	-3.8%	Defra – ENVIRONMENT AGENCY (all regions including head office)
Defra – ENVIRONMENT AGENCY NATIONAL LAB. SERVICE	5,875	5,875	0	0.0%	Defra – ENVIRONMENT AGENCY NATIONAL LAB. SERVICE

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
Defra – JOINT NATURE CONSERVATION COMMITTEE	1,329	1,329	0	0.0%	Defra – JOINT NATURE CONSERVATION COMMITTEE
Defra – NATIONAL FOREST COMPANY	372	372	0	0.0%	Defra – NATIONAL FOREST COMPANY
Defra – SEA FISH INDUSTRY AUTHORITY	3,652	3,652	0	0.0%	Defra – SEA FISH INDUSTRY AUTHORITY
FC – FORESTRY COMMISSION ENGLAND	4,148	3,679	-469	-11.3%	FC – FORESTRY COMMISSION ENGLAND
WSRA – WATER SERVICES REGULATION AUTHORITY	2,688	2,688	0	0.0%	WSRA – WATER SERVICES REGULATION AUTHORITY
Department for International Development					
DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	48,558	19,358	-29,200	-60.1%	DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
Department for Transport					
DfT – BRITISH TRANSPORT POLICE AUTHORITY	43,376	44,770	1,394	3.2%	DfT – BRITISH TRANSPORT POLICE AUTHORITY
DfT – DfT CENTRAL	47,794	43,291	-4,503	-9.4%	DfT – DfT CENTRAL
DfT – DRIVER VEHICLE LICENSING AGENCY	72,399	65,869	-6,530	-9.0%	DfT – DRIVER VEHICLE LICENSING AGENCY
DfT – DVSA – FORMER DRIVING STANDARDS AGENCY	51,663	51,388	-275	-0.5%	DfT – DVSA – FORMER DRIVING STANDARDS AGENCY ESTATE
DfT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)	199,362	203,003	3,641	1.8%	DfT – HIGHWAYS ENGLAND (OFFICE AND OPERATIONAL ESTATE)
DfT – MARITIME AND COASTGUARD AGENCY	50,314	49,126	-1,188	-2.4%	DfT – MARITIME AND COASTGUARD AGENCY
DfT – VEHICLE AND OPERATOR SERVICES AGENCY	114,020	111,828	-2,192	-1.9%	DfT – VEHICLE AND OPERATOR SERVICES AGENCY
DfT – VEHICLE CERTIFICATION AGENCY	2,494	2,494	-1	0.0%	DfT – VEHICLE CERTIFICATION AGENCY
Department for Work and Pensions					
DWP – CMG	78,171	74,341	-3,830	-4.9%	DWP – CMG
DWP – CORPORATE CENTRE	155,901	133,117	-22,784	-14.6%	DWP – CORPORATE CENTRE
DWP – HEALTH AND SAFETY EXECUTIVE	65,591	65,122	-469	-0.7%	DWP – HEALTH AND SAFETY EXECUTIVE
DWP – OPERATIONS	1,315,790	1,316,472	682	0.1%	DWP – OPERATIONS
DWP – PENSIONS REGULATOR	3,366	3,366	0	0.0%	DWP – PENSIONS REGULATOR
DWP – RESIDUAL RENT SERVICE ESTATE	275	275	0	0.0%	DWP – RESIDUAL RENT SERVICE ESTATE
Department of Energy and Climate Change					
DECC – CIVIL NUCLEAR CONSTABULARY	2,221	2,909	688	31.0%	DECC – CIVIL NUCLEAR CONSTABULARY
DECC – COAL AUTHORITY	4,969	4,379	-590	-11.9%	DECC – COAL AUTHORITY

