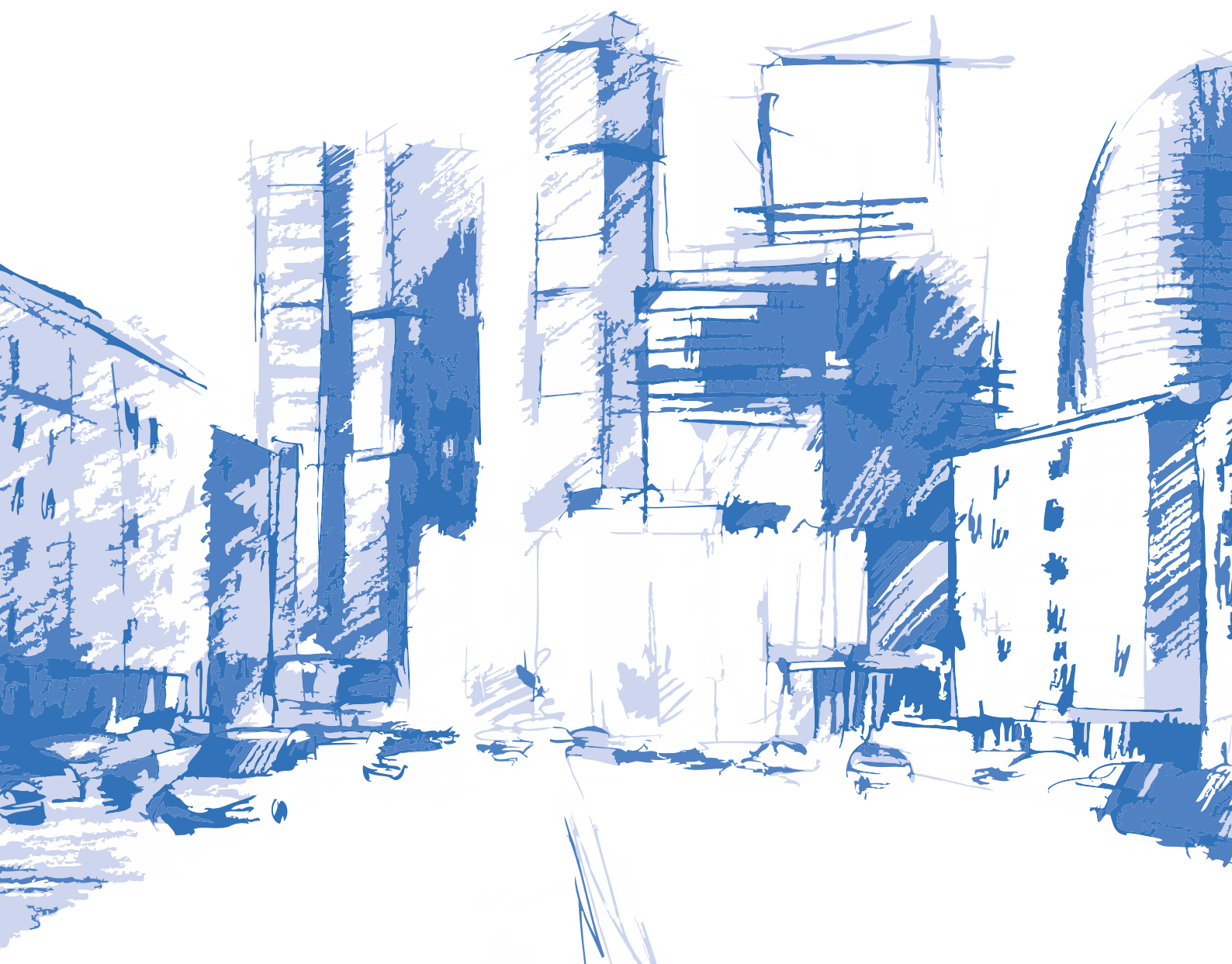




Cabinet Office

# The State of the Estate in 2016–17



# The State of the Estate in 2016–17

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

HM Government

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# Ministerial Foreword



Oliver Dowden CBE,  
Parliamentary Secretary  
(Minister for Implementation)

Our work to transform how the government approaches and manages its property to drive efficiencies, savings and productivity has taken important strides forward since 2010. This work has never been more critical as we look to introduce even more innovative ways of working.

The size of the estate and our running costs have continued to fall and 2016-17 was no exception. We are making ever more efficient use of our estate and our space per person ratio in offices is down to 9.9 sq.m, which means we are outperforming much of the private sector. The work does not stop there however - the modern, innovative workspaces delivered by the Government Hubs programme will help drive this efficiency even further. It is our ambition to achieve 6 sq.m in these locations.

Our focus on making our estate more efficient has resulted in a further £620 million in capital receipts, this is money that will be reinvested into supporting local and national services. This highlights the innovative approach to property management and ways of working that will benefit everyone.

But cost and efficiencies are not the only reasons we are transforming our estate. Our end goal is to enable better outcomes for the public and to help make our vision of a Brilliant Civil Service a reality. Our people will be developed and surrounded by a working environment that works for them, a truly inclusive environment, in open, modern workplaces, that help them deliver the best public service.

We are committed to creating modern, flexible workplaces that encourage us to work differently: sharing space with other departments, making it easier to work across boundaries and giving our people the most up-to-date equipment for the job.

Through the Government Property Agency (GPA) we will bring commercial expertise to the management of the government's office portfolio, while delivering benefits to the taxpayer through cost savings and increased productivity.

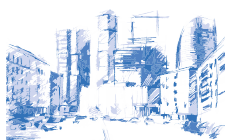
The Government Hubs programme has gone from strength to strength. Eleven Government Hubs have already been announced across the UK. These multi-departmental hubs are an investment in the future of our city centres and also in the future of the Civil Service. The relocation of civil service roles and public bodies out of London will also play an important role in spreading economic growth, wealth and opportunity across the UK.

Through the One Public Estate programme, we are changing the approach to public sector property, helping to support national and local priorities in a way that works for everyone. Now working with over 90% of local authorities and 13 major government departments, we are boosting local growth by delivering more jobs and homes, making government services more accessible for citizens through the co-location of services, and supporting the public sector to work more effectively and efficiently as a whole.

I am proud of what we have already achieved in making the government estate more modern and efficient. I look forward to seeing the numerous benefits realised as we deliver these exciting programmes.

**OLIVER DOWDEN CBE**  
**Minister for Implementation**

The total size of the Central Estate has reduced by over 100,000 sq.m since 2015–16



# Chapter 1:

# Introduction

## Aim of this report

This annual State of the Estate report describes progress throughout the 2016–17 financial year in reducing the overall size and improving the efficiency of central government property that make up the Central Estate.<sup>1</sup>

The report focuses on three areas:

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

The State of the Estate series of reports fulfills 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).

## The reporting period

This report covers the financial year 2016–17 (1 April 2016 to 31 March 2017). Performance during 2016–17 will be compared with the previous year, 2015–16.

## Key findings

### Estate operating costs

The operating cost<sup>4</sup> of the estate during the financial year 2016–17 was £2.57 billion.

Adjusted for inflation, this represents a 1.4% reduction in real terms<sup>5</sup> on the previous year’s total of £2.55 billion.

### Estate size

During 2016–17, the Central Estate continued to reduce, falling from 8.0 million sq.m to 7.9 million sq.m – a reduction of the size of 435 tennis courts.

The vacancy rate was 1.5%, which is one fifth of the private sector average of 7.5%.

<sup>1</sup> See Figure 1.1 for full details.

<sup>2</sup> The size of the estate is measured as Net Internal Area (NIA) in square metres (sq.m).

<sup>3</sup> The measure of space efficiency is the amount of office space per person, calculated as occupied usable space (sq.m NIA) divided by the total number of full-time equivalent (FTE) staff and contractors.

<sup>4</sup> The operating cost is the total net cost including 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.

<sup>5</sup> GDP deflators at market prices, and GDP December 2017 (Quarterly National Accounts), HM Treasury.



## Estate performance

Office use continued to improve and space per person for 2016–17 was 9.9 sq.m – representing a 5% reduction on the 2015–16 figure of 10.4 sq.m. The improvements are primarily a result of a 3% reduction in office space and the growth in number of civil servants by 0.3%.

The cost of office space per person on a consistent year-on-year basis, was £4,602 in 2016–17, an increase of 0.3% and the cost of office space per sq.m was £467 – a 6% increase on 2015–16. However, due to reclassification of certain costs by two departments, additional costs were included for the first time and taking that effect into account, the cost per person has increased by 6% to £4,859 and cost per sq.m by 11% to £493.

The Government continues to outperform the private sector in all performance metrics.

## The Central Estate

This *State of the Estate* report focuses on the Central Estate, which is made up of the ‘core’ property holdings of organisations from the Civil Estate, and does not include specialist property. For example, it does not include museums, royal parks or port facilities.

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

## e-PIMS™ and data collection

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

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

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

## Measuring performance

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

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

## Datasets used in this report

### Size

A snapshot of e-PIMS™ data was taken on 31 March 2017 to inform the size of the Central Estate by department.

### Cost

Parent departments provided the actual net costs of running the properties that make up the Central Estate during 2016–17. A definition of total annual operating cost is included in the Glossary.

### Performance

The Government Property Unit (GPU) collects performance data on offices in the Central Estate annually. Occupations under 500 sq.m can be excluded from this exercise, although most organisations choose to include them. Cost and utilisation data are reported for the full 2016–17 financial year; properties that have been occupied for only part of this period are excluded from the benchmarking reporting.

### Sustainability

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

The Central Estate comprises the properties that are owned, leased or occupied by government organisations, including ministerial and non-ministerial departments, executive agencies and executive non-departmental public bodies.

Figure 1.1: The scope of the government estate structure

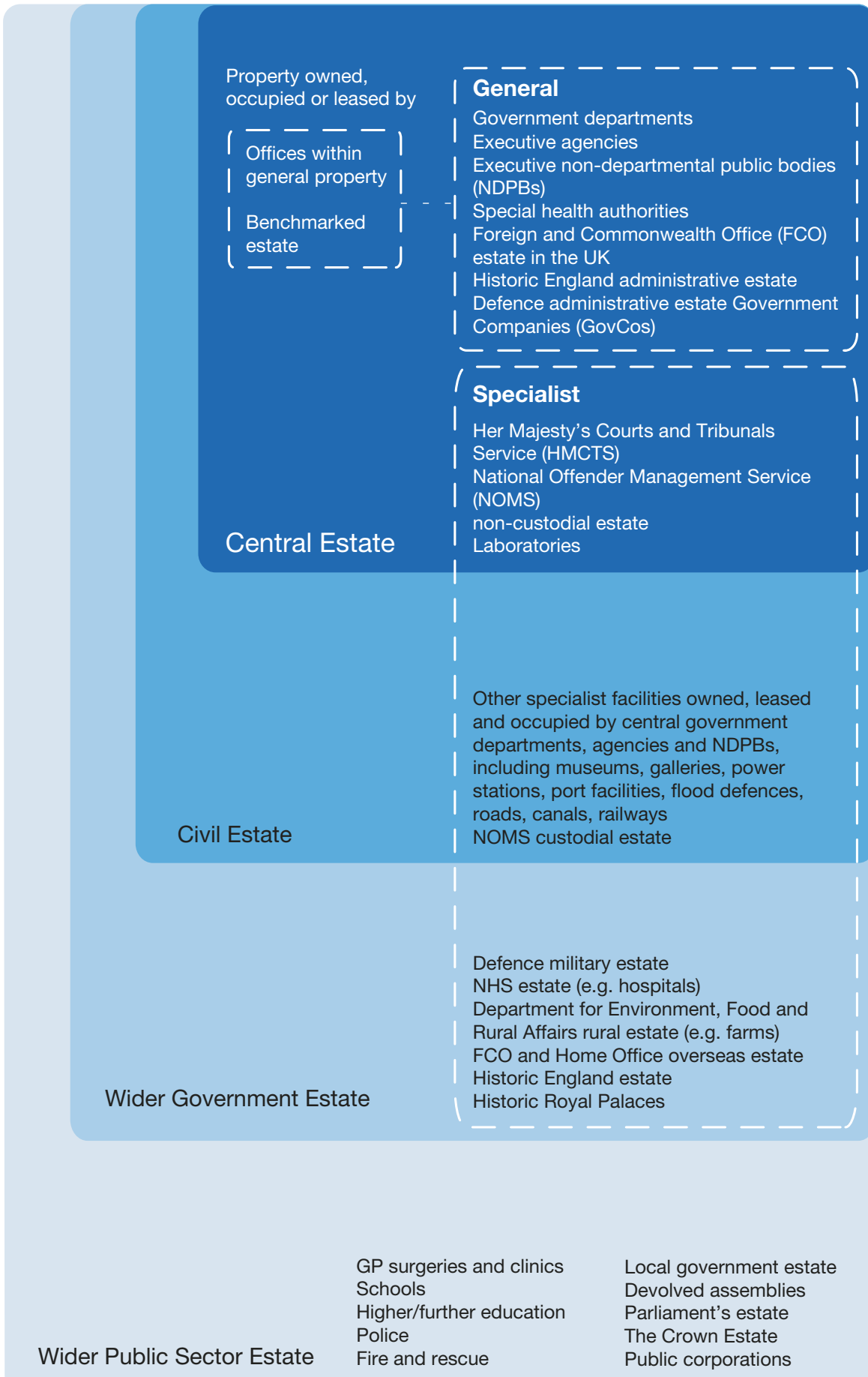
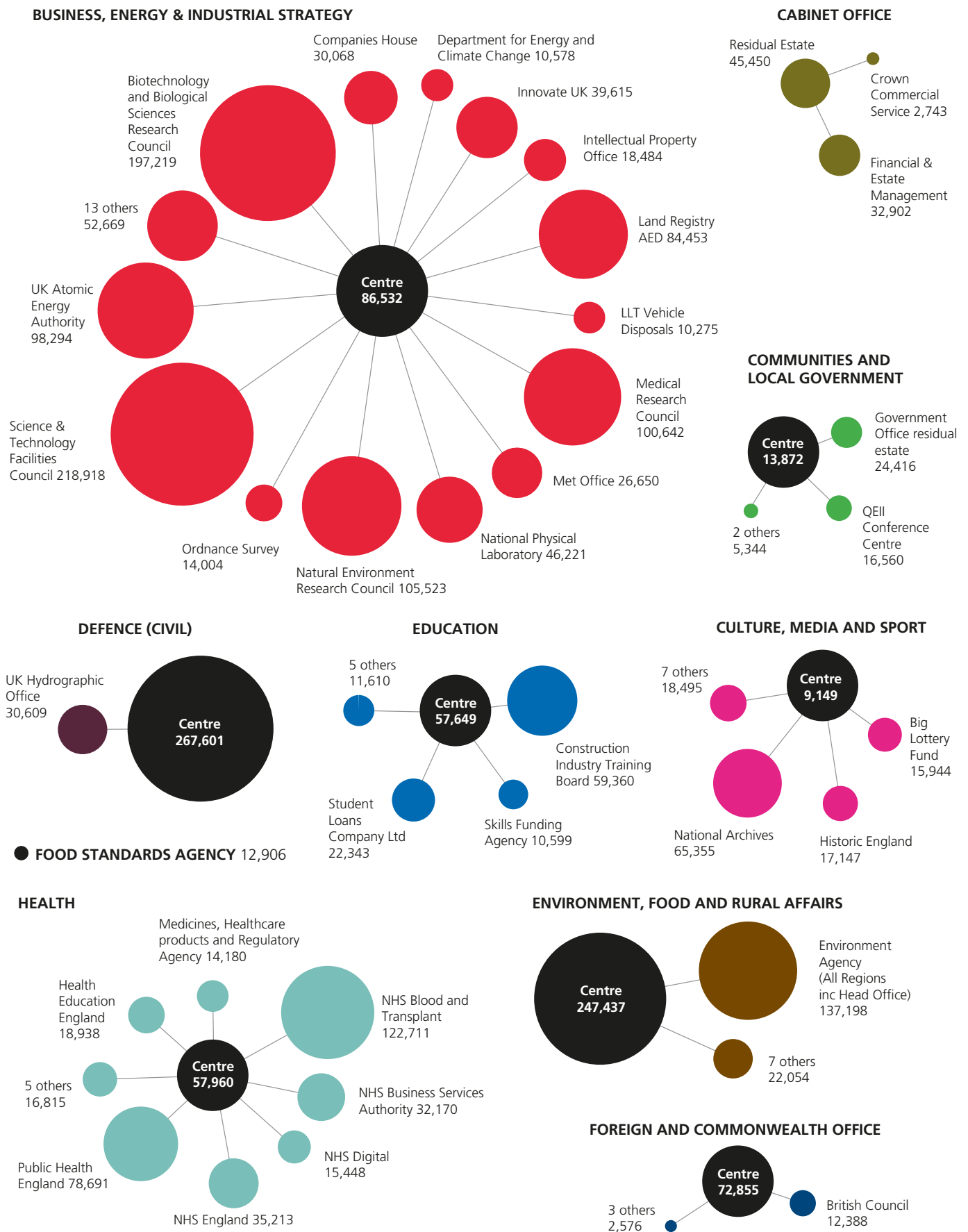
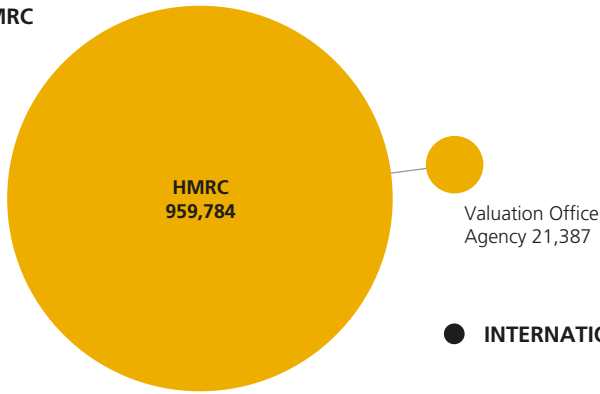