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE	16,880	11,656	-5,224	-30.9%	DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE
DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED	5,396	4,862	-534	-9.9%	DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED
Department of Health					
DH – CARE QUALITY COMMISSION	9,094	9,094	0	0.0%	DH – CARE QUALITY COMMISSION
DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE	14,851	14,979	128	0.9%	DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE
		6,272	6,272	0.0%	DH – HEALTH EDUCATION ENGLAND
DH – HQ	51,089	49,914	-1,175	-2.3%	DH – HQ
DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT	1,800	0	-1,800	-100.0%	ABOLISHED (no properties remain)
DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	14,757	14,757	0	0.0%	DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY
DH – NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE	5,361	4,506	-855	-15.9%	DH – NATIONAL INSTITUTE FOR HEALTH AND CARE EXCELLENCE
DH – NHS BLOOD AND TRANSPLANT	115,568	122,375	6,807	5.9%	DH – NHS BLOOD AND TRANSPLANT
DH – NHS BUSINESS SERVICES AUTHORITY	36,573	35,119	-1,454	-4.0%	DH – NHS BUSINESS SERVICES AUTHORITY
		522	N/A	N/A	DH – OTHER (previously in e-PIMS but had no 'Owned Holdings')
DH – PUBLIC HEALTH ENGLAND	81,531	83,550	2,019	2.5%	DH – PUBLIC HEALTH ENGLAND
DH – RETAINED ESTATE	12,908	12,347	-561	-4.3%	DH – RETAINED ESTATE
Export Credits Guarantee Department					
ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT	1,554	1,554	0	0.0%	ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT
Food Standards Agency					
FSA – FOOD STANDARDS AGENCY	13,944	13,944	0	0.0%	FSA – FOOD STANDARDS AGENCY
Foreign and Commonwealth Office					
FCO – BRITISH COUNCIL	11,496	11,496	0	0.0%	FCO – BRITISH COUNCIL
FCO – FOREIGN AND COMMONWEALTH OFFICE	93,930	94,129	199	0.2%	FCO – FOREIGN AND COMMONWEALTH OFFICE
FCO – GREAT BRITAIN-CHINA CENTRE (GBCC)	61	61	0	0.0%	FCO – GREAT BRITAIN-CHINA CENTRE (GBCC)
FCO – WESTMINSTER FOUNDATION FOR DEMOCRACY	186	186	0	0.0%	FCO – WESTMINSTER FOUNDATION FOR DEMOCRACY (WFD)
FCO – WILTON PARK	2,326	2,326	0	0.0%	FCO – WILTON PARK
Government Actuary's Department					
GAD – GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.0%	GAD – GOVERNMENT ACTUARY'S DEPARTMENT
HM Revenue and Customs					
HMRC – HM REVENUE AND CUSTOMS	1,044,230	981,377	-62,853	-6.0%	HMRC – HM REVENUE AND CUSTOMS
HMRC – VALUATION OFFICE AGENCY	33,171	26,118	-7,053	-21.3%	HMRC – VALUATION OFFICE AGENCY

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
HM Treasury					
HMT – HM TREASURY	22,856	22,861	5	0.0%	HMT – HM TREASURY
HMT – UK DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.0%	HMT – UK DEBT MANAGEMENT OFFICE
Home Office					
HO – COLLEGE OF POLICING	29,149	28,569	-580	-2.0%	HO – COLLEGE OF POLICING
HOPG – ANIMALS IN SCIENCE REGULATION UNIT	593	184	-409	-69.0%	HOPG – ANIMALS IN SCIENCE REGULATION UNIT
HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY	8,434	8,434	0	0.0%	HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY
HOPG – CORE HOME OFFICE	323,639	296,739	-26,900	-8.3%	HOPG – CORE HOME OFFICE
HOPG – DISCLOSURE AND BARRING SERVICE	3,181	6,393	3,212	101.0%	HOPG – DISCLOSURE AND BARRING SERVICE
HO – HM PASSPORT OFFICE	46,010	46,011	1	0.0%	HO – HM PASSPORT OFFICE
HOPG – HM INSPECTORATE OF CONSTABULARY	283	283	0	0.0%	HOPG – HM INSPECTORATE OF CONSTABULARY
HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION	4,643	4,643	0	0.0%	HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION
HOPG – OFFICE OF THE IMMIGRATION SERVICE COMMISSIONER	912	0	N/A	N/A	HOPG – OFFICE OF THE IMMIGRATION SERVICE COMMISSIONER (still has a presence on e-PIMS but has no 'Owned Holdings')
HOPG – SECURITY INDUSTRY AUTHORITY	1,096	1,096	0	0.0%	HOPG – SECURITY INDUSTRY AUTHORITY
Ministry of Defence					
MOD – MINISTRY OF DEFENCE	318,942	300,092	-18,850	-5.9%	MOD – MINISTRY OF DEFENCE
MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE	35,000	35,000	0	0.0%	MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE
Ministry of Justice					
		10,506	0	0.0%	MOJ – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE (previously under DfE)
MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY	4,509	0	-4,509	-100.0%	MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY (still has a presence on e-PIMS but has no 'Owned Holdings')
MOJ – HMCTS (all property centres)	1,164,375	1,143,565	-20,810	-1.8%	MOJ – HMCTS (all property centres)
MOJ – INFORMATION COMMISSIONER'S OFFICE	5,436	5,436	0	0.0%	MOJ – INFORMATION COMMISSIONER'S OFFICE
MOJ – LEGAL SERVICES COMMISSION	15,286	14,528	-758	-5.0%	MOJ – LEGAL SERVICES COMMISSION
MOJ – MINISTRY OF JUSTICE HQ	55,343	51,597	-3,746	-6.8%	MOJ – MINISTRY OF JUSTICE HQ
MOJ – NOMS (NON-CUSTODIAL PROPERTY)	240,881	227,149	-13,732	-5.7%	MOJ – NOMS (NON-CUSTODIAL PROPERTY)
MOJ – YOUTH JUSTICE BOARD	40	0	-40	-100.0%	HOPG – OFFICE OF THE IMMIGRATION SERVICE COMMISSIONER (still has a presence on e-PIMS but has no 'Owned Holdings')

Department/organisation at 06/04/2014*	NIA (sq m) at 06/04/14*	NIA (sq m) at 05/04/15*	Change (sq m)	Change (%)	Department/organisation at 05/04/2015*
TNA – THE NATIONAL ARCHIVES	65,355	65,355	0	0.0%	TNA – THE NATIONAL ARCHIVES
National Crime Agency					
NCA – NATIONAL CRIME AGENCY	5,134	5,567	433	8.4%	NCA – NATIONAL CRIME AGENCY
National Savings and Investments					
NS&I – NATIONAL SAVINGS AND INVESTMENTS	101,113	80,854	-20,259	-20.0%	NS&I – NATIONAL SAVINGS AND INVESTMENTS
Office of Gas and Electricity Markets					
Ofgem – OFFICE OF GAS AND ELECTRICITY MARKETS	12,643	12,643	0	0.0%	Ofgem – OFFICE OF GAS AND ELECTRICITY MARKETS
Office of Rail Regulation					
ORR – OFFICE OF RAIL REGULATION HQ	2,907	2,907	0	0.0%	ORR – OFFICE OF ROAD AND RAIL
Royal Mint					
ROYAL MINT	32,091	32,091	0	0.0%	ROYAL MINT
Scotland Office					
SO – SCOTLAND OFFICE	2,653	2,653	0	0.0%	SO – SCOTLAND OFFICE
UK Statistics Authority					
ONS – OFFICE FOR NATIONAL STATISTICS	61,555	60,416	-1,139	-1.9%	ONS – OFFICE FOR NATIONAL STATISTICS
Wales Office					
WO – WALES OFFICE	1,141	1,141	0	0.0%	WO – WALES OFFICE
Total	8,580,049	8,313,771	-266,278	-3.1%	

*Information drawn from e-PIMS on dates shown.

Appendix C

Machinery of Government changes in 2014–15

Organisation	Detail of change
AGO – Government Legal Department	Formerly AGO – Treasury Solicitor
BIS – Consumer Focus	Now disbanded
BIS – Innovate UK	Formerly BIS – Technology Strategy Board
BIS – LLT Vehicle – Disposals	Formerly BIS – Learning and Skills Council – Disposals
BIS – RDA Operational Disposals	Now disbanded
BIS – Technology Strategy Board	Now disbanded
BIS – UK Green Investment Bank	New property centre
CMA – Competition and Markets Authority	Formerly BIS – Competition Commission and OFT – Office of Fair Trading. Merged to form CMA
DCLG – West Northamptonshire Development Corporation	Now disbanded
DCMS – Historic England	Formerly DCMS – English Heritage
DfT – Driver and Vehicle Standards Agency	Formerly DfT – Driving Standards Agency (DSA) and DfT – Vehicle Operating Standards Agency (VOSA). Merged to form DVSA
DfT – Highways England (Office and Operational Estate)	Formerly DfT – Highways Agency (Office and Operational Estate)
DfT – Network Rail	Network Rail (an arm’s-length body of the Department DfT), was reclassified in April 2014
DH – Health Education England	New property centre
DH – Institute for Innovation and Improvement	Now disbanded
DH – National Institute for Health and Care Excellence	Formerly DH – National Institute for Health and Clinical Excellence
MOJ – Children and Family Court Advisory and Support Service	Estate transferred from the Department for Education

Appendix D

Total running costs of the Central Estate in 2014–15

Organisation	2014–15 Total operating costs
Business, Innovation and Skills	£220,476,251
Cabinet Office	£31,461,894
Charity Commission	£2,045,663
Communities and Local Government	£33,417,064
Competition and Markets Authority	£8,039,130
Culture, Media and Sport	£22,903,119
Defence*	£131,053,694
Education	£29,901,196
Energy and Climate Change	£19,765,072
Environment, Food and Rural Affairs	£104,868,256
Export Credits Guarantee Department	£2,813,110
Food Standards Agency	£4,962,384
Foreign and Commonwealth Office	£35,028,792
Government Actuary's Department	£1,408,081
Health	£174,270,210
HM Revenue and Customs	£279,064,560
HM Treasury Group	£16,709,943
Home Office	£201,821,000
International Development	£6,431,243
Justice	£526,885,972
Law Officers' Department	£52,566,839
National Savings and Investment	£9,666,029
Northern Ireland Office	£926,886
Office of Gas and Electricity Markets	£8,307,961
Office of Rail and Road	£1,670,926
Royal Mint	£5,262,545
Scotland Office	£855,156
Transport	£145,174,544
UK Statistics Authority	£7,591,576
Wales Office	£430,985
Work and Pensions	£611,321,680
Total reported operating costs	£2,697,101,763

Reported costs are for the Central estate and exclude depreciation.

*Estimate based on the actual cost of benchmarked estate plus prior year cost of the non-benchmarked estate adjusted for NIA changes and inflation, to equate to central estate total property cost.

Appendix E

How benchmarking was measured in 2014–15

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

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

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

Benchmarking

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

Benchmarking covers administrative office buildings, which account for around 48% of the Central Estate. It does not cover specialist property, such as courts and tribunals, laboratories, research facilities and job centres.