Figure 1.2: Departments with a central estate over 10,000 sq.m and their families, as at March 2017\*

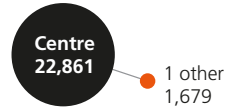


\* All figures represent total size in sq.m (owned holdings only)

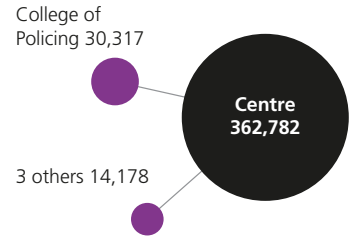
**HMRC**



**HM TREASURY**

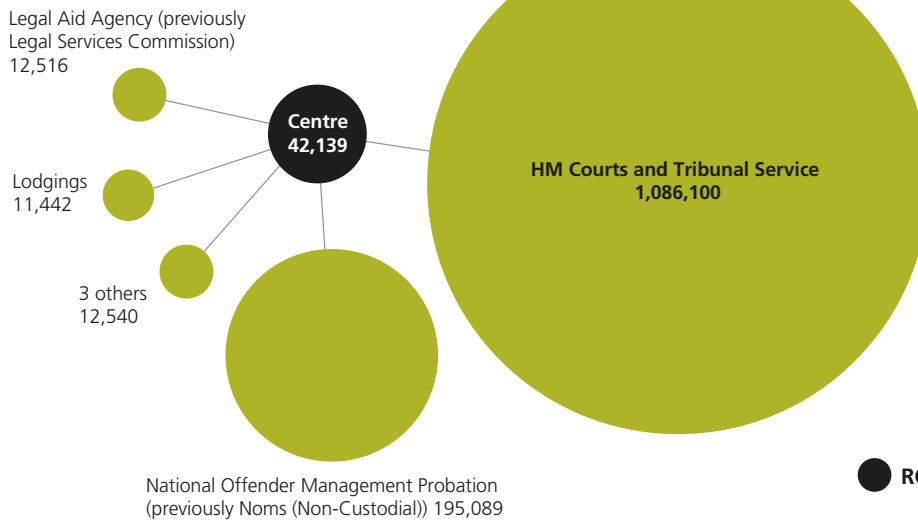


**HOME OFFICE**

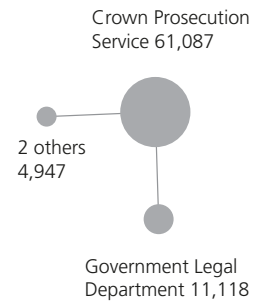


● **INTERNATIONAL DEVELOPMENT** 19,358

**JUSTICE**



**LAW OFFICERS' DEPARTMENT**

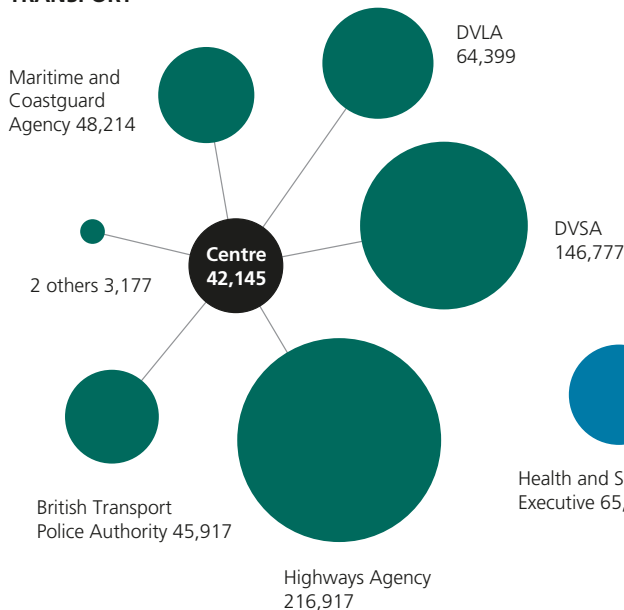


● **ROYAL MINT** 32,091

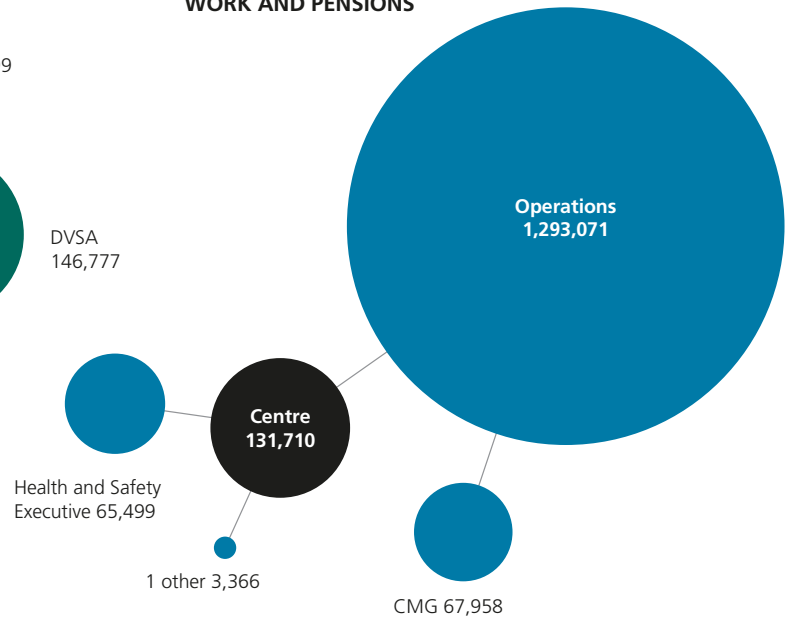
● **OFFICE OF GAS AND ELECTRICITY MARKETS** 12,643

● **UK STATISTICS AUTHORITY (ONS)** 60,202

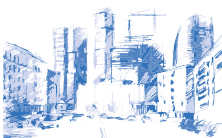
**TRANSPORT**



**WORK AND PENSIONS**



The vacancy rate in the Central Estate has fallen by 40% in five years



# Chapter 2:

# The estate

## The Central Estate

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

The size of the Central Estate has decreased from 8,006,894 sq.m in 2015–16 to 7,893,499 sq.m in 2016–17 – a reduction of 1.42%. This reduction of 113,395 sq.m is equivalent to 435 tennis courts and should be viewed in the context of a reduction of over 1.3 million sq.m in the last four years.

Reflecting the Government's Estate Strategy to minimise surplus, Figure 2.1 shows the decline in size over the last four years and an increase in Civil Servant headcount.

The Government's Estate Strategy to create an efficient estate delivered substantial reductions in the Central Estate. The rate of reduction has slowed as the Civil Service Headcount rose, as shown in Figure 2.1. It

remains to be seen if the Civil Service headcount will continue to rise, especially given the additional demands on departments from Brexit. However, as happened in this reporting period, some rise in headcount is expected to be offset by continued focus on efficient estate management, the Government Hubs programme and increasing Smart Working in the Civil Service.

## What is e-PIMS™?

e-PIMS™ is the Electronic Property Information Mapping Service, the central government property database. e-PIMS™ contains over 250,000 land and property records. It is used across central government as well as by local authorities and the devolved governments.

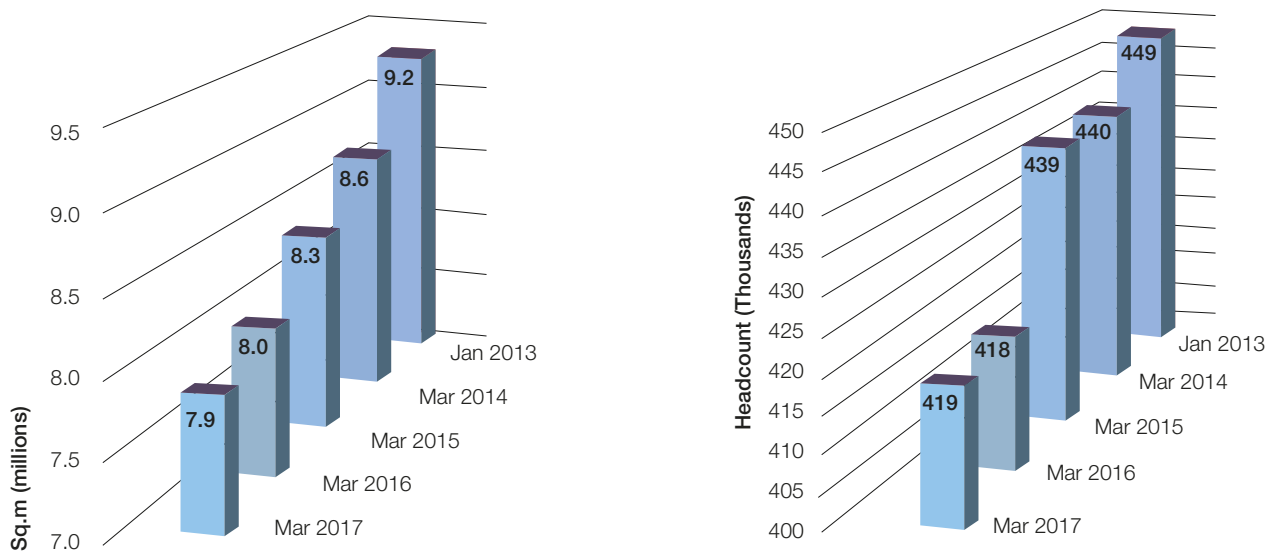
Across the e-PIMS™ platform there are more than 13,000 active users. e-PIMS™ is free to registered users, and has a built-in mapping tool and dedicated service delivery team.

## Government Property Finder

The online Government Property Finder provides public access to all land and buildings owned by central government. This includes those records that have been allocated for sale or for rent and is currently available online in a beta version<sup>6</sup>.

<sup>6</sup> See <https://www.epims.ogc.gov.uk/government-property-finder/Home.aspx>

Figure 2.1: Total size (sq.m) of the Central Estate against Civil Service headcount, 2013 to 2017\*



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

## Total floor area by parent department

Figure 2.2 shows the total floor area held by departments in 2016–17. The Department for Work and Pensions (DWP), Ministry of Justice (MOJ) and Business, Enterprise and Industrial Strategy (BEIS) combined continue to own over half of the Central Estate. All three departments continue to focus on estate rationalisation and reported a decrease in size from last year.

MOJ led the way, reducing its holding area by 49,644 sq.m (4%) This was mainly as a result of the Courts and Tribunal Service Estates Reform Project delivering reductions of nearly 42,000 sq.m.

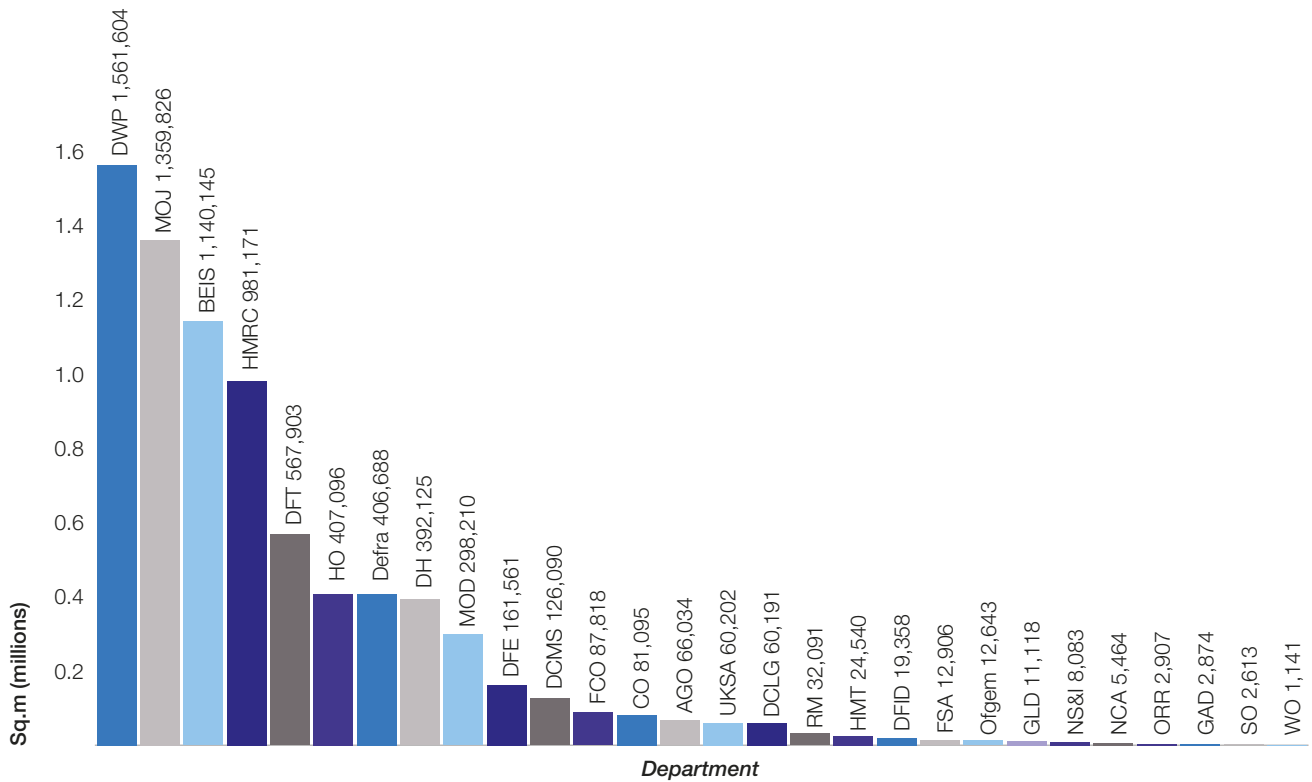
In addition, the Attorney General’s Office (LOD) reduced its holding area by 3,338 sq.m (5%) due to Crown Prosecution Service (CPS) rationalisation.

Some departments recorded an increase in their estate. However, the vast majority of that increase (44,483 sq.m of the 58,965 sq.m) was not additional occupied estate, but rather improved data coverage. For example, NHS England reported assets previously marked as assets excluded from central estate. When this is taken into account, the decrease in size from 2015-16 is 2%, rather than the 1.42% reported in Figure 2.1.

Departmental Estates strategies can cause their estate to expand temporarily as part of longer term rationalisation plans. This occurred in 2016-17 for Department of Health (DH) who reported an increase of 3.3% as a result of move into their new Victoria Street Headquarters whilst still in occupation of Richmond House. DH has now fully vacated Richmond House, significantly reducing their London estate.

Not only has the estate reduced in size, the number of holdings (excluding land) has also marginally fallen, decreasing from 4,653 in 2015–16 to 4,638 in 2016–17. This was mainly due to reductions in Private Finance Initiatives (PFI).

Figure 2.2: Total floor area of the Central Estate by parent department, as at March 2017\*



\*See Glossary for full Department names

## Total area by region

Figure 2.3 shows the regional distribution of the estate. London and the South East continue to dominate, accounting for over 34% of the central estate.