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

Benchmarked occupations	951
Participating property centres	150
Total occupied space (sq m)	2,816,956
Total office-based FTE	271,083
Total benchmarked property cost	£1,281,307,311

Appendix F

Benchmarked offices: efficiency data in 2014–15 (summary)

Organisation	Occupation count	Sum of occupied NIA	Sum of total office-based FTE staff and contractors	Sq m per FTE	Rank sq m per FTE
AGO	4	13,126	1,602	8.2	4
BIS	102	239,627	21,141	11.3	24
CHAR	3	3,586	306	11.7	26
CO	8	27,136	3,361	8.1	3
CPS	26	50,119	4,974	10.1	18
DCLG	10	19,296	1,812	10.7	21
DCMS	18	33,191	3,347	9.9	17
DECC	11	24,030	2,470	9.7	13
Defra	155	165,483	15,943	10.4	19
DfE	10	34,500	3,311	10.4	20
DFID	2	17,433	1,857	9.4	10
DfT	49	234,120	24,270	9.7	12
DH	58	134,154	16,203	8.3	5
DWP	158	593,054	51,790	11.5	25
ECGD	1	1,795	271	6.6	1
FC	4	2,978	221	13.5	30
FCO	5	53,157	4,100	13.0	28
FSA	5	6,117	650	9.4	11
GAD	1	1,322	158	8.4	6
HMRC	145	533,163	54,602	9.8	14
HMT	2	12,399	1,358	9.1	9
HOPG	64	225,392	23,016	9.8	16
MOD	17	220,570	17,873	12.3	27
MOJ	78	107,708	11,011	9.8	15
NIO	1	430	49	8.7	7
NS&I	1	2,149	198	10.9	22
Ofgem	2	9,485	1,063	8.9	8
Ofsted	4	6,425	816	7.9	2
ONS	2	38,958	2,900	13.4	29
ORR	1	2,351	210	11.2	23
SO	2	2,549	145	17.6	31
WO	2	1,140	46	24.8	32
Total	951	2,816,956	271,083	10.4	

£ Total property cost per FTE	£ Total property cost per sq m	Rank – total property cost per sq m	£ Sum of total property cost	Sq m per workstation	Workstations per FTE	Sum of no. of workstations
£14,180	£1,809	30	£11,592,552	18.1	0.9	1,406
£19,211	£2,649	32	£93,605,323	27.1	1.1	22,909
£5,409	£462	7	£1,659,622	11.6	1.0	308
£7,460	£924	26	£25,075,244	9.2	0.9	2,948
£5,275	£523	9	£26,243,670	9.6	1.1	5,223
£8,215	£771	22	£14,886,545	11.2	1.0	1,724
£6,036	£608	13	£20,205,789	10.0	1.0	3,308
£7,029	£722	19	£17,367,094	11.0	0.9	2,186
£14,330	£779	23	£57,901,089	24.2	1.0	16,541
£6,101	£585	12	£20,204,435	10.4	1.0	3,308
£4,487	£478	8	£8,333,193	10.6	0.9	1,646
£3,341	£346	4	£81,100,064	10.6	0.9	22,112
£5,076	£613	14	£82,263,540	8.5	1.0	15,704
£4,782	£417	6	£247,667,056	10.5	1.1	56,635
£8,594	£1,296	29	£2,328,973	7.0	1.0	257
£4,416	£327	2	£976,396	12.7	1.1	234
£8,245	£636	17	£33,813,749	12.1	1.1	4,412
£7,872	£836	25	£5,117,151	9.2	1.0	662
£9,040	£1,080	28	£1,428,374	8.1	1.0	163
£3,340	£342	3	£182,402,997	8.7	1.1	61,157
£6,668	£730	21	£9,056,775	9.3	1.0	1,336
£5,161	£527	10	£118,798,109	10.4	0.9	21,611
£6,772	£548	11	£121,036,409	13.7	0.9	16,065
£6,771	£692	18	£74,568,958	10.1	1.0	10,663
£16,944	£1,952	31	£841,639	6.6	1.3	65
£7,894	£727	20	£1,563,200	9.7	1.1	222
£7,231	£810	24	£7,687,053	9.6	0.9	992
£4,958	£629	16	£4,046,522	9.1	0.9	703
£1,975	£147	1	£5,729,347	10.2	1.3	3,815
£10,337	£925	27	£2,175,651	11.2	1.0	210
£6,294	£358	5	£912,746	13.9	1.3	183
£15,609	£629	15	£718,035	14.1	1.8	81
£4,726	£454		£1,281,307,311	10.1	1.0	278,789

Appendix G

Benchmarked offices: efficiency data in 2014–15 (departmental breakdown)

Organisation	Occupation count	Sum of occupied N/A	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
AGO								
AGO – Attorney General's Office	1	659	38	17.4	£1,267,297	£33,349	45	£28,162
AGO – Government Legal Department	1	8,540	992	8.6	£6,560,339	£6,613	870	£7,540
SFO – Serious Fraud Office	2	3,926	572	6.9	£3,764,916	£6,580	491	£7,667
	4	13,126	1,602	8.2	£11,592,552	£7,235	1,406	£8,245
BIS								
BIS – Advisory Conciliation and Arbitration Service	11	6,325	560	11.3	£3,944,082	£7,031	640	£6,162
BIS – Arts and Humanities Research Council	1	850	67	12.5	£85,557	£1,261	85	£1,006
BIS – Biotechnology and Biological Sciences Research Council	1	2,470	240	10.3	£250,340	£1,043	260	£962
BIS – British Business Bank	2	1,144	106	10.7	£417,870	£3,915	118	£3,541
BIS – Companies House	3	27,421	885	31.0	£5,805,577	£6,554	1,066	£5,446
BIS – Construction Industry Training Board	2	815	46	17.7	£190,577	£4,143	34	£5,605
BIS – Core	11	33,945	3,272	10.4	£21,568,414	£6,590	2,959	£7,289
BIS – Economic and Social Research Council	1	1,327	124	10.6	£133,524	£1,069	161	£829
BIS – Engineering and Physical Sciences Research Council	1	1,614	174	9.3	£406,065	£2,329	210	£1,933
BIS – Higher Education Funding Council for England	2	3,935	270	14.6	£1,984,839	£7,351	300	£6,616
BIS – Innovate UK	1	1,215	267	4.5	£464,838	£1,737	131	£3,548
BIS – Insolvency Service	21	15,068	1,761	8.6	£8,311,725	£4,719	1,899	£4,376
BIS – Intellectual Property Office	2	14,753	1,130	13.1	£3,111,673	£2,751	1,265	£2,459
BIS – Medical Research Council	3	2,739	250	10.9	£784,128	£3,130	289	£2,713
BIS – Met Office	4	14,264	1,737	8.2	£6,770,795	£3,897	1,668	£4,059
BIS – Natural Environment Research Council	1	2,407	181	13.3	£603,383	£3,320	120	£5,028
BIS – Ordnance Survey Ltd	1	13,848	1,082	12.8	£2,074,883	£1,917	1,264	£1,641
BIS – Science and Technology Facilities Council	1	1,173	93	12.6	£117,997	£1,262	124	£951
BIS – Skills Funding Agency	9	8,934	719	12.4	£4,764,647	£6,625	1,089	£4,375
BIS – Student Loans Company Ltd	2	18,601	2,686	6.9	£5,642,360	£2,100	2,324	£2,427
BIS – UK Commission for Employment and Skills	2	961	104	9.2	£516,184	£4,930	102	£5,060

Organisation	Occupation count	Sum of occupied NIA	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
BIS (continued)								
BIS – UK Green Investment Bank	2	1,259	105	11.9	£1,153,252	£10,908	122	£9,452
BIS – UK Shared Business Service Ltd	2	6,391	555	11.5	£1,792,214	£3,228	753	£2,380
BIS – UK Space Agency	1	334	65	5.1	£26,067	£401	57	£457
LR – Land Registry Agency Estates Division (AED)	14	54,014	3,972	13.6	£15,136,648	£3,810	5,244	£2,886
CMA – Competition and Markets Authority	1	3,813	680	5.6	£7,547,678	£11,099	625	£12,076
	102	239,627	21,141	11.3	£93,605,323	£4,427	22,909	£4,086
CHAR								
CHAR – Charity Commission	3	3,586	306	11.7	£1,659,622	£5,410	308	£5,388
	3	3,586	306	11.7	£1,659,622	£5,410	308	£5,388
CO								
CO – Crown Commercial Service	2	2,460	318	7.7	£351,916	£1,106	285	£1,234
CO – Financial and Estate Management	5	21,747	2,340	9.3	£22,952,235	£9,808	2,054	£11,174
CO – Government Digital Service	1	2,929	703	4.2	£1,771,093	£2,519	609	£2,908
	8	27,136	3,361	8.1	£25,075,244	£7,460	2,948	£8,505
CPS								
CPS – East Midlands	3	3,914	336	11.7	£1,018,018	£3,029	363	£2,804
CPS – East of England	2	3,250	289	11.3	£1,829,445	£6,330	304	£6,017
CPS – Headquarters	1	8,056	1,062	7.6	£7,666,855	£7,216	1,109	£6,913
CPS – London	1	4,994	492	10.2	£2,128,239	£4,325	492	£4,325
CPS – North East	2	3,678	276	13.3	£1,487,260	£5,388	352	£4,225
CPS – North West	2	4,138	493	8.4	£2,060,546	£4,179	467	£4,412
CPS – South East	3	2,796	282	9.9	£1,137,762	£4,034	389	£2,924
CPS – Thames and Chiltern	3	3,593	263	13.7	£1,516,283	£5,765	349	£4,344
CPS – Wales	1	1,834	135	13.6	£659,672	£4,886	176	£3,748
CPS – Wessex	3	3,049	229	13.3	£851,698	£3,719	194	£4,390
CPS – West Midlands	2	4,240	634	6.7	£3,555,136	£5,607	592	£6,005
CPS – Yorkshire and Humberside	3	6,574	483	13.6	£2,332,753	£4,829	436	£5,350
	26	50,119	4,974	10.1	£26,243,670	£5,275	5,223	£5,024
DCLG								
DCLG – Central	1	11,418	1,185	9.6	£10,972,688	£9,259	977	£11,231
DCLG – Government Office Residual Estate	2	1,227	98	12.4	£601,794	£6,103	118	£5,100
DCLG – Homes and Communities Agency (Operational)	5	5,334	432	12.4	£2,561,294	£5,928	523	£4,897
DCLG – Housing Ombudsman Service	1	618	51	12.0	£397,768	£7,723	56	£7,103
DCLG – Valuation Tribunal Service	1	699	45	15.5	£353,000	£7,844	50	£7,060
	10	19,296	1,812	10.7	£14,886,545	£8,215	1,724	£8,634
DCMS								
DCMS – Arts Council England	2	2,461	216	11.4	£846,124	£3,907	201	£4,209
DCMS – Big Lottery Fund	5	9,910	797	12.4	£6,864,378	£8,612	965	£7,113