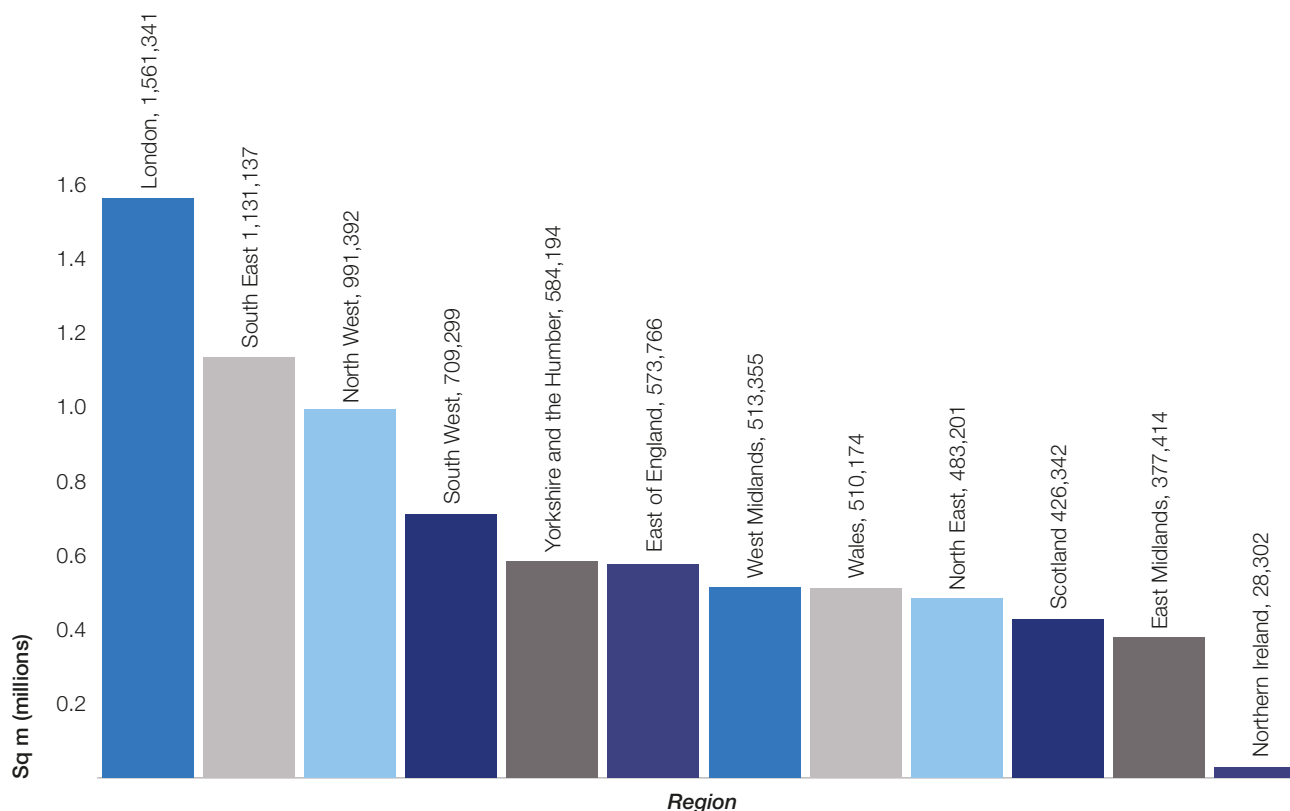
These regions will see significant transformation, with c.8,000 civil servants and public sector workers starting to move to new Government Hubs in Canary Wharf and Croydon this year. This will include staff from Revenue and Customs, the Department of Work and Pensions and energy regulator, Ofgem.

Longer term, London could see a reduction in civil servants through the gradual relocation of public service jobs into other regions. This will drive further efficiencies in London and also support economic growth in other parts of England.

Across the Central Estate in the UK, 75% of the 12 regions reduced their floor area by between 1 and 9%. Three regions – London, North East and Wales – increased their floor area but these increases were limited to between 1-2%.



Figure 2.3: Total size (sq.m) of the Central Estate by region, as at March 2017\*



\* Charts exclude International region

## Vacant space

Space that is vacated, ready for release and reuse by other occupiers or for disposal is known as vacant space. Increased efficiency in the use of the estate is typically demonstrated by low rates of vacancy. Some vacant space is necessary to provide flexibility in estate utilisation, meeting short term fluctuations in demand and implementing short term programmes.

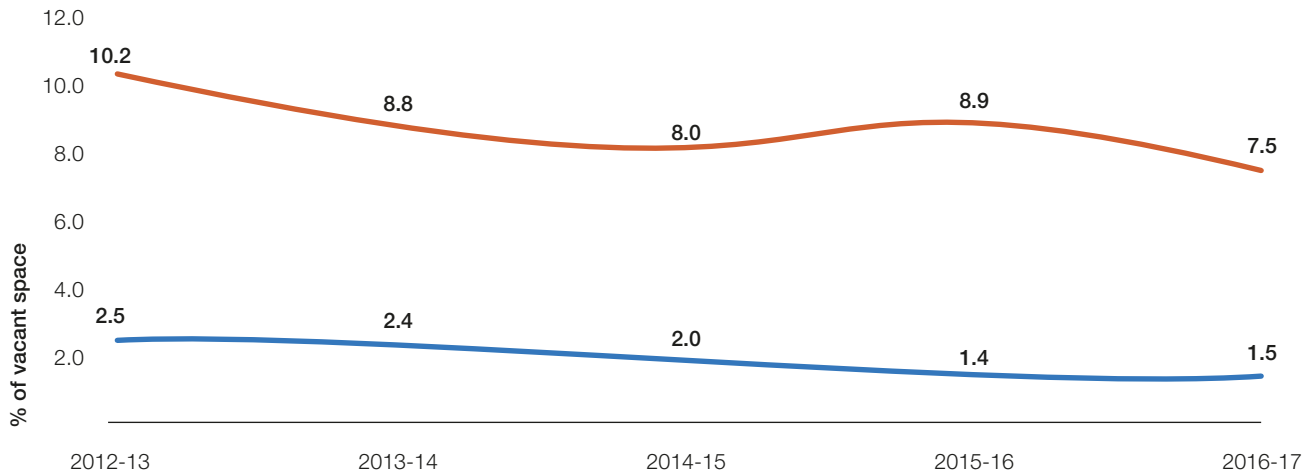
The regions with the lowest rates of vacant space were also those with highest property values, London at 0.1% and South East at 0.7%, delivering maximum value for money for the tax payer. There continues to be high demand for space in London that also drives low vacancy rates.

Total vacant space for the Central Estate in 2016–17 was 117,884 sq.m. This reflects an increase of 6% during the reported financial year and represents 1.5% of the total Central Estate. The government vacancy rate however remains one fifth of the private sector average of 7.5%<sup>7</sup>. In the last four years the vacancy rate in the Central Estate has fallen by 40% compared to a fall of 26% in the private sector average, reflecting better use of the estate.

Figure 2.4 shows the percentage of vacant space in the Central Estate compared with the private sector for the last five years.

<sup>7</sup> Source: Knight Frank, average vacancy rate for 2016-17

Figure 2.4: Vacancy rates in the Central Estate and the private sector in 2016-17



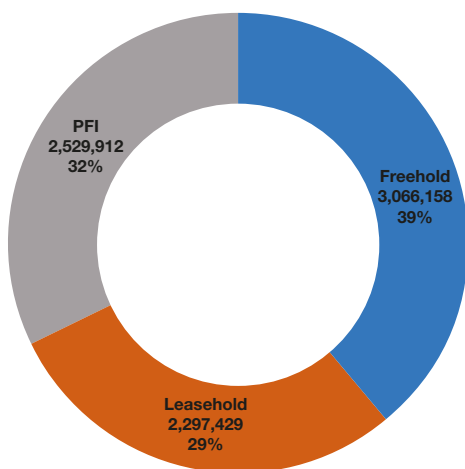
## Tenure breakdown

The distribution of freehold, leasehold and PFI holding area across the Central Estate remains unchanged at 39%, 29% and 32% respectively.

Figure 2.5 shows that the Government continues to prefer to own its Estate. The biggest reduction in tenure was in the number of PFI holdings which fell by 32, compared to leaseholds which increased by a total of 43.

DWP accounts for 59% of the PFI estate and as its main property PFI contract comes to a conclusion in March 2018, there will be a change in the tenure mix. Through the Government Property Agency, the Government will adopt a more commercial approach to use of its Freehold estate.

Figure 2.5: Total size of the Central Estate by tenure, as at March 2017



## Operating costs

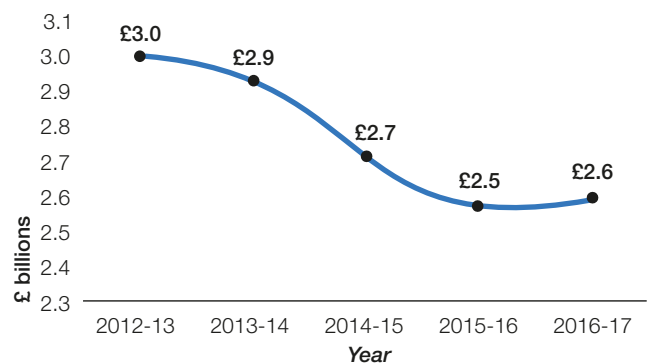
The total annual operating cost<sup>8</sup> of running the Central Estate in the financial year 2016–17 was £2.57 billion. This represents a 1.4% reduction in real terms on the previous year's total of £2.55 billion. This reflects continued consolidation of estates across departments and improved space utilisation, despite pressures from a rise in civil service headcount.

Parent departments have reduced operating costs by 14% in 5 years (19% in real terms). In 2016–17:

- 50% of departments reduced their costs
- 45% of departments had increases below 10%

Figure 2.6 shows the annual operating cost of the Central Estate by parent department. Two major departments report a material cost increase, however this was mainly due to more comprehensive reporting of costs. When this is accounted for total costs were £2.5 billion.

Figure 2.6: Central Estate running costs for the last five years



<sup>8</sup> Total net cost includes annual property occupation costs, building operation costs, business support costs, property management costs and utilities. A full definition of total annual operating cost can be found in the Glossary.

The largest savings were made by:

### Charity Commission

Cut costs by 40%, citing significant savings from an office move in Taunton.

### National Savings and Investments

Cut costs by 33% as a result of gradual consolidations and building closures.

### Department for Education

Cut costs by 19% by sharing more of their space with other government departments and by disposing of properties in London, Nottingham, Sheffield, Bristol, Peterborough, Cambridge and Runcorn.

There were increases in cost for two departments:

### Ministry of Defence (MOD)

Reported costs increased by 23%. The MOD identify the main reason for the increase as more comprehensive cost reporting.

### Ministry of Justice

Costs increased by 10%. Two major contributory factors were reduced income from the Community Rehabilitation Company and implementation of the HMCTS Estates Reform Project.

## Capital receipts in 2016–17

In the first two years of the Asset Efficiency programme, around £1.66 billion was raised in capital receipts from disposals: £1.04 billion from 534 sites in 2015–16, and £0.62 billion from 523 sites in 2016–17.

Figure 2.7: Central Estate annual operating costs by parent department<sup>9</sup>

Over £100 million		Up to £100 million		Less than £10 million	
DWP	£630,470,888	CO	£44,236,949	Ofgem	£8,686,712
MOJ	£506,905,380	DCMS	£36,035,000	UKSA	£7,813,061
HMRC	£238,930,281	FCO	£35,632,584	CMA	£7,240,841
HO	£190,489,023	CO	£30,151,674	DFID	£6,560,287
BEIS	£183,822,878	DFE	£28,443,610	RM	£5,847,787
DH	£166,411,361	DCLG	£17,216,985	FSA	£5,712,282
MOD	£152,234,119	HMT	£15,204,312	NS&I	£5,019,710
DFT	£139,858,283	<b>Total</b>	<b>£206,921,114</b>	ECGD	£2,473,908
Defra	£101,456,311			GAD	£1,690,355
<b>Total</b>	<b>£2,310,578,524</b>			ORR	£1,657,745
				SO	£1,112,353
				CHAR	£972,708
				NIO	£800,538
				WO	£348,759
				<b>Total</b>	<b>£55,937,046</b>

<sup>9</sup> See Glossary for full Department names.

## Disposals of land and property for housing

GPU has central oversight of all government land and property. It works across government to create a more effective, efficient and better value estate. As part of this GPU oversees and coordinates the release of government land and property, leading on the commitment to release £5 billion of surplus government land in 2015–20 and supporting the Ministry for Housing, Communities and Local Government to release land for housing. Our aim is for government to only hold land which is vital for operational use and to release surplus land and property in a way that delivers value for the taxpayer and boosts economic growth.

GPU is supporting a number of major transformation programmes across government with significant implications for the government estate:

- *Health*: Following the Naylor Review into the NHS estate, GPU is working with the Department of Health and Social Care and NHS bodies to transform the health estate in support of the NHS 5-Year Forward View. This includes optimal allocation of the £3.5 billion capital investment announced in Autumn Budget 2017, as well as ensuring Sustainability and Transformation Plan areas are supported to manage and transform their estates efficiently and effectively.
- *Defence*: Following publication of the Better Defence Estate Strategy in November 2016, GPU is working with the MOD and Defence Infrastructure Organisation to release 91 sites in a way which supports land for housing and wider economic growth.
- *Justice*: GPU is supporting Her Majesty's Courts and Tribunal Services to transform the court estate alongside a major programme to digitise court services. We are also supporting the MOJ to transform the Prison estate, including providing 10,000 new prison places and releasing surplus sites.

In March 2017, GPU published 'Making commercial terms of government land disposals more transparent'<sup>10</sup>. This committed to publishing an annual Transparency Report, giving details of all government land sales in the previous financial year and will make it easier to access information in one place on government land and property disposals. The first Transparency Report including all central government asset sales in financial years 2015–16 and 2016–17 is due to be published in early 2018.

In March 2017, GPU also published 'The Guide for the Disposal of Surplus Government Land'<sup>11</sup>. This sets out the principles and technical processes for the disposal of surplus land and buildings alongside the policy context. It supplements the 'Managing public money'<sup>12</sup> guidance published by HMT.

Whilst the government is taking steps to ensure its estate is managed efficiently and effectively, GPU also encourages external challenge. The Right to Contest was introduced in 2014 to allow the public to challenge government to sell land or property if it is believed to be potentially surplus or could be put to better economic use, including for housing. This has already resulted in seven successful cases, including part of the 19th century Dulwich Hospital site in Southwark (NHS Property Services), land at Canada Docks, Liverpool (Homes England), and part of the Howe Barracks site in Canterbury (MOD).

## Case studies

### Right to Contest example – Canada Docks, Liverpool

- The 0.64ha brownfield site at Canada Docks, Liverpool (2 miles to the north west of the city centre) was acquired by Merseyside Development Corporation in 1998 and had been vacant, being held for potential freight rail route to the port.
- The site was deemed suitable for industrial or business uses (B1, B2, B8).
- The Right to Contest application triggered a review of the feasibility study of the freight rail route options in partnership with Liverpool City Region Local Economic Partnership and the Combined Authority. This concluded that an alternative route was more appropriate, and the Combined Authority agreed to remove the policy barrier safeguarding this site from development.
- Homes England marketed the site on an open and competitive basis in May 2016 and it was sold in November 2016. It was redeveloped for commercial use.

<sup>10</sup> See <https://www.gov.uk/government/publications/making-commercial-terms-of-government-land-disposals-more-transparent>

<sup>11</sup> See [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/599778/Guide\\_for\\_the\\_Disposal\\_of\\_Surplus\\_Land.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/599778/Guide_for_the_Disposal_of_Surplus_Land.pdf)

<sup>12</sup> See [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/454191/Managing\\_Public\\_Money\\_AA\\_v2\\_-jan15.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/454191/Managing_Public_Money_AA_v2_-jan15.pdf)

# One Public Estate

From its inception as a pilot in 2013, the One Public Estate (OPE) programme set out to occupy a unique position across the public sector – the space in between public sector partners. The aim was to transform the way we manage our assets by creating a public sector-wide mindset on property.

The ethos of OPE is reflected in its own partnership between the GPU in Cabinet Office and the Local Government Association (LGA). This strong relationship is based on a shared agenda to deliver national and local priorities in a way that works for communities. GPU's role leading the government estate Strategy and position at the centre of Government, alongside the LGA's role as representative body for local government, puts the partnership in an ideal position to facilitate cross-public sector collaboration.

With £31m awarded at Autumn Statement 2015, the programme has expanded rapidly. The latest expansion in December 2017 saw OPE supporting 319 councils (over 90%) in England.

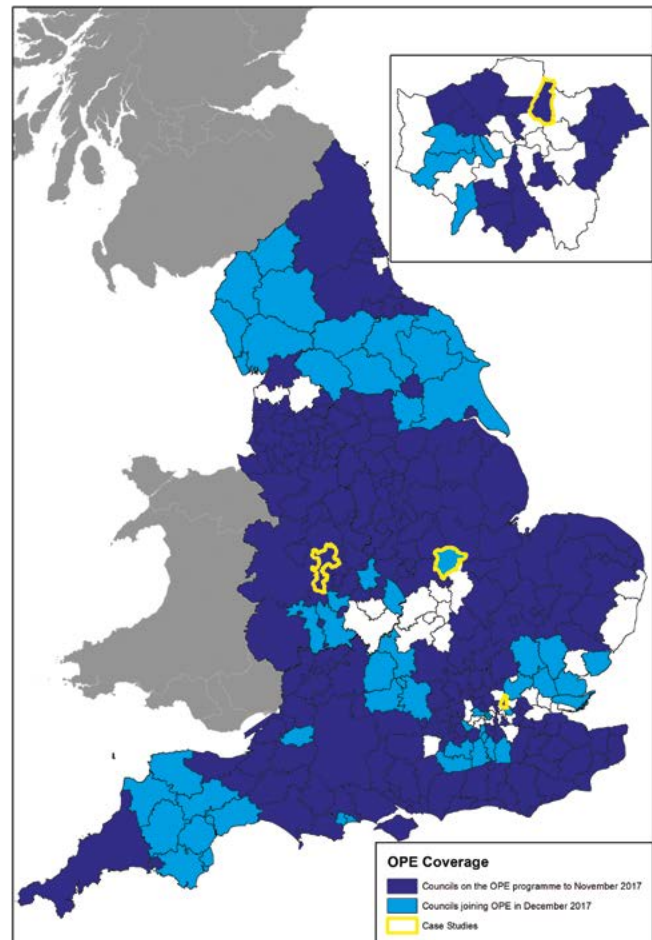
Partnerships joining the programme up to November 2017 expect to deliver significant benefits by 2020: 44,000 new jobs, unlock land for 25,000 new homes, £615m capital receipts, and £158m running cost savings. We are already seeing the benefits of the hard work by partnerships joining as part of early pilot phases. By March 2017, OPE partnerships had delivered £63m in capital receipts, £18m running cost savings, created 5,462 jobs and released land for 2,203 new homes.