Organisation	Occupation count	Sum of occupied N/A	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
DCMS (continued)								
DCMS – Department for Culture, Media and Sport	2	5,179	508	10.2	£3,160,035	£6,220	305	£10,360
DCMS – Gambling Commission	1	2,413	271	8.9	£1,437,944	£5,306	262	£5,488
DCMS – Historic England	6	9,875	1,200	8.2	£5,741,254	£4,784	1,230	£4,667
DCMS – National Heritage Memorial Fund	1	1,937	140	13.8	£910,852	£6,506	130	£7,006
DCMS – Visit Britain	1	1,415	215	6.6	£1,245,200	£5,791	215	£5,791
	18	33,191	3,347	9.9	£20,205,789	£6,036	3,308	£6,108
DECC								
DECC – Civil Nuclear Constabulary	1	1,588	153	10.4	£457,021	£2,987	132	£3,462
DECC – Coal Authority	1	1,261	165	7.6	£231,341	£1,402	176	£1,314
DECC – Department of Energy and Climate Change	5	14,125	1,637	8.6	£14,516,820	£8,865	1,427	£10,173
DECC – Nuclear Decommissioning Authority – Occupied	4	7,056	515	13.7	£2,161,911	£4,197	451	£4,793
	11	24,030	2,470	9.7	£17,367,094	£7,030	2,186	£7,944
Defra								
Defra – Consumer Council for Water	2	844	49	17.2	£467,584	£9,519	47	£9,948
Defra – Department for Environment, Food and Rural Affairs	98	73,071	7,093	10.3	£34,038,801	£4,798	7,663	£4,442
Defra – Environment Agency Anglian	11	14,161	1,197	11.8	£2,522,088	£2,106	1,224	£2,060
Defra – Environment Agency Head Office	3	8,693	1,015	8.6	£4,053,444	£3,990	851	£4,763
Defra – Environment Agency Midlands	7	12,733	1,152	11.1	£2,912,750	£2,528	1,172	£2,485
Defra – Environment Agency North East	7	13,275	1,384	9.6	£3,809,615	£2,751	1,380	£2,760
Defra – Environment Agency North West	3	9,518	1,126	8.5	£1,563,906	£1,388	1,074	£1,456
Defra – Environment Agency South West	5	11,029	928	11.9	£1,890,336	£2,034	982	£1,925
Defra – Environment Agency Southern	9	7,985	763	10.5	£1,647,361	£2,158	812	£2,028
Defra – Environment Agency Thames	6	8,550	926	9.2	£2,880,614	£3,107	927	£3,107
Defra – Joint Nature Conservation Committee	1	1,328	119	11.1	£283,147	£2,372	110	£2,574
Defra – Sea Fish Industry Authority	1	564	37	15.2	£222,900	£6,024	38	£5,865
WSRA	2	3,730	149	25.0	£1,608,541	£10,766	261	£6,163
	155	165,483	15,943	10.4	£57,901,089	£3,631	16,541	£3,500
DfE								
DfE – Equality and Human Rights Commission	2	2,473	202	12.2	£1,118,828	£5,512	228	£4,907
DfE – Office of Qualifications and Examinations Regulation	1	1,883	214	8.8	£691,157	£3,229	272	£2,541
DfE – Operational Properties	7	30,144	2,894	10.4	£18,394,450	£6,355	2,808	£6,550
	10	34,500	3,311	10.4	£20,204,435	£6,101	3,308	£6,107

Organisation	Occupation count	Sum of occupied NIA	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
DFID								
DFID – Department for International Development	2	17,433	1,857	9.4	£8,333,193	£4,487	1,646	£5,062
	2	17,433	1,857	9.4	£8,333,193	£4,487	1,646	£5,062
DfT								
DfT – DfT Central	2	16,339	2,243	7.3	£13,232,722	£5,899	1,633	£8,103
DfT – Driver and Vehicle Standards Agency	4	11,195	1,017	11.0	£3,011,409	£2,958	1,305	£2,307
DfT – Driver and Vehicle Licensing Agency	4	52,218	6,838	7.6	£22,683,610	£3,317	5,022	£4,516
DfT – Highways England (Office and Operational Estate)	14	32,763	3,617	9.1	£9,235,423	£2,553	2,350	£3,930
DfT – Maritime and Coastguard Agency	1	5,500	412	13.3	£2,055,078	£4,980	539	£3,812
DfT – Network Rail	23	115,100	10,046	11.5	£30,508,745	£3,036	11,160	£2,733
DfT – Vehicle Certification Agency	1	1,004	95	10.6	£373,074	£3,927	103	£3,622
	49	234,120	24,270	9.7	£81,100,064	£3,341	22,112	£3,667
DH								
DH – Care Quality Commission	4	10,572	1,121	9.4	£5,160,109	£4,603	1,215	£4,247
DH – Health and Social Care Information Centre	10	14,527	1,968	7.4	£8,575,202	£4,357	2,047	£4,189
DH – Health Education England	5	9,026	958	9.4	£3,847,180	£4,013	1,027	£3,746
DH – Health Research Authority	2	1,145	101	11.3	£495,706	£4,879	100	£4,957
DH – HQ	4	25,012	2,478	10.1	£23,656,273	£9,546	2,652	£8,920
DH – Human Fertilisation and Embryology Authority	1	525	52	10.1	£242,534	£4,664	73	£3,322
DH – Human Tissue Authority	1	645	43	15.0	£416,046	£9,675	67	£6,209
DH – Medicines, Healthcare Products Regulatory Agency	1	9,401	936	10.0	£8,838,073	£9,442	775	£11,404
DH – Monitor	1	4,315	563	7.7	£2,487,537	£4,418	515	£4,830
DH – National Institute for Health and Care Excellence	2	5,261	599	8.8	£3,113,623	£5,193	539	£5,776
DH – NHS Blood and Transplant	2	3,230	246	13.1	£1,172,828	£4,767	268	£4,376
DH – NHS Business Services Authority	8	21,655	2,788	7.8	£6,644,811	£2,383	3,056	£2,174
DH – NHS England	3	12,188	2,380	5.1	£8,112,101	£3,408	1,493	£5,433
DH – NHS Litigation Authority	2	1,602	209	7.7	£999,622	£4,771	191	£5,233
DH – Public Health England	12	15,046	1,759	8.6	£8,501,892	£4,833	1,686	£5,042
	58	134,154	16,203	8.3	£82,263,540	£5,077	15,704	£5,238
DWP								
DWP – CMG	12	60,345	4,911	12.3	£21,796,257	£4,437	5,435	£4,010
DWP – Corporate Centre	10	91,292	7,869	11.6	£43,039,209	£5,469	8,212	£5,241
DWP – Health and Safety Executive	15	20,990	2,024	10.4	£9,694,190	£4,787	2,080	£4,660
DWP – Operations	120	417,060	36,433	11.5	£171,257,534	£4,700	40,390	£4,240
DWP – Pensions Regulator	1	3,365	552	6.1	£1,879,864	£3,405	518	£3,629
	158	593,054	51,790	11.5	£247,667,056	£4,782	56,635	£4,373

Organisation	Occupation count	Sum of occupied N/A	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
ECGD								
ECGD – Export Credits Guarantee Department	1	1,795	271	6.6	£2,328,973	£8,594	257	£9,062
	1	1,795	271	6.6	£2,328,973	£8,594	257	£9,062
FC								
FC – Forestry Commission England	4	2,978	221	13.5	£976,396	£4,416	234	£4,172
	4	2,978	221	13.5	£976,396	£4,416	234	£4,172
FCO								
FCO – British Council	2	7,303	1,005	7.3	£5,452,580	£5,420	823	£6,625
FCO – Foreign and Commonwealth Office	3	45,854	3,095	14.8	£28,361,169	£9,163	3,589	£7,902
	5	53,157	4,100	13.0	£33,813,749	£8,245	4,412	£7,664
FSA								
FSA – Food Standards Agency	5	6,117	650	9.4	£5,117,151	£7,872	662	£7,729
	5	6,117	650	9.4	£5,117,151	£7,872	662	£7,729
GAD								
GAD – Government Actuary's Department	1	1,322	158	8.4	£1,428,374	£9,040	163	£8,763
	1	1,322	158	8.4	£1,428,374	£9,040	163	£8,763
HMRC								
HMRC – HM Revenue and Customs	116	506,766	52,550	9.6	£172,701,220	£3,286	58,532	£2,950
HMRC – Valuation Office Agency	29	26,396	2,052	12.9	£9,701,777	£4,728	2,625	£3,695
	145	533,163	54,602	9.8	£182,402,997	£3,340	61,157	£2,982
HMT								
HMT – HM Treasury	1	10,720	1,240	8.6	£7,647,839	£6,166	1,187	£6,443
HMT – UK Debt Management Office	1	1,679	118	14.2	£1,408,936	£11,940	149	£9,456
	2	12,399	1,358	9.1	£9,056,775	£6,668	1,336	£6,779
HOPG								
HOPG – Core Home Office	44	172,719	17,168	10.1	£94,361,217	£5,496	15,860	£5,949
HOPG – Disclosure and Barring Service	2	8,733	931	9.4	£3,338,271	£3,585	824	£4,051
HOPG – Her Majesty's Passport Office	12	38,158	4,178	9.1	£16,769,516	£4,013	4,201	£3,991
HOPG – Independent Police Complaints Commission	4	4,124	542	7.6	£2,732,298	£5,041	508	£5,378
HOPG – Office of the Immigration Services Commissioner	1	561	59	9.5	£486,481	£8,245	53	£9,178
HOPG – Security Industry Authority	1	1,096	136	8.0	£1,110,325	£8,134	165	£6,729
	64	225,392	23,015	9.8	£118,798,109	£5,161	21,611	£5,497
MOD								
MOD – Ministry of Defence	17	220,570	17,873	12.3	£121,036,409	£6,772	16,065	£7,534
	17	220,570	17,873	12.3	£121,036,409	£6,772	16,065	£7,534