But the benefits of this collaborative programme go further than these property-based outputs. OPE partnerships are now seeing land and property not just as a cost but as an enabler for growth and service transformation. Indeed, the programme has successfully delivered 73 co-locations so far, surpassing our target of 45 by 2020. These range from combined emergency service headquarters to multi-service community hubs. Partnerships now expect to deliver near to 200 co-locations by 2020, making public services more accessible to communities.

OPE is also playing an important role in supporting wider government agendas. Working with 13 major government departments, the programme has provided expertise to help unlock projects and break down barriers at the local level. This includes supporting the delivery of the housing agenda, health and social care integration, and courts and prisons reform. The programme has also worked closely with the MOD to support the resizing of its estate. The Department's strategy 'A Better Defence Estate'<sup>13</sup> was published in November 2016, and was informed by its active engagement with OPE

partnerships. It recognised the value of sharing forward plans with local authorities to enable long-term economic growth from the use of vacant Defence sites.

Figure 2.8: Coverage of areas with an OPE presence



In 2017, OPE expanded its partnership to the Ministry for Housing, Communities and Local Government to support delivery of the £45m Local Authority Land Release Fund (LRF). The LRF will provide capital funding for councils to bring forward sites for housing that would otherwise not have been developed, contributing to the local government ambition to release land for 160,000 new homes by 2020. Coupled with OPE revenue funding and practical support, this joined-up working is making it easier for local authorities to access support and funding from across government.

<sup>13</sup> MOD, [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/576401/Better\\_Defence\\_Estate\\_Dec16\\_Amends\\_Web.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/576401/Better_Defence_Estate_Dec16_Amends_Web.pdf)

# Case studies

## Waltham Forest – a new town hall campus

The London Borough of Waltham Forest is transforming its historic town hall campus in north east London. The OPE Partnership plans to transfer services from several existing council offices to a new 6,600 sq.m civic centre developed to house the Council, MOJ and private businesses.

OPE has funded a dedicated Project Manager, and the programme has successfully brought together the MOJ and the Council to align the interests of local and central government in the area, achieving the best outcome for local residents. The MOJ has sold Waltham Forest Magistrates' Court to the Council, which will optimise the provision of affordable housing, and is currently co-locating in Council offices.

Waltham Forest and MOJ staff will move into the new, modern office accommodation, offering more joined-up services for the public including a one-stop-shop for health and wellbeing. Nine of the Council's older, less efficient offices will close, freeing up land for 350 new homes (of which at least 35% will be affordable) and commercial space. They expect to raise significant receipts from selling these surplus and outdated properties. Taxpayers are set to benefit from an extra £1m a year in business rents, council tax and reduced running costs.<sup>14</sup>

New design for Waltham Forest Town Hall Campus incorporating the civic centre



<sup>14</sup> Some of this info comes from the LBWF web site at <https://www.walthamforest.gov.uk/content/walthamstow-town-hall-campus-plans-unveiled>

## Rutland OPE: North Luffenham – St George's Barracks

With OPE support, Rutland County Council and the MOD are exploring options for the future use of St George's Barracks. The MOD intends to release this large site covering 300 hectares (over 700 acres) in 2021. Built as a training airfield during World War II, it was adapted for use as a base for heavy bombers before it was taken over by the Army. The site presents a number of significant challenges in developing it for civilian use and partners need to balance its transformation with the needs of existing communities, the region and the environment.

The Council has high ambitions for the site, including a garden village with up to 3,000 new homes and an enterprise park that would create 4,700 jobs, mainly in the construction and commerce sectors. As well as generating new homes and jobs, the project would produce substantial capital receipts.

OPE is supporting the critical early master planning stages of the project, facilitating discussion between partners, and helping to coordinate bids for capital funding from across Government to accelerate these development proposals.

The MOD's St George's Barracks site in Rutland



## Staffordshire County Council – Enterprise Campus: Co-location and regeneration between Health, Police and Council

South Staffordshire Council – part of the wider Staffordshire OPE partnership – is embarking on an ambitious OPE project to increase the scale and range of public services operating from its Community Hub. The Hub will integrate a GP surgery, pharmacy, NHS Clinic, private businesses and voluntary organisations alongside existing library and Council offices. This state-of-the-art development will commence with the arrival of the police force in early 2018 and aims to transform local residents' experiences of public services.

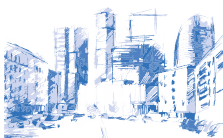
OPE has funded the crucial business case development stage of this ambitious project. This will allow the partnership to continue with the momentum gained so far, and secure

the confidence of their co-location partners. Staffordshire Council recognise that they need to work closely with partners to develop creative solutions to integrating existing and new services at the campus. The dedicated OPE regional team are providing support to the partnership by sharing expertise of nearby OPE partnerships.

This consolidation of services will allow closure of inefficient, disparate sites including the existing GP surgery and police stations, subsequently releasing land for 50 homes and generating around £3m in capital receipts. The relocation to a more modern and efficient workspace is also forecast to reduce ongoing operating costs by around £1.2m and increase productivity for the public bodies involved.



Space per person across the office estate decreased by 5% in 2016–17



# Chapter 3:

# Office performance

Government departments in 2016–17 continued to use their office space more effectively and efficiently in line with Government policy, particularly through smarter working, investment in technology and flexible working. The performance metric of space occupied per staff member has improved over the year, continuing the trend seen in previous years. The government continues to outperform the private sector through these initiatives and the strategic use of its estate.

## Structure of the benchmarked estate

The 2016–17 office benchmarking programme included 971 occupations participating across 29 parent departments. The number of occupations reduced by 6% from the previous programme. This was mainly due to disposals and rationalisation initiatives across the office estate, with DWP and Defra having the largest reductions in benchmarked occupations.

Further information about the structure and size of the benchmarked estate is provided at the end of this chapter.

## Definition of benchmarked estate

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

Some organisations benchmark their entire office estate but the majority continue to focus on office space over 500 sq.m (75% of occupations that were benchmarked in the 2016–17 programme were 500 sq.m or over).

## Example of office rationalisation strategies

The number of DWP occupations fell by 31 in this benchmarking programme.

The transformative People and Locations Programme has been the vehicle for deciding the Department's property strategy. Implementation of the strategy will result in an overall improvement of the Department's use of space, improving benchmarking results for 2017–18 and beyond. Further reductions in occupancies are expected for 2017–18 and 2018–19 benchmarking programmes for residual projects.

Defra has also seen a reduction in the number of benchmarked occupations as the Department has reduced its estate by vacating several properties.

In addition, Defra has reviewed and updated existing data and records on the ePIMS™ database to improve the quality of the data that is captured.

In line with the reduction of occupations, the amount of space benchmarked in the programme has fallen by 74,033 sq.m, which equates to a drop of 2.6%.

## Space per person

The average space per person (sq.m per full time equivalent (FTE)) across the office estate is 9.9 sq.m. This is an improvement of 5% on the figure of 10.4 sq.m reported in the preceding two years. This shows progress has been made against the 8 sq.m per FTE target for government offices by March 2018. Analysis of this KPI over the last three years (see Figure 3.1) indicates that the long-term ways of working are embedded in government.

The Government has outperformed the private sector for the 4th consecutive year. The 2016–17 private sector benchmark is 11.2 sq.m per FTE – 12% higher than the government rate. Commercial property research indicates that the private sector has been less successful than the public sector in rationalising their estate in line with reduction in staff numbers.

The Government Hubs Programme will have a significant impact on the government estate by facilitating the move to more modern and efficient buildings.

In contrast to these reductions, there has been an increase in FTEs and workstations. This reflects the first increase in 6 years to Civil Service staff numbers<sup>15</sup> and the Government's commitment to accommodate recruitment by maximising the efficiency of existing properties.

Approximately 21% of departments have met or are within 0.5 sq.m per FTE of the 8 sq.m target, and improvements in performance were made by 24 out of 29 (83%) of departments – with the most significant improvements being achieved by:

### *Departments reporting on over 20,000 sq.m of space*

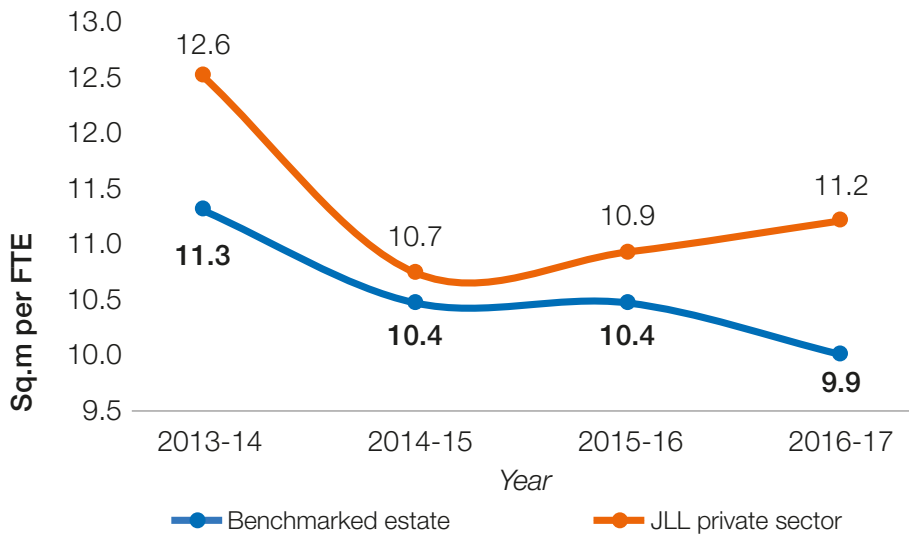
- Department for Education – from 8.3 sq.m per FTE to 7.2 (13% improvement)
- Attorney General's Office – from 10.1 sq.m per FTE to 8.9 (12% improvement)

### *Departments reporting on under 20,000 sq.m of space*

- Export Credits Guarantee Department – from 7.1 sq.m per FTE to 6.2 (12%)
- Charities Commission – from 6.2 sq.m per FTE to 5.7 (9%)

<sup>15</sup> Civil Service employment on 31 March 2017 was 419,399, up 1,056 (0.3%) on 31 March 2016. Office for National Statistics, Civil Service statistics, UK: 2017

Figure 3.1: Utilisation rates in the benchmarked estate and the private sector

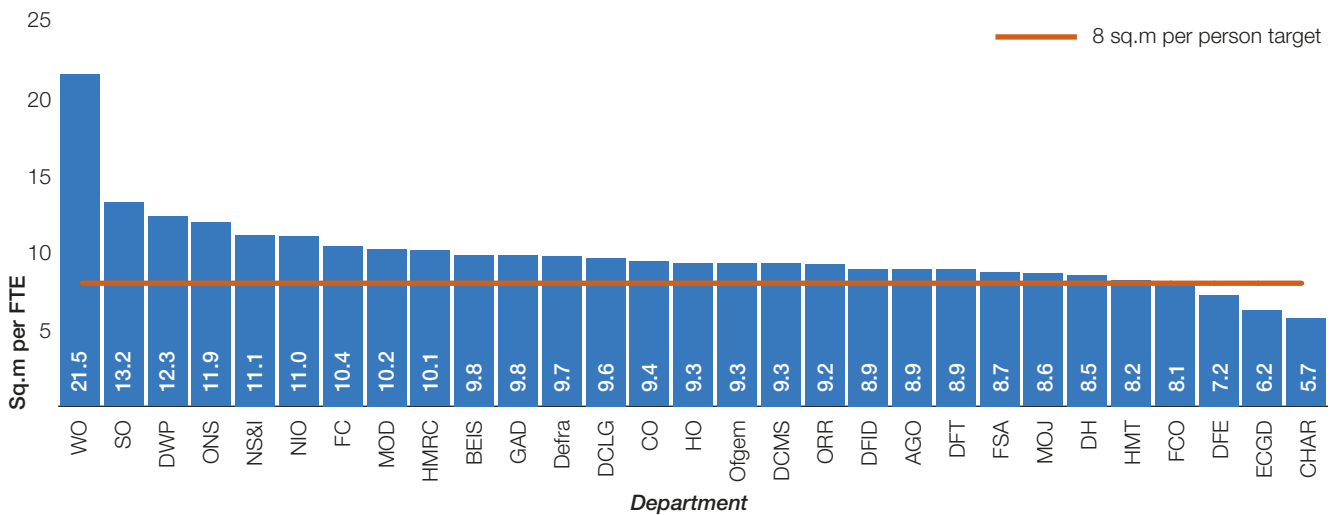


### The 8 sq.m target

The current target for space utilisation is 8 sq.m per FTE. Progress has been made towards this with 10% of departments having already exceeded the target and a further 28% that are within 1 sq.m of the target as at March 2017.

The previous target was of 10 sq.m per FTE and the majority (69%) of departments have achieved that. Departmental performance against the 8 sq.m target is illustrated in figure 3.2.

Figure 3.2: Space per person by parent department in the benchmarked office estate, as at March 2017

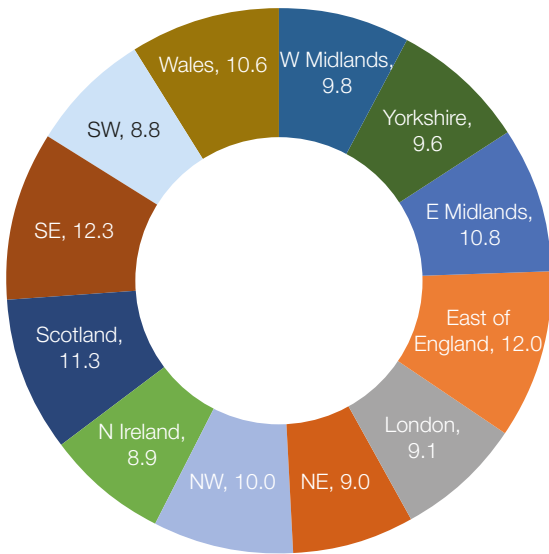


See Glossary for full Department names

### Regional performance

Performance regarding the use of office space per person on the benchmarked estate improved in 83% (10 out of 12) of the regions and ranged from 12.3 sq.m in the South East to 8.8 sq.m per FTE in the South West.

Figure 3.3: Space per person by region in the benchmarked office estate, as at March 2017



Significant improvement was seen in the South West Region, with a 12% improvement at 8.8 sq.m per FTE from last year's 10 sq.m – achieved across an estate of almost 260,000 sq.m and over 29,000 staff.

Table 3.1: Size of the benchmarked estate by region, as at March 2017

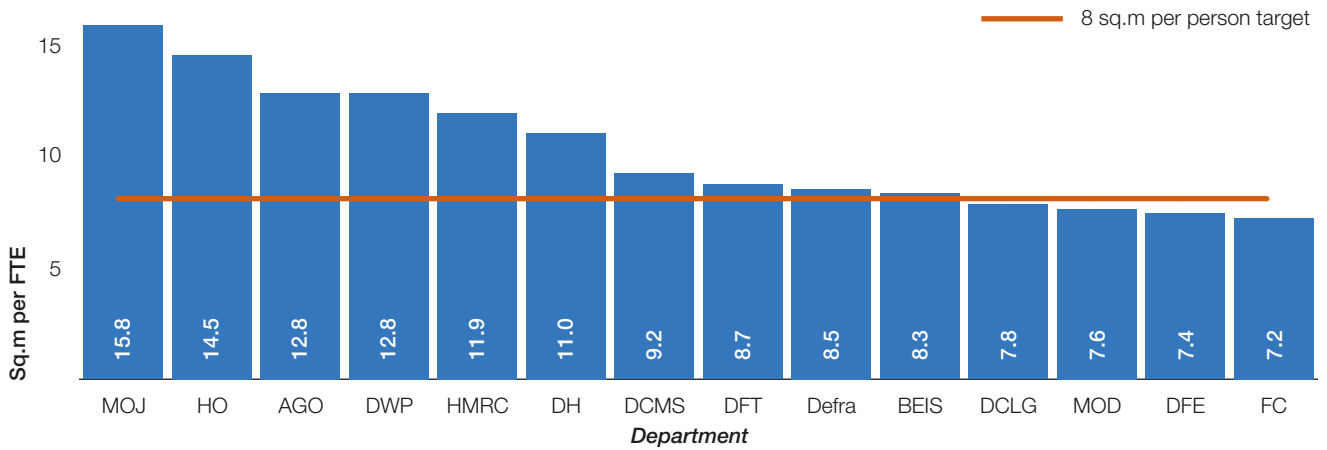
Region	Net Internal Area	Number of FTEs	Sq.m per FTE
South East	211,436	17,220	12.3
East of England	100,242	8,352	12.0
Scotland	207,892	18,431	11.3
East Midlands	107,776	9,954	10.8
Wales	196,811	18,645	10.6
North West	400,837	40,204	10.0
West Midlands	187,630	19,057	9.8
Yorkshire and the Humber	217,665	22,642	9.6
London	632,742	69,592	9.1
North East	219,168	24,271	9.0
Northern Ireland	18,228	2,052	8.9
South West	258,910	29,333	8.8

## South West performance

In the South West, over 60% of departments improved their performance. MOD, who occupy 38% of the region's benchmarked estate, achieved a space utilisation of 7.6 sq.m per FTE. This was achieved by accommodating staff into existing accommodation at the Abbey Wood sites in Bristol and vacating offices at Kestrel Court in Gloucester

Approximately 65% of the benchmarked office estate in the region is occupied by three departments: MOD, BEIS (including substantial Met Office and Land Registry occupations) and DWP.

Figure 3.4: Average space per person in the South West region, as at March 2017  
(includes only those departments with an office estate over 50 sq.m)

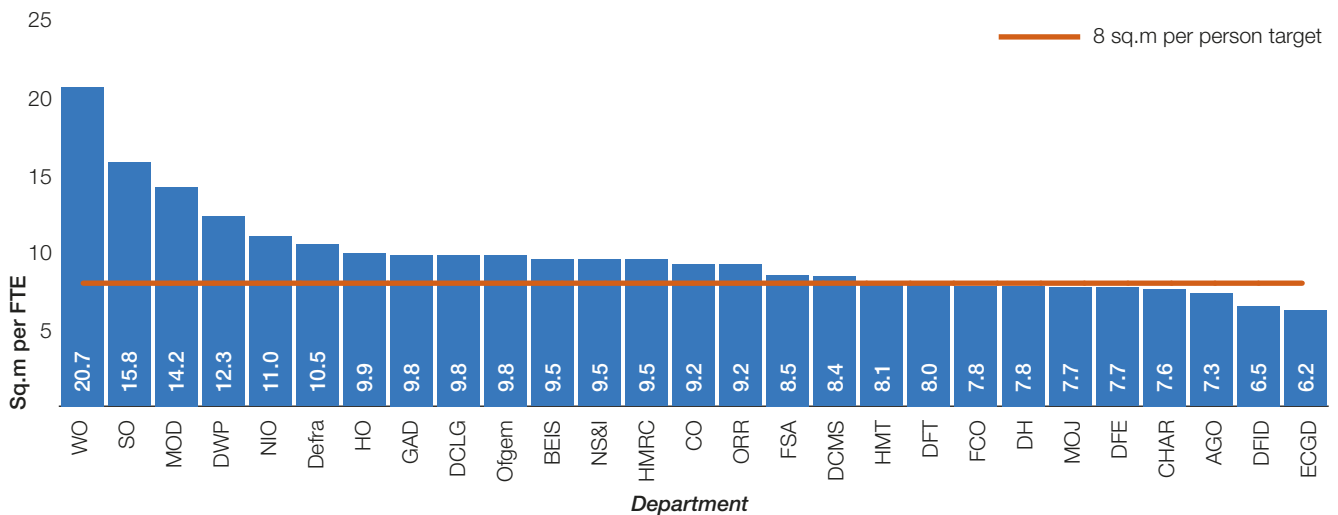


### London performance

DH increased the size of their London estate by 4% but operated it more efficiently to achieve a 6% improvement in the utilisation rate – down from 8.3 to 7.8 sq.m per FTE in London.

Both the number of benchmarked occupations and number of FTEs were in line with figures for the previous year. However, the size of space benchmarked has reduced from approximately 671,000 sq.m to 632,000 sq.m – a drop of 6%.

Figure 3.5: Average space per person in the London region, as at March 2017



## Cost of space on the benchmarked estate

The average cost per person<sup>16</sup> was £4,859 – an increase of 6% on the previous year's figure of £4,587. The government continues to significantly out-perform the private sector benchmark of £5,828 per person by nearly £1,000 per person.

The average cost of space across the benchmarked estate in 2016–17 was £493 per sq.m- an increase of 11% on the previous year's figure of £443 per sq.m. The private sector equivalent in 2016–17 for cost per sq.m was £532<sup>17</sup> – 7% more than the benchmarked estate.

There were significant increases in costs reported by both HMRC and MOD, explained by improvements in the reporting of their costs.

Both MOD operating costs and office utilisation have seen significant changes compared to the previous financial year. This is as a result of improvements in data capture which has provided a more complete and realistic picture of the sites included in scope.

MOD data supplied for 2016–17 represents an increase of 23% on the previous financial year. There has been an increase in the amount of data being supplied to GPU. This means that, whilst some costs across some sites have decreased, new costs that had not been previously provided by MOD have been accounted for in this year's exercise. This has mainly been experienced in security (staffing) costs and utilities.

When the improvements in cost reporting for both departments are factored in to provide a more consistent year-on-year comparison, the revised cost per person of £4,602 remains static compared to last year, with an increase of 0.3% per person. This is similar to the cost per sq.m which is adjusted to £467, an increase of 6%.

The increased cost of the office estate and associated metrics is due to the fact that departments, in general, have had to accommodate the rise in FTEs from 273,499 to 279,752 (2.3%) within an estate that reduced by 3% (74,033m<sup>2</sup>). There have been costs required to achieve improved reconfiguration of the estate to better utilise available space.

## Benchmarking Programme update

The State of the Estate 2015-16 outlined the intention to gather a comprehensive set of efficiency and performance metrics for 85% of the Central Estate. The increased scope will be achieved by including science space (e.g. laboratories), public caller space (e.g. jobcentres), storage space (e.g. warehouses) and courts, in addition to increased coverage of the office space as the new GPA becomes established.

Expanding the collection of data to include these other asset types will ensure greater accuracy of reported results, a truer reflection of the government estate and will also offer a larger data source in which to identify further opportunities to deliver value for money. The focus will be tightened as the scope increases with reductions in the number of mandatory data fields for the office estate.

Over the next year performance of the wider estate will be measured and benchmarked by:

- piloting the benchmarking of KPIs for the public caller estate;
- trialling KPIs for the science estate by running several pilots; and
- developing a benchmarking programme for the storage, courts and defence estate.

Developments in the office estate benchmarking, as set out in *State of the Estate 15-16*, included:

- building performance scorecards which will be launched for inclusion in the 2017–18 benchmarking programme;
- Building User survey implemented for departments to capture qualitative performance data on their buildings;
- building condition will be reported using the user survey that will be included in the 2017–18 programme;
- refinement of the benchmarking programme methodology, process and systems to ensure the programme is as efficient as possible and focuses on key metrics to drive data quality; and
- reporting on sustainability will also be improved for 2017–18 with the mandatory requirement of Energy Performance Certificates and Display Energy Certificates.

<sup>16</sup> Cost per person (£/FTE) is the annual operating cost of a building divided by the number of FTE staff and contractors based in the building

<sup>17</sup> © 2017 Jones Lang LaSalle IP, Inc. All rights reserved.

## Space per workstation

The number of workstations recorded is 289,356 – an increase of 3% on the previous year although office space has reduced, illustrating better reconfiguration

of the estate. The performance in terms of sq.m per workstation is 9.5 for 2016–17, compared to 10.1 in the previous year – this continues the trend of an overall reduction of 19% since 2012 when the average use was 11.8 sq.m

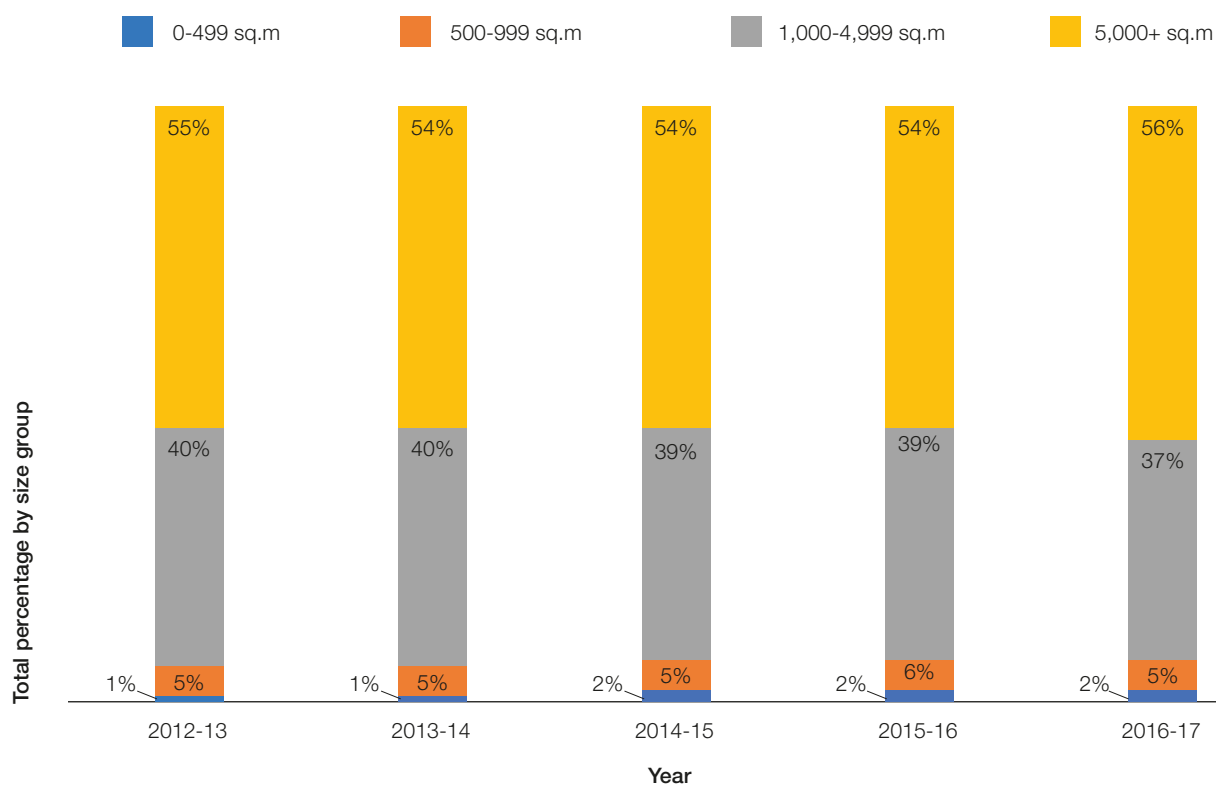
## Structure and size of the benchmarked office estate

Table 3.2: Changes in benchmarked properties

Year	Net Internal Area (sq.m)	Number of FTEs	Number of workstations
2015–16	2,833,371	273,499	279,990
2016–17	2,759,338	279,752	289,356

Figure 3.6 shows that although the size has reduced, the structure of the government estate, in terms of size of buildings, has remained consistent over the last 5 years. There has been a slight movement towards larger offices over the last year, a trend expected to continue due to the multi-occupancy buildings within the Government Hubs Programme and co-locations promoted by the One Public Estate programme.

Figure 3.6: Structure and size of the benchmarked office estate, as at March 2017





# The age of participating buildings in the benchmarked estate

The age of the benchmarked estate has an impact on how it performs across government in terms of utilisation and sustainability.

The age of buildings is reported optionally; where data is available, the majority were built between 1950 and 1999 – the age of benchmarked properties has not changed materially in 2016–17.

Table 3.3: Age breakdown of participating buildings in the 2016–17 benchmarking programme

Year	Pre 1900	1900–1949	1950–1999	2000 onwards	Unknown	Total
2015–16	2%	3%	41%	7%	47%	1,034
2016–17	2%	3%	38%	8%	49%	926

## Case studies

### Home Office Smart Working

Modernising IT, rationalising estates and introducing shared services have been central to introducing smarter working at the Home Office.

The Smarter Working Programme has designed new office spaces that support and encourage smart working, in accordance with the Smart Working – Code of Practice (PAS 3000:2015). The new buildings offer staff flexibility in terms of how, where and when they work and modern space design supporting collaborative and flexible use. Efficient and sustainable workspaces have been created to meet the demanding needs of the business. The Home Office Programme has gained wider recognition, winning the Leadership category in the 2017 The Way We Work (TW3) awards.

The Manchester Soapworks project, led by the Justice, Law & Home Affairs Estates Cluster, consolidated four fragmented offices into one strategic site. This reduced space from 14 sq.m to 8 sq.m per FTE and improved efficiencies by equipping people with modern technology to increase productivity.

A change network was created - bringing together staff from across all Home Office business areas and all grades - to drive the delivery of the smarter working plans, coordinate engagement, embed change and share lessons learnt and good practice.

This change network drove smarter working initiatives through effective communications and outcome-based thinking. A smarter working change portal was created on the intranet, enabling staff to receive the latest updates. A smarter working blog was set up to encourage staff to share best practice methods.

The Manchester project is now an exemplar of how senior staff, managers and staff have worked closely together to embrace change. Surveys have measured increased staff satisfaction, motivation and engagement and business areas continue to actively promote smart working arrangements to attract new talent and retain experienced staff.

A network of skilled smarter working champions has been established to drive cultural change across the business and offer support at team level.

# Government Hubs Programme

The Government Hubs programme, being delivered by the Government Property Agency, is transforming the Civil Service into a modern employer by providing staff with modern, fit-for-purpose office space. Working with departments it is reforming how government uses property, removing artificial barriers to collaboration between departments.

The programme is an example of the Civil Service in collaboration, working across departmental workforce plans to create shared modern workplaces that allow staff to work efficiently from a variety of locations and in a number of ways. The intention is to work in ways that minimise the need for office space while ensuring that existing space is used more efficiently. The space needed for each civil servant to work to is set to reduce to 6 sq.m within the strategic hubs.

A network of shared, regional hubs and supporting office estate is being created. The hubs will include:

- Strategic hubs: There will be around 20 hubs in strategic locations with good public transport connectivity, local amenities and a modern working environment, including technology that supports smart working. As a result, staff can operate more efficiently, be more productive, and deliver the best possible service to the public.
- Mini-hubs: There will be around 200 mini-hubs across the UK in secondary towns and cities close to public transport infrastructure.
- Touchdown spaces: These might be located in operational buildings (e.g. jobcentres, depots) or other public sector spaces (e.g. libraries), with five to ten desks and limited facilities.

Plans are not static and evolve to reflect the changes from individual workforce strategies and emerging from new initiatives such as the Public Bodies Relocation Programme (PBRP)<sup>18</sup>.

The hubs will be rolled out in controlled phases across the country and will bring more parts of the UK Government together under one roof in the different home nations. The first phase, delivered jointly by HMRC and GPA, is well underway. To date, 11 multi-departmental hubs have been announced - investing in each of the UK capital cities of London, Edinburgh, Cardiff and Belfast. By 2020, up to 35,000 people will be settled into these first 11 hubs, where teams from different departments will share accommodation and facilities to encourage more joined-up working.

Improving the quality of office accommodation outside London and the South East will help spread wealth and opportunity to all areas of the country. Core buildings in Whitehall will be retained and staff will be relocated to well-connected hubs in London and beyond. By summer 2018 nearly 6,000 civil and public servants from eight different organisations will move out of Whitehall to 10 South Colonnade, the new government hub in Canary Wharf. Better use will be made of the central London estate not least through greater sharing of buildings between departments. The strategy remains flexible to accommodate workforce fluctuations over time and to support wider government initiatives: for example, in early 2018, the GPA acquired additional short term space at Windsor House in Westminster, which will house teams from seven departments from large departments of state to smaller arm's-length bodies.

<sup>18</sup> See Chapter 5, page 43 for a more details on PBRP.

More hubs are in the pipeline across the country. Over the next year, the focus of the programme will shift to the fit-out of further phase one hubs ready for occupation and to the roll-out of phase two which will see further acquisitions and refurbishments.

The programme is on course to reduce the number of office buildings by 75% to around 200 principal buildings from 800 today by 2025, generating savings of around £2 billion over 20 years.

The changes to the physical environment are being complemented by the increased use of smart working. The ambition is for government to consistently operate in line with PAS3000: Smart Working code of practice. This will help to provide a flexible, modern way of working which better matches the needs of society and will consequently help to attract and retain high quality civil servants. In line with what many other organisations have achieved, smart working is expected to increase productivity, reduce costs and improve wellbeing, whilst contributing to wider objectives such as localism, sustainability and reducing pressure on the transport system. The combination of smart working and a modern estate is critical to the success of departments' workforce transformation plans and delivery of their operational objectives.