Organisation	Occupation count	Sum of occupied N/A	Sum of total office-based FTE staff and contractors	Sq m per FTE	£ Sum of total property cost	£ Total property cost per FTE	Sum of no. of workstations	£ Total property cost per workstation
MOJ								
MOJ – Children and Family Court Advisory and Support Service	39	17,472	1,470	11.9	£6,187,613	£4,207	1,465	£4,223
MOJ – HMCTS (Midlands)	8	16,671	1,308	12.7	£12,208,383	£9,328	1,583	£7,712
MOJ – HMCTS (North East)	2	1,647	121	13.6	£502,781	£4,150	191	£2,632
MOJ – HMCTS (North West)	3	3,355	327	10.3	£1,505,243	£4,603	351	£4,288
MOJ – HMCTS (South East)	3	2,014	117	17.2	£1,525,116	£13,035	173	£8,815
MOJ – HMCTS (South West)	3	2,900	66	43.9	£1,076,036	£16,274	78	£13,795
MOJ – HMCTS (Wales)	1	220	33	6.7	£277,212	£8,400	33	£8,400
MOJ – Information Commissioner's Office	2	2,996	426	7.0	£1,273,000	£2,988	416	£3,060
MOJ – Legal Aid Agency	11	9,089	1,001	9.1	£3,820,589	£3,813	1,074	£3,557
MOJ – Ministry of Justice HQ	3	45,883	5,650	8.1	£42,689,786	£7,555	4,766	£8,957
MOJ – NOMS (Non-Custodial Property)	3	5,458	490	11.1	£33,503,195	£7,143	533	£6,572
	78	107,708	11,011	9.8	£74,568,958	£6,771	10,663	£6,993
NIO								
NIO – Northern Ireland Office	1	430	49	8.7	£841,639	£16,944	65	£12,948
	1	430	49	8.7	£841,639	£16,944	65	£12,948
NS&I								
NS&I – National Savings and Investments	1	2,149	198	10.9	£1,563,200	£7,895	222	£7,041
	1	2,149	198	10.9	£1,563,200	£7,895	222	£7,041
Ofgem								
Ofgem – Office of Gas and Electricity Markets	2	9,485	1,063	8.9	£7,687,053	£7,231	992	£7,749
	2	9,485	1,063	8.9	£7,687,053	£7,231	992	£7,749
Ofsted								
Ofsted – Office for Standards in Education	4	6,425	816	7.9	£4,046,522	£4,959	703	£5,756
	4	6,425	816	7.9	£4,046,522	£4,959	703	£5,756
ONS								
ONS – Office for National Statistics	2	38,958	2,900	13.4	£5,729,347	£1,975	3,815	£1,501
	2	38,958	2,900	13.4	£5,729,347	£1,975	3,815	£1,501
ORR								
ORR – Office of Rail and Road	1	2,351	210	11.2	£2,175,651	£10,337	210	£10,360
	1	2,351	210	11.2	£2,175,651	£10,337	210	£10,360
SO								
SO – Scotland Office	2	2,549	145	17.6	£912,746	£6,294	183	£4,987
	2	2,549	145	17.6	£912,746	£6,294	183	£4,987
WA								
WO – Wales Office	2	1,140	46	24.8	£718,035	£15,609	81	£8,864
	2	1,140	46	24.8	£718,035	£15,609	81	£8,864
Grand Total	951	2,816,956	271,082	10.4	£1,281,307,311	£4,726	278,789	£4,596

Glossary

Organisations

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

Definitions

£/FTE

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

£/sq m

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

Civil Estate

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

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

Central Estate

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

Climate Change Act 2008

Two key aims of the Act are to:

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

You can find the Climate Change Act 2008 at www.legislation.gov.uk.

Cost efficiency

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

DEC

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

EPC

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

e-PIMS™

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

FTE

Full-time equivalent (staff).

Holding

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

KPI

Key Performance Indicator.

MOTO

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

National Property Controls

National Property Controls (NPCs) apply a moratorium on organisations acquiring new properties and a presumption that leases will be surrendered at the earliest contractual opportunity. Organisations can apply to the Cabinet Office for exemptions; however, these will only be approved if they meet strict value or space-saving criteria.

NDPB

Non-departmental public body.

NIA

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

Occupation

Refers to the organisation using space within a holding.

Operational ratings

Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO₂ per sq m arising from energy consumption, compared with a value that would be considered typical for the particular type of building. The operational rating is a numerical indicator of the amount of energy consumed during the occupation of the building over a period of 12 months, based on meter readings.

PAM

Property asset management.

PFI

Private Finance Initiative.

Property

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

Sq m

Square metres.

Sq m/FTE

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

Top quartile commitment

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

Total annual operating cost

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



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