# Case studies

## HM Government, 1 Ruskin Square, Croydon

The Croydon government hub was the first new hub to be announced in August 2016. Less than 12 months later - in July 2017 - the first teams moved in and currently over 1,800 full time equivalent (FTE) staff are based there. By the end of March 2018, more than 2,000 FTEs will be working in the hub.

The Croydon hub is a new build office, over eight floors, which has been designed to enable teams to work more flexibly and collaboratively. The layout includes different types of workspaces, from shared spaces to quiet zones which, together with the modern technology available, will really change the way the Civil Service does things. The major occupier is HMRC.

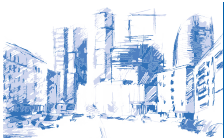
The hub is one of 14 hubs, including 13 HMRC regional centres that are being delivered by a joint HMRC and GPA team.

The design of the Croydon hub has been influenced by HMRC's extensive research and trials of new ways of work in its existing offices. The hub has several different zones for different types of work activity – in addition to the core space where teams can sit together, there are areas of collaboration space, designated learning facilities and quiet space for activities that require concentration. The hub also has bright and airy amenity spaces for staff to relax, as well as a café. Feedback from staff has been overwhelmingly positive - over 90% of staff working in the hub rate the working environment as “Ok, good or excellent”.

When asked for his views, HMRC's South East Change Lead, Mike Hamilton said “our people have really adapted well to the new facilities. The layout of the building is great, with an abundance of different areas and types of workspaces to choose from, and state-of-the-art IT. It's a building quite unlike anything that our people have experienced before, and many have commented on the high standard of the design and the professional feel of the environment and surroundings”.

Croydon is the first hub to go live and the lessons learned from Croydon together with the information provided from HMRC staff surveys are being used to inform the design of other hubs. The government hub policy, standards and specifications across the UK will be reviewed to ensure provision of the best possible working environment to users at the best value to the taxpayer.

In 2016–17, the Government reported a 33% reduction in carbon emissions



# Chapter 4:

# A sustainable estate

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

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

## Energy Performance Certificates

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

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

## Sustainability

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

The Government Hubs programme will play a major part in making the office estate greener. As older buildings are replaced or refurbished, any new stock will have to meet tough sustainability standards and fall into the top 25% of energy performance for their building type.

## New acquisitions of government buildings

The Government has pledged to procure buildings that are more energy efficient.

The EPC rating of all new procurements are monitored and departments are asked to provide an explanation of any procurements of buildings that have a performance rating that falls outside the top quartile for energy performance. During 2016–17, buildings in the top quartile of energy performance (rating A to C) achieved efficiency ratings ranging from 0 to 74.

All new acquisitions/refurbishments will continue to meet the standards as detailed in the Common Minimum Standards for Construction:

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

In 2016–17, the Government reported 10 acquisitions that had an EPC rating above 74 (A-C), and these therefore fell outside the top quartile for energy performance.

A summary and justification for the procurement are given in Table 4.1.

## Greening Government Commitments

Greening Government Commitments<sup>19</sup> are overall government targets, set by Defra, to reduce greenhouse gas emissions, and the use of water and waste across the estate.

A new set of targets<sup>20</sup> has been agreed for 2016 to 2020. Performance by government organisations against these targets for 2015–16 is published by Defra in the Greening Government Commitments annual report.<sup>21</sup>

### Reducing carbon emissions

- The government reported a 33% reduction in emissions in 2016–17, exceeding the 2020 target by 1%.
- Nine departments are still working towards their individual 2020 target, but the remaining 13 have met or exceeded their target early.

### Reducing paper

- Paper consumption fell by 50% in 2016–17 thereby meeting the 2020 target early. Ten departments exceeded the 50% target.

### Reducing waste

- The Government reported departments diverted 87% of waste from landfill in 2016–17, maintaining the same level as last year.
- Four departments sent no waste to landfill. 59% of waste was recycled – up 3% on last year.

### Reducing water consumption

- Water consumption rose in 2016–17 compared to the previous year but overall consumption is still lower than in the baseline year of 2009–10.
- The main reason for increased water consumption was a dry summer. This effected departments with large estates, particularly Defra, which includes Forestry Commission and Kew Garden sites in its estate; and MOD. MOD made slightly less reductions in its water consumption in 2016/17 compared to 2015/16. MOD water consumption was almost 66% of all government water consumption and therefore this had a material impact on figures.

<sup>19</sup> Greening Government Commitments report on the Central Estate plus the Defence military estate and NOMS custodial estates

<sup>20</sup> [www.gov.uk/government/publications/greening-government-commitments-2016-to-2020/greening-government-commitments-2016-to-2020](http://www.gov.uk/government/publications/greening-government-commitments-2016-to-2020/greening-government-commitments-2016-to-2020)

<sup>21</sup> [www.gov.uk/government/collections/greening-government-commitments](http://www.gov.uk/government/collections/greening-government-commitments)

# Case study

## FCO — office water efficiency

The FCO has struggled in recent years to significantly reduce its water use and last year did not meet the Construction Industry Research and Information Association's (CIRIA) good practice benchmark for water consumption of 6m<sup>3</sup> per FTE. To drive efficiency, the department had to look beyond straightforward sustainability projects.

Much of the FCO's UK estate's toilets were over 30 years old and in need of refurbishment, and analysis in a number of buildings across the estate had identified that urinal flushing controls were failing and contributing to significant leakage. Aligning business-as-usual maintenance and refurbishment with the Department's sustainability aims helped to drive better long-term value for money. The toilet refurbishment programme allowed FCO to innovate and install waterless urinals across the estate.

The phased roll-out across FCO buildings was successful and minimised the impact of the daily running of the estate. Where waterless urinals have been installed, future unnecessary wastage of water has been prevented.

The impact in water use has been significant – driving 40% reductions in some of the FCO's buildings, contributing to an overall reduction of 15% across the UK Estate, and a staggering 24% reduction across our office estate compared to 2015–16.

Facilities management has proactively contributed to the achievement of the ministerial targets and the Environmental Policy aim of continuous improvement. While innovation in a Grade I listed building can be particularly challenging, this initiative has been driven by experienced staff on the ground with an innate understanding of the estate.



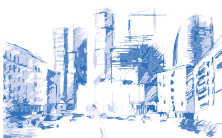


Table 4.1: Buildings procured outside the top quartile of energy performance, 2016–17

Department and property centre	Property name	EPC rating	Justification for procurement
<b>Department for Culture, Media and Sport</b>			
DCMS – Big Lottery Fund	Apex House, Birmingham	115	Big Lottery Fund were already based in Apex House and other property solutions were a greater cost.
<b>Department for Environment, Food and Rural Affairs</b>			
Defra – Department for Environment, Food and Rural Affairs	National Agri-Food Innovation Campus	86	The Sand Hutton site is a laboratory & science campus previously owned by Defra for 20+ years. A sale & leaseback was agreed in mid-2016, with Defra retaining a very small area under lease for businesses needing to remain on site. This is a laboratory site, with a very high energy usage to support the science & a number of more unusual building types / requirements i.e. glass houses, high cooling requirements.
Defra – Department for Environment, Food and Rural Affairs	National Agri-Food Innovation Campus	137	
<b>Department of Health</b>			
DH – Health Education England	Regent House, Stockport SK4 1BS	77	Short-term solution to providing accommodation for a small amount of staff who are hosted by HEE and needed to be in Stockport to fulfil their duties. We will be exiting the premises at the end of this financial year.
DH – NHS Blood & Transplant	Kenburgh House, Part First Floor, Bradford BD1 4QL	79	We had been searching for a property suitable to accommodate a Donor Centre and a Teambase with associated parking in an acceptable location in Bradford for quite some time. Kenburgh House was the option which suited all our operational requirements.
DH – NHS Digital	2 Whitehall Quay, Leeds LS1 4HG	98	Short term acquisition to meet demand but aligned to the government hub programme for Leeds. At the time of acquisition there was a lack of available stock at around 25,000 sq.ft in Leeds city centre for immediate occupation.
DH – Public Health England	Civic Offices, Fareham PO16 7AZ	117	PHE's relocation with Fareham Borough Council followed its vacation of private sector premises in November 2016. There were no other Public sector property alternatives available in Fareham.

Department and property centre	Property name	EPC rating	Justification for procurement
<b>Department for Work and Pensions</b>			
DWP – Operations	Phoenix House, Tiverton EX16 6QF	112	Divesting a building and co-locating with the Local Authority has reduced DWP's overall costs and sq.m occupied; it is also consistent with the One Public Estate initiative. Recent and planned energy saving measures are expected to improve the EPC rating.
<b>Ministry of Justice</b>			
MOJ – HMCTS (South East)	Council Chamber – Tunbridge Wells Town Hall, Tunbridge Wells TN1 1RS	99	Closure of Tunbridge Wells County Court required alternative hearing provision within the TW area.
MOJ – NOMS PROBATION	Capital House, 134-138 Romford Road, London E15 4LD	102	NPS occupied 4 Romford Road. This was redeveloped by the landlord into a major housing scheme and NPS were served a s25 notice. The property provides an important service and needs to be situated within the immediate locality.

The transformation of the government estate has also transformed the Civil Service into a great place to work



# Chapter 5:

# Forward look

The Government continues to make good progress in making the government estate more efficient – reducing its size, annual operating costs, vacancy rate and improving its use to ensure value for money for the taxpayer from the government estate.

A key highlight is the sustained improvements in vacant space and utilisation. This reflects the work undertaken by government to strategically manage its estate in line with its business commitments. The continued disposal of surplus property continues to help boost economic growth and the creation of new homes.

By transforming the government estate, departments are also providing great places to work in buildings that attract, develop and retain a highly skilled and motivated workforce. By removing boundaries between departments, local authorities and other public bodies, productivity will be increased within buildings and in the Civil Service as a whole.

This puts the Government in a strong position as it looks to develop a new Government Estate Strategy.

The sections below outline the forward look for some of the key initiatives for government property over the next year.

## A new Government Estate Strategy

The GPU will produce a Government Estate Strategy that will seek to build on the strong foundations detailed within this document. This strategy will represent a step-change in government's property ambitions to deliver the best possible public services, release land for housing and boost growth across the UK.

This will result in a comprehensive narrative – outlining the ambitious steps to be taken across the Civil Service to ensure that the estate delivers objectives that go far beyond efficiencies and capital receipts.

The revised Government Estate Strategy is due for publication in spring 2018.

## Government Property Profession (GPP)

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

Key to the development of the property function is the ability to attract, develop and retain the skilled professionals needed to deliver business objectives efficiently and effectively. As part of government's wider commitment to the development of its workforce, the property profession will continue to deliver against the ambitions of the Civil Service Workforce Plan:

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

## Asset Efficiency

Releasing surplus public sector land efficiently and effectively supports a number of Government objectives:

- It delivers value for the taxpayer through raising receipts and cutting running costs.
- It makes an important contribution to fixing the housing market by boosting land supply.
- And it supports local growth, by providing land for other uses such as commercial and community use.

GPU will continue to support departments to strategically ensure that surplus land is identified and used to meet objectives above. GPU has a Government Property Finder website to help rent or sale surplus government property. GPU will improve this website to support better commercial outcomes and enable earlier discussions on the potential use of specific sites.

# Government Property Agency (GPA)

- The GPA is due to be formally established in 2018 as an Executive Agency of the Cabinet Office. Within the next 3 years, GPA will manage government offices including those of departments such as Cabinet Office and BEIS. Over the next 10 years, the GPA expects to generate over £1bn of financial savings for the tax payer.
- The GPA will partner with government departments to provide property and workplace solutions. More broadly, it will be an enabler for the delivery of Civil Service transformation, regional growth and the Government's vision to strengthen the Union. Its objectives will be to:
  - improve the efficiency and effectiveness of the government estate;
  - manage the government property portfolio strategically to realise benefits that departments cannot achieve on their own;
  - bring commercial expertise to government for more efficient, effective and productive use of government property;
  - provide innovative and flexible property solutions to support departments in business change and workforce transformation;
  - improve working environments, supporting new ways of working, driving productivity and engagement; and
  - create a centre of expertise for property in government.

The GPA will transform the way property is managed in the Civil Estate. It will do so through a number of programmes including the Government Hubs programme and programmes promoting Smarter Working.

The savings and more broadly, improved service delivery to departments, will be delivered through new ways of working which include:

- partnering with departments as property professionals and trusted advisors to bring innovation and solutions that position real estate as an enabler of business delivery;
- taking a strategic portfolio approach to the non-specialist assets that are transferred to the agency from departments, through maximising utilisation and reducing costs, developing and delivering place-based strategies;
- deploying commercial property expertise in supplier negotiations to enhance value for Government and the taxpayer;
- delivering an effective fully integrated corporate real estate service, including estates and facilities management;
- developing and sharing specialist asset management and commercial advisory services with departments;
- improving the quality and transparency of data on the asset portfolio managed by GPA to better inform asset management and commercial decision-making; and
- administration of the National Property Controls, providing the professional advice to support Cabinet Office Ministers in their decision-making.

## One Public Estate (OPE)

OPE has established itself as a national programme, supporting over 90% of English councils and working with 13 major government departments. But there is an opportunity to go further – to embed a collaborative way of working that creates the long-term conditions between partners to deliver the best outcomes for the public sector, the taxpayer and local communities.

OPE is looking to encourage a more sustainable funding model, with OPE partnerships at the centre of this. OPE will gradually encourage the transfer of responsibility for funding to local partners. Recyclable grant funding will be part of this picture and we will work with the private sector to seek investment opportunities, bringing capital funding and expertise to local OPE programmes.

OPE will also look to increase co-location opportunities across the public sector, and to think more ambitiously about service integration to support better citizen interactions with government. The more joined-up we can be, the more we can get from our assets.

## Digital National Asset Register (DNAR)

There are over 200,000 land and property records with GPU. These have allowed the government to monitor performance and facilitate strategic asset management across the public estate.

It is anticipated that strategic estates data (land and property) for all government and public sector bodies in the UK will be available to the Unit. This will be enabled by a central DNAR.

The development of DNAR will be guided by the 2018 Government Estate Strategy that is due to be published this year.

## Places for Growth

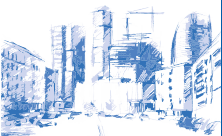
One way in which economic growth across the UK could be more balanced in different regions is by creating or strengthening government institutions that are or could be based there. This catalyst for investment can help revive underperforming areas and drive productivity in areas with lower wage costs, cheaper property and less congested infrastructure.

Therefore – as part of the Government's Industrial Strategy – the plan is to move public sector jobs out of London and the surrounding area to specialist clusters across the whole of the UK as part of the Places for Growth programme. These moves will be based on robust analysis, aligned with the strategic plans of departments and their Arm's Length Body families, and will accord with the expertise and needs of destination locations.





# 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 2016–17

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
<b>Attorney General's Office (AGO)</b>					
AGO – Attorney General's Office	1,157	1,157	0	0.0%	AGO – Attorney General's Office
CPS – CPS (All Property Centres)	64,425	61,087	-3,338	-5.2%	CPS – CPS (All Property Centres)
SFO – Serious Fraud Office	3,790	3,790	0	0.0%	SFO – Serious Fraud Office
<b>Cabinet Office</b>					
CO – Crown Commercial Service	2,964	2,743	-221	-7.5%	CO – Crown Commercial Service
CO – Financial and Estate Management	60,926	32,902	-28,024	-46.0%	CO – Financial and Estate Management
CO – Residual Estate	18,481	45,450	26,969	145.9%	CO – Residual Estate
<b>Department for Business, Energy &amp; Industrial Strategy</b>					
CMA – Competition and Markets Authority	8,258	8,258	0	0.0%	CMA – Competition and Markets Authority
BIS – Advisory Conciliation and Arbitration Service	5,362	5,526	164	3.1%	BEIS – Advisory Conciliation and Arbitration Service
BIS – Arts and Humanities Research Council	850	850	0	0.0%	BEIS – Arts and Humanities Research Council
BIS – Biotechnology and Biological Sciences Research Council	266,808	197,219	-69,589	-26.1%	BEIS – Biotechnology and Biological Sciences Research Council
		3,565	N/A	N/A	BEIS – Civil Nuclear Constabulary (previously recorded under 'DECC – Civil Nuclear Constabulary')
		4,379	N/A	N/A	BEIS – Coal Authority (previously recorded under 'DECC – Coal Authority')
BIS – Companies House	30,068	30,068	0	0.0%	BEIS – Companies House
BIS – Construction Industry Training Board	59,360		N/A	N/A	BEIS – Construction Industry Training Board Now recorded under 'DFE – Construction Industry Training Board'
BIS – Core	94,469	86,532	-7,937	-8.4%	BEIS – Core
		10,578	N/A	N/A	BEIS – Department of Energy and Climate Change (previously recorded under 'DECC – Department of Energy and Climate Change')
BIS – Economic and Social Research Council	1,325	1,325	0	0.0%	BEIS – Economic and Social Research Council
BIS – Engineering and Physical Sciences Research Council	3,633	3,633	0	0.0%	BEIS – Engineering and Physical Sciences Research Council
BIS – Higher Education Funding Council for England	3,313		N/A	N/A	BEIS – Higher Education Funding Council for England Now recorded under 'DFE – Higher Education Funding Council for England'

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
BIS – Innovate UK	39,615	39,615	0	0.0%	BEIS – Innovate UK
BIS – Insolvency Service	11,810	9,744	-2,067	-17.5%	BEIS – Insolvency Service
BIS – Intellectual Property Office	18,484	18,484	0	0.0%	BEIS – Intellectual Property Office
BIS – Higher Education Funding Council for England	3,313		N/A	N/A	BEIS – Higher Education Funding Council for England Now recorded under 'DFE – Higher Education Funding Council for England'
BIS – Innovate UK	39,615	39,615	0	0.0%	BEIS – Innovate UK
BIS – Insolvency Service	11,810	9,744	-2,067	-17.5%	BEIS – Insolvency Service
BIS – Intellectual Property Office	18,484	18,484	0	0.0%	BEIS – Intellectual Property Office
BIS – LLT Vehicle Disposals	10,275	10,275	0	0.0%	BEIS – LLT Vehicle Disposals
BIS – Medical Research Council	104,399	100,642	-3,757	-3.6%	BEIS – Medical Research Council
BIS – Met Office	24,329	26,650	2,321	9.5%	BEIS – Met Office
BIS – National Measurement and Regulation Office	4,482	4,482	0	0.0%	BEIS – National Measurement and Regulation Office
BIS – National Physical Laboratory	46,221	46,221	0	0.0%	BEIS – National Physical Laboratory
BIS – Natural Environment Research Council	115,053	105,523	-9,530	-8.3%	BEIS – Natural Environment Research Council
		4,862	N/A	N/A	BEIS – Nuclear Decommissioning Authority – Occupied (previously recorded under 'DECC – Nuclear Decommissioning Authority – Occupied')
BIS – Ordnance Survey Ltd	14,357	14,004	-353	-2.5%	BEIS – Ordnance Survey Ltd
BIS – Science and Technology Facilities Council	220,290	218,918	-1,372	-0.6%	BEIS – Science and Technology Facilities Council
BIS – Skills Funding Agency	10,599		N/A	N/A	BEIS – Skills Funding Agency now recorded under 'DFE – Skills Funding Agency'
BIS – Student Loans Company Ltd	22,343		N/A	N/A	BEIS – Student Loans Company Ltd now recorded under 'DFE – Student Loans Company Ltd'
BIS – UK Atomic Energy Authority	93,925	98,294	4,369	4.7%	BEIS – UK Atomic Energy Authority
BIS – UK Green Investment Bank	1,130	1,130	0	0.0%	BEIS – UK Green Investment Bank
BIS – UK Shared Business Service Ltd	4,582	4,582	0	0.0%	BEIS – UK Shared Business Service Ltd
BIS – UK Space Agency	335	335	0	0.0%	BEIS – UK Space Agency
LR – Land Registry Agency Estates Division AED	94,164	84,453	-9,711	-10.3%	LR – Land Registry Agency Estates Division AED
<b>Department for Communities and Local Government</b>					
DCLG – Central	13,872	13,872	0	0.0%	DCLG – Central
DCLG – Government Office Residual Estate	24,171	24,416	245	1.0%	DCLG – Government Office Residual Estate
DCLG – Homes and Communities Agency (Operational) (Still have a presence on e-PIMS™ but have no "Owned Holdings")		4,895	4,895	N/A	DCLG – Homes and Communities Agency (Operational)
DCLG – Housing Ombudsman Service	628		N/A	N/A	DCLG – Housing Ombudsman Service – No longer have a presence on e-PIMS™

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
DCLG – Local Government Ombudsman	2,371		N/A	N/A	DCLG – Local Government Ombudsman (Still have a presence on e-PIMST™ but have no "Owned Holdings")
DCLG – Queen Elizabeth II Conference Centre	16,560	16,560	0	0.0%	DCLG – Queen Elizabeth II Conference Centre
DCLG – Valuation Tribunal Service	449	449	0	0.0%	DCLG – Valuation Tribunal Service
<b>Department for Culture, Media and Sport</b>					
DCMS – Arts Council England	7,280	7,280	0	0.0%	DCMS – Arts Council England
DCMS – Big Lottery Fund	16,190	15,944	-246	-1.5%	DCMS – Big Lottery Fund
DCMS – Churches Conservation Trust	197	222	25	12.7%	DCMS – Churches Conservation Trust
DCMS – Department for Culture, Media and Sport	9,149	9,149	0	0.0%	DCMS – Department for Culture, Media and Sport
DCMS – Gambling Commission	2,414	2,414	0	0.0%	DCMS – Gambling Commission
DCMS – Historic England	15,193	17,147	1,954	12.9%	DCMS – Historic England
DCMS – Information Commissioners Office	2,930	2,930	N/A	N/A	DCMS – Information Commissioners Office
DCMS – National Heritage Memorial Fund	3,795	3,795	0	0.0%	DCMS – National Heritage Memorial Fund
DCMS – Sport England	1,346	1,319	-27	-2.0%	DCMS – Sport England
DCMS – Visit Britain	536	536	0	0.0%	DCMS – Visit Britain
TNA – The National Archives (Previously recorded under MOJ, 'TNA – The National Archives')	65,355	65,355	0	0.0%	TNA – The National Archives
<b>Department for Education</b>					
		59,360	N/A	N/A	DFE – Construction Industry Training Board (previously recorded under 'BEIS – Construction Industry Training Board')
DFE – Equality and Human Rights Commission	1,872	1,872	0	0.0%	DFE – Equality and Human Rights Commission
		3,621	N/A	N/A	DFE – Higher Education Funding Council for England (previously recorded under 'BEIS – Higher Education Funding Council for England')
DFE – Office of Qualifications and Examinations Regulation (OFQUAL)	1,989	1,883	-106	-5.3%	DFE – Office of Qualifications and Examinations Regulation (OFQUAL)
DFE – Operational Properties	58,809	57,649	-1,160	-2.0%	DFE – Operational Properties
		10,599	N/A	N/A	DFE – Skills Funding Agency (previously recorded under 'BEIS – Skills Funding Agency')
		22,343	N/A	N/A	DFE – Student Loans Company Ltd (previously recorded under 'BEIS – Student Loans Company Ltd')
DFE – Sublet and Surplus Properties	16,232	2,709	-13,523	-83.3%	DFE – Sublet and Surplus Properties
Ofsted – Office for Standards in Education	1,230	1,524	294	23.9%	OFSTED – Office for Standards in Education

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
<b>Department for Environment, Food and Rural Affairs</b>					
Defra – Agriculture and Horticulture Development Board	5,810	5,810	0	0.0%	Defra – Agriculture and Horticulture Development Board
Defra – Consumer Council for Water	792		N/A	N/A	Defra – Consumer Council for Water (Still have a presence on e-PIMS™ but have no "Owned Holdings")
Defra – Department for Environment, Food and Rural Affairs	257,045	247,437	-9,608	-3.7%	Defra – Department for Environment, Food and Rural Affairs
Defra – Environment Agency (All Regions incl Head Office)	138,784	137,198	-1,586	-1.1%	Defra – Environment Agency (All Regions incl Head Office)
Defra – Environment Agency National Lab. Service	5,875	5,875	0	0.0%	Defra – Environment Agency National Lab. Service
Defra – Joint Nature Conservation Committee	1,329	1,329	0	0.0%	Defra – Joint Nature Conservation Committee
Defra – National Forest Company	372	372	0	0.0%	Defra – National Forest Company
Defra – Sea Fish Industry Authority	3,652	3,652	0	0.0%	Defra – Sea Fish Industry Authority
FC – Forestry Commission England	3,679	3,679	0	0.0%	FC – Forestry Commission England
WSRA – Water Services Regulation Authority	2,688	1,338	-1,350	-50.2%	WSRA – Water Services Regulation Authority
<b>Department for Environment, Food and Rural Affairs</b>					
DFID – Department for International Development	19,358	19,358	0	0.0%	DFID – Department for International Development
<b>Department for Transport</b>					
DFT – British Transport Police Authority	43,601	45,917	2,316	5.3%	DFT – British Transport Police Authority
DFT – DFT Central	42,145	42,145	0	0.0%	DFT – DFT Central
DFT – Driver and Vehicle Licensing Agency	104,902	64,399	-40,503	-38.6%	DFT – Driver and Vehicle Licensing Agency
DFT – Driver and Vehicle Standards Agency	64,578	146,777	82,199	127.3%	DFT – Driver and Vehicle Standards Agency
DFT – Highways Agency (Office and Operational Estate)	202,320	216,917	14,597	7.2%	DFT – Highways Agency (Office and Operational Estate)
DFT – Highways/DVSA	714	714	0	0.0%	DFT – Highways/DVSA
DFT – Maritime and Coastguard Agency	48,214	48,571	357	0.7%	DFT – Maritime and Coastguard Agency
DFT – Vehicle Certification Agency	2,463	2,463	0	0.0%	DFT – Vehicle Certification Agency
<b>Department for Work and Pensions</b>					
DWP – CMG	67,958	67,958	0	0.0%	DWP – CMG
DWP – Corporate Centre	131,710	131,710	0	0.0%	DWP – Corporate Centre
DWP – Health and Safety Executive	65,964	65,499	-464	-0.7%	DWP – Health and Safety Executive
DWP – Operations	1,293,912	1,293,071	-841	-0.1%	DWP – Operations
DWP – Pensions Regulator	3,366	3,366	0	0.0%	DWP – Pensions Regulator
DWP – Residual Rent Service Estate	275	0	-275	-100.0%	DWP – Residual Rent Service Estate (now closed)

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
<b>Department of Energy and Climate Change</b>					
DECC – Civil Nuclear Constabulary	3,565		N/A	N/A	DECC – Civil Nuclear Constabulary Now recorded under 'BEIS – Civil Nuclear Constabulary'
DECC – Coal Authority	4,379		N/A	N/A	DECC – Coal Authority Now recorded under 'BEIS – Coal Authority'
DECC – Department of Energy and Climate Change	11,656		N/A	N/A	DECC – Department of Energy and Climate Change Now recorded under 'BEIS – Department of Energy and Climate Change'
DECC – Nuclear Decommissioning Authority – Occupied	4,862		N/A	N/A	DECC – Nuclear Decommissioning Authority – Occupied Now recorded under 'BEIS – Nuclear Decommissioning Authority – Occupied'
<b>Department of Health</b>					
DH – Care Quality Commission	4,924	2,498	-2,426	-49.3%	DH – Care Quality Commission
DH – Health Education England	14,596	18,938	4,341	29.7%	DH – Health Education England
DH – Health Research Authority	1,260	1,260	0	0.0%	DH – Health Research Authority
DH – HQ	49,073	57,960	8,888	18.1%	DH – HQ
DH – Medicines, Healthcare Products and Regulatory Agency	14,757	14,180	-577	-3.9%	DH – Medicines, Healthcare Products and Regulatory Agency
DH – National Institute for Health and Care Excellence	4,365	4,365	0	0.0%	DH – National Institute for Health and Care Excellence
DH – NHS Blood and Transplant	122,647	122,711	64	0.1%	DH – NHS Blood and Transplant
DH – NHS Business Services Authority	33,927	32,170	-1,757	-5.2%	DH – NHS Business Services Authority
DH – Health and Social Care Information Centre	15,404	15,448	44	0.3%	DH – NHS Digital (formerly DH – Health and Social Care Information Centre)
DH – NHS England	23,889	35,213	11,324	47.4%	DH – NHS England
DH – NHS Trust and Development Authority	1,097	1,115	18	1.6%	DH – NHS Improvement (formerly DH – NHS Trust and Development Authority and DH – Monitor)
DH – Other (Still have a presence on e-PIMS™ but have no "Owned Holdings")			N/A	N/A	DH – OTHER – No longer have a presence on e-PIMS™
DH – Public Health England	80,947	78,691	-2,257	-2.8%	DH – Public Health England
DH – Retained Estate	12,545	7,578	-4,967	-39.6%	DH – Retained Estate
<b>Food Standards Agency</b>					
FSA – Food Standards Agency	13,306	12,906	-400	-3.0%	FSA – Food Standards Agency
<b>Foreign &amp; Commonwealth Office</b>					
FCO – British Council	12,388	12,388	0	0.0%	FCO – British Council
FCO – Foreign & Commonwealth Office	75,801	72,855	-2,946	-3.9%	FCO – Foreign & Commonwealth Office
FCO – Great Britain-China Centre (GBCC)	73	63	-10	-13.1%	FCO – Great Britain-China Centre (GBCC)
FCO – Westminster Foundation for Democracy (WFD)	186	186	0	0.0%	FCO – Westminster Foundation for Democracy (WFD)
FCO – Wilton Park	2,326	2,326	0	0.0%	FCO – Wilton Park
<b>Government Actuary's Department</b>					
GAD – Government Actuary's Department	2,874	2,874	0	0.0%	GAD – Government Actuary's Department

Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
<b>Government Legal Department</b>					
GLD – Government Legal Department (previously recorded under Attorney General's Office (AGO), 'AGO – Treasury Solicitor')	11,118	11,118	N/A	N/A	GLD – Government Legal Department
<b>HM Revenue and Customs</b>					
HMRC – HM Revenue and Customs	964,677	959,784	-4,893	-0.5%	HMRC – HM Revenue and Customs
HMRC – Valuation Office Agency	22,690	21,387	-1,303	-5.7%	HMRC – Valuation Office Agency
<b>HM Treasury</b>					
HMT – HM Treasury	22,861	22,861	0	0.0%	HMT – HM Treasury
HMT – UK Debt Management Office	1,679	1,679	0	0.0%	HMT – UK Debt Management Office
<b>Home Office</b>					
HOPG – Core Home Office	363,404	362,782	-623	-0.2%	HOPG – Core Home Office
HO – College of Policing	30,137	30,137	0	0.0%	HO – College of Policing
HOPG – Disclosure and Barring Service	6,393	6,393	0	0.0%	HOPG – Disclosure and Barring Service
HOPG – Independent Police Complaints Commission	6,688	6,688	0	0.0%	HOPG – Independent Police Complaints Commission
HOPG – Security Industry Authority	1,096	1,096	0	0.0%	HOPG – Security Industry Authority
<b>Ministry of Defence</b>					
MOD – Ministry of Defence	269,702	267,601	-2,100	-0.8%	MOD – Ministry of Defence
MOD – United Kingdom Hydrographic Office	35,000	30,609	-4,391	-12.5%	MOD – United Kingdom Hydrographic Office
<b>Ministry of Justice</b>					
MOJ – Children & Family Court Advisory & Support Service	9,830	7,867	-1,963	-20.0%	MOJ – Children & Family Court Advisory & Support Service
MOJ – Criminal Injuries Compensation Authority	2,813	2,813	0	0.0%	MOJ – Criminal Injuries Compensation Authority
MOJ – HMCTS (All Property Centres)	1,128,055	1,086,100	-41,955	-3.7%	MOJ – HMCTS (All Property Centres)
MOJ – Legal Aid Agency (formerly MOJ – Legal Services Commission)	13,706	12,516	-1,190	-8.7%	MOJ – Legal Aid Agency
		11,442	N/A	N/A	MOJ – Lodgings (property centre set up in Feb 2017, holdings formerly in various MOJ property centres)
MOJ – Ministry of Justice HQ	42,627	42,139	-488	-1.1%	MOJ – Ministry of Justice HQ
MOJ – NOMS HQ	1,860	1,860	0	0.0%	MOJ – NOMS HQ
MOJ – NOMS Probation (formerly MOJ – NOMS (Non Custodial Property))	210,580	195,089	-15,491	-7.4%	MOJ – NOMS Probation
<b>National Crime Agency</b>					
NCA – National Crime Agency (NCA)	3,746	5,464	1,718	45.9%	NCA – National Crime Agency (NCA)
<b>National Savings and Investments</b>					
NS&I – National Savings and Investments (still have a presence on e-PIMS but now have no "Owned Holdings")	0	8,083	8,083	N/A	NS&I – National Savings and Investments



Department/organisation at 01/04/2016	NIA (sq.m) at 31/03/2016	NIA (sq.m) at 31/03/2017	Change (sq.m)	Change (%)	Department/organisation at 31/03/2017
<b>Office of Gas and Electricity Markets</b>					
Ofgem – Office of Gas and Electricity Markets	12,643	12,643	0	0.0%	OFGEM – Office of Gas and Electricity Markets
<b>Office of Rail and Road</b>					
ORR – Office of Rail and Road (Formerly ORR – Office of Rail Regulation HQ)	2,907	2,907	0	0.0%	ORR – Office of Rail and Road
<b>Royal Mint</b>					
RM – Royal Mint	32,091	32,091	0	0.0%	RM – Royal Mint
<b>Scotland Office</b>					
SO – Scotland Office	2,613	2,613	0	0.0%	SO – Scotland Office
<b>UK Statistics Authority</b>					
ONS – Office for National Statistics	60,340	60,202	-137	-0.2%	ONS – Office for National Statistics
<b>Wales Office</b>					
WO – Wales Office	1,141	1,141	0	0.0%	WO – Wales Office

# Appendix C

## Machinery of Government changes in 2016–17

Organisation	Details of change
BEIS - Committee on Climate Change	Formerly DECC – Committee on Climate Change
BEIS - Department for Business, Energy and Industrial Strategy	Formerly Department for Business, Innovation and Skills. Includes property centre DECC
BEIS - Civil Nuclear Constabulary	Formerly DECC – Civil Nuclear Constabulary
BEIS - Coal Authority	Formerly DECC – Coal Authority
BEIS - Department of Energy and Climate Change	Formerly DECC – Department of Energy and Climate Change
BEIS – Direct Rail Services Ltd	Formerly DECC – Direct Rail Services Ltd
BEIS – Nuclear Decommissioning Authority – Occupied	Formerly DECC – Nuclear Decommissioning Authority – Occupied
BIS – UK Commission for Employment and Skills	Closed March 2017
DFE – Construction Industry Training Board	Formerly BIS – Construction Industry Training Board
DFE – Higher Education Funding Council for England	Formerly BIS – Higher Education Funding Council for England
DFE – Skills Funding Agency	Formerly BIS – Skills Funding Agency
DFE – Student Loans Company Ltd	Formerly BIS – Student Loans Company Ltd
DH – NHS Digital	Formerly DH – Health & Social Care Information Centre
DH – NHS Improvement	Formerly DH – NHS Trust Development Authority and DH – Monitor
HOPG – Forensic Archive Ltd	Formerly HOPG – Forensic Science Service

# Appendix D

## Total running costs of the Central Estate in 2016–17

Reported costs are for the Central Estate and exclude depreciation

Organisation	2016–17 Costs (excluding cost of capital charge and depreciation)
Business, Energy & Industrial Strategy	£183,822,878
Cabinet Office	£30,151,674
Charity Commission	£972,708
Communities and Local Government	£17,216,985
Competitions and Markets Authority	£7,240,841
Culture, Media and Sport	£36,035,000
Defence*	£152,234,119
Education	£28,443,610
Environment, Food and Rural Affairs	£101,456,311
Export Credits Guarantee Department	£2,473,908
Food Standards Agency	£5,712,282
Foreign and Commonwealth Office	£35,632,584
Government Actuary's Department	£1,690,355
Health	£166,411,361
HM Revenue and Customs	£238,930,281
HM Treasury Group	£15,204,312
Home Office	£190,489,023
International Development	£6,560,287
Justice	£506,905,380
Law Officers' Departments	£44,236,949
National Savings and Investment	£5,019,710
Northern Ireland Office	£800,538
Office of Gas and Electricity Markets	£8,686,712
Office of Rail Road	£1,657,745
Royal Mint	£5,847,787
Scotland Office	£1,112,353
Transport	£139,858,283
UK Statistics Authority	£7,813,061
Wales Office	£348,759
Work and Pensions	£630,470,888
<b>Total reported operating costs (£)</b>	<b>£2,573,436,684</b>

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

# Appendix E

## How benchmarking was measured in 2016–17

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

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

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

Benchmarked occupations	971
Participating property centres	151
Total occupied space (sq.m)	2,759,338
Total office-based FTE	279,752
Total benchmarked property cost	£1,359,426,789

### Benchmarking

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

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

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

# Appendix F

## Benchmarked offices: efficiency data in 2016–17 (summary)

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Sq.m per FTE	Rank sq.m per FTE
AGO	33	63,905	7,189	8.9	10
BEIS	55	172,057	17,474	9.8	20
CHAR	2	1,429	252	5.7	1
CO	7	27,377	2,910	9.4	16
DCLG	21	21,944	2,275	9.6	17
DCMS	35	39,115	4,202	9.3	13
Defra	138	144,378	14,871	9.7	18
DFE	35	73,745	10,189	7.2	3
DFID	4	16,685	1,866	8.9	11
DFT*	53	224,433	25,262	8.9	9
DH	142	186,389	21,856	8.5	6
DWP	128	558,155	45,503	12.3	27
ECGD	1	1,798	288	6.2	2
FC	2	2,463	237	10.4	23
FCO	9	37,095	4,596	8.1	4
FSA	4	4,372	502	8.7	8
GAD	1	1,624	165	9.8	19
HMRC	144	606,964	60,157	10.1	21
HMT	12	14,106	1,715	8.2	5
HO	59	209,454	22,501	9.3	15
MOD	13	196,313	19,308	10.2	22
MOJ	60	95,964	11,129	8.6	7
NIO	1	493	45	11.0	24
NS&I	3	10,138	915	11.1	25
Ofgem	2	9,485	1,019	9.3	14
ONS	2	34,922	2,942	11.9	26
ORR	1	2,212	241	9.2	12
SO	2	1,180	89	13.2	28
WO	2	1,141	53	21.5	29
<b>Grand Total</b>	<b>971</b>	<b>2,759,338</b>	<b>279,752</b>	<b>9.9</b>	

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

	Total property cost	Total property cost per FTE	Rank total property cost per FTE	Total property cost per sq.m	Rank total property cost per sq.m	Sq.m per workstation	Number of workstations
	£36,722,956	£5,109	12	£575	11	9.9	6,464
	£100,361,832	£5,743	13	£583	12	9.6	17,838
	£838,156	£3,326	4	£587	13	7.9	180
	£25,996,655	£8,934	23	£950	23	12.0	2,276
	£23,898,224	£10,504	25	£1,089	26	9.3	2,370
	£26,151,226	£6,223	16	£669	14	9.5	4,123
	£49,335,524	£3,317	3	£342	3	9.6	14,988
	£41,995,143	£4,122	7	£569	10	8.2	9,010
	£14,406,452	£7,720	20	£863	21	10.7	1,566
	£87,320,984	£3,457	5	£389	5	10.1	22,174
	£103,592,740	£4,740	10	£556	9	8.6	21,786
	£213,315,647	£4,688	9	£382	4	9.2	60,715
	£2,473,908	£8,590	22	£1,376	27	7.0	257
	£743,838	£3,144	2	£302	2	11.5	215
	£26,579,615	£5,784	14	£717	16	10.1	3,666
	£6,293,948	£12,538	26	£1,440	28	8.9	491
	£1,713,401	£10,384	24	£1,055	25	9.8	165
	£243,341,348	£4,045	6	£401	6	9.0	67,149
	£10,996,582	£6,412	17	£780	19	9.0	1,574
	£108,239,408	£4,811	11	£517	8	10.2	20,598
	£144,993,950	£7,509	19	£739	18	12.7	15,505
	£67,043,555	£6,024	15	£699	15	9.3	10,307
	£800,539	£17,790	28	£1,624	29	7.1	69
	£4,288,864	£4,687	8	£423	7	11.0	920
	£8,017,197	£7,868	21	£845	20	9.6	984
	£6,102,191	£2,074	1	£175	1	9.8	3,556
	£1,593,352	£6,611	18	£720	17	9.5	232
	£1,204,325	£13,494	27	£1,020	24	9.4	125
	£1,065,231	£20,099	29	£934	22	21.5	53
	<b>£1,359,426,789</b>	<b>£4,859</b>		<b>£493</b>		<b>9.5</b>	<b>289,356</b>

# Appendix G

## Benchmarked offices: efficiency data in 2016–17 (departmental breakdown)

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
<b>AGO – Attorney General's Office</b>									
AGO – Attorney General's Office	1	723	63	£1,107,087	11.5	£17,573	£1,531	10.3	70
CPS – East Midlands	4	4,074	372	£1,227,891	11.0	£3,301	£301	10.2	400
CPS – East of England	2	3,251	266	£1,728,742	12.2	£6,496	£532	14.0	232
CPS – Headquarters	3	12,053	1,543	£8,986,331	7.8	£5,823	£746	9.2	1,303
CPS – London	1	1,031	202	£453,678	5.1	£2,246	£440	5.1	203
CPS – Merseyside & Cheshire	1	2,530	256	£1,982,073	9.9	£7,742	£783	11.0	230
CPS – North East	2	3,690	284	£1,533,624	13.0	£5,404	£416	16.3	226
CPS – North West	2	4,139	453	£1,979,317	9.1	£4,368	£478	9.6	430
CPS – South East	3	2,796	211	£1,212,539	13.3	£5,756	£434	8.5	329
CPS – South West	1	997	112	£575,560	8.9	£5,153	£577	8.2	122
CPS – Thames & Chiltern	2	2,503	272	£917,304	9.2	£3,372	£367	7.6	328
CPS – Wales	2	2,207	194	£762,481	11.4	£3,934	£345	8.7	255
CPS – Wessex	3	2,486	200	£999,303	12.4	£4,992	£402	12.7	195
CPS – West Midlands	1	2,838	457	£2,491,236	6.2	£5,457	£878	6.9	410
CPS – Yorkshire & Humberside	3	6,284	633	£1,725,357	9.9	£2,728	£275	13.7	458
GLD – Government Legal Department	1	8,514	1,067	£5,371,262	8.0	£5,034	£631	10.3	830
SFO – Serious Fraud Office	1	3,790	605	£3,669,171	6.3	£6,065	£968	8.6	443
<b>AGO Total</b>	<b>33</b>	<b>63,905</b>	<b>7,189</b>	<b>£36,722,956</b>	<b>8.9</b>	<b>£5,109</b>	<b>£575</b>	<b>9.9</b>	<b>6,464</b>
<b>BEIS – Business, Energy &amp; Industrial Strategy</b>									
BEIS – Advisory Conciliation and Arbitration Service	4	4,131	436	£3,461,999	9.5	£7,940	£838	11.6	357
BEIS – Arts & Humanities Research Council	1	643	54	£71,070	11.9	£1,310	£111	9.5	68
BEIS – Biotechnology & Biological Sciences Research Council	1	1,730	194	£202,290	8.9	£1,041	£117	9.3	186
BEIS – British Business Bank	2	1,145	166	£585,991	6.9	£3,530	£512	6.9	165

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
BEIS – Civil Nuclear Constabulary	1	1,454	204	£553,776	7.1	£2,721	£381	9.0	162
BEIS – Coal Authority	1	1,870	191	£293,702	9.8	£1,538	£157	10.9	172
BEIS – Companies House	2	12,672	870	£8,244,903	14.6	£9,477	£651	14.5	873
BEIS – Competition Appeals Tribunal	1	1,574	44	£1,816,464	35.8	£41,283	£1,154	54.3	29
BEIS – Core	6	34,572	3,250	£29,924,221	10.6	£9,207	£866	10.4	3,338
BEIS – Economic and Social Research Council	1	1,051	146	£110,664	7.2	£756	£105	7.2	145
BEIS – Engineering & Physical Sciences Research Council	1	1,728	184	£393,116	9.4	£2,133	£228	8.5	203
BEIS – Innovate UK	1	1,215	285	£451,066	4.3	£1,583	£371	8.2	149
BEIS – Insolvency Service	7	10,081	1,317	£7,410,401	7.7	£5,627	£735	8.7	1,154
BEIS – Intellectual Property Office	2	12,830	1,129	£8,098,807	11.4	£7,170	£631	11.1	1,154
BEIS – Medical Research Council	2	2,381	245	£778,796	9.7	£3,175	£327	8.5	280
BEIS – Met Office	1	12,461	1,698	£7,860,958	7.3	£4,631	£631	7.6	1,630
BEIS – Natural Environment Research Council	1	1,314	176	£527,170	7.4	£2,988	£401	6.3	210
BEIS – Nuclear Decommissioning Authority – Occupied	2	4,117	216	£924,984	19.1	£4,282	£225	13.8	299
BEIS – Ordnance Survey Ltd	1	11,819	920	£4,522,077	12.8	£4,915	£383	9.8	1,206
BEIS – Science & Technology Facilities Council	1	925	102	£98,045	9.1	£963	£106	8.2	113
BEIS – UK Shared Business Service Ltd	1	1,267	98	£105,507	12.9	£1,077	£83	12.9	98
CMA – Competition and Markets Authority	1	5,064	641	£11,654,997	7.9	£18,183	£2,302	9.9	513
LR – Land Registry Agency Estates Division AED	14	46,014	4,907	£12,270,828	9.4	£2,501	£267	8.6	5,334
<b>BEIS Total</b>	<b>55</b>	<b>172,057</b>	<b>17,474</b>	<b>£100,361,832</b>	<b>9.8</b>	<b>£5,743</b>	<b>£583</b>	<b>9.6</b>	<b>17,838</b>
CHAR – Charity Commission									
CHAR – Charity Commission	2	1,429	252	£838,156	5.7	£3,326	£587	7.9	180
<b>CHAR Total</b>	<b>2</b>	<b>1,429</b>	<b>252</b>	<b>£838,156</b>	<b>5.7</b>	<b>£3,326</b>	<b>£587</b>	<b>7.9</b>	<b>180</b>
CO – Cabinet Office									
CO – Crown Commercial Service	2	3,950	371	£584,065	10.6	£1,574	£148	11.7	339
CO – Financial and Estate Management	5	23,427	2,539	£25,412,590	9.2	£10,009	£1,085	12.1	1,937
<b>CO Total</b>	<b>7</b>	<b>27,377</b>	<b>2,910</b>	<b>£25,996,655</b>	<b>9.4</b>	<b>£8,934</b>	<b>£950</b>	<b>12.0</b>	<b>2,276</b>



Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
<b>DCLG – Communities and Local Government</b>									
DCLG – Central	7	13,217	1,240	£12,009,853	10.7	£9,689	£909	11.1	1,186
DCLG – Government Office Residual Estate	6	2,225	183	£816,516	12.2	£4,474	£367	11.6	192
DCLG – Homes and Communities Agency (Operational)	7	4,106	518	£4,252,455	7.9	£8,209	£1,036	7.1	577
DCLG – Planning Inspectorate	1	2,396	335	£6,819,401	7.1	£20,349	£2,846	5.8	415
<b>DCLG Total</b>	<b>21</b>	<b>21,944</b>	<b>2,275</b>	<b>£23,898,224</b>	<b>9.6</b>	<b>£10,504</b>	<b>£1,089</b>	<b>9.3</b>	<b>2,370</b>
<b>DCMS – Culture, Media and Sport</b>									
DCMS – Arts Council England	3	3,257	359	£1,452,938	9.1	£4,046	£446	8.6	379
DCMS – Big Lottery Fund	7	8,711	786	£4,375,035	11.1	£5,566	£502	9.6	910
DCMS – British Film Institute	1	2,593	270	£1,605,223	9.6	£5,945	£619	9.3	280
DCMS – Churches Conservation Trust	2	222	34	£80,282	6.5	£2,354	£362	7.2	31
DCMS – Department For Culture, Media and Sport	1	4,585	603	£5,520,160	7.6	£9,154	£1,204	11.0	418
DCMS – Gambling Commission	1	2,414	310	£1,222,032	7.8	£3,941	£506	8.5	284
DCMS – Historic England	10	11,483	1,189	£7,551,089	9.7	£6,351	£658	10.1	1,134
DCMS – Horserace Betting Levy Board	1	401	13	£334,957	30.6	£25,569	£835	21.1	19
DCMS – Information Commissioners Office	2	82	12	£17,583	6.8	£1,465	£215	6.8	12
DCMS – National Heritage Memorial Fund	1	1,575	152	£1,072,200	10.4	£7,054	£681	10.2	155
DCMS – Sport England	3	1,691	182	£1,149,583	9.3	£6,330	£680	7.9	213
DCMS – Sports Grounds Safety Authority	1	135	6	£85,359	21.1	£13,337	£632	19.3	7
DCMS – UK Sport	1	838	98	£634,944	8.5	£6,479	£758	7.8	107
DCMS – Visit Britain	1	1,128	188	£1,049,841	6.0	£5,584	£931	6.5	174
<b>DCMS Total</b>	<b>35</b>	<b>39,115</b>	<b>4,202</b>	<b>£26,151,226</b>	<b>9.3</b>	<b>£6,223</b>	<b>£669</b>	<b>9.5</b>	<b>4,123</b>
<b>Defra – Environment, Food and Rural Affairs</b>									
Defra – Agriculture & Horticulture Development Board	1	2,900	304	£794,807	9.5	£2,614	£274	8.6	337
Defra – Consumer Council for Water	1	792	70	£439,889	11.3	£6,258	£556	13.6	58
Defra – Department for Environment, Food and Rural Affairs	85	57,149	5,639	£28,095,004	10.1	£4,983	£492	8.7	6,554
Defra – Environment Agency Anglian	10	12,622	1,050	£2,010,259	12.0	£1,914	£159	12.5	1,007

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
Defra – Environment Agency Head Office	2	6,260	1,081	£3,213,868	5.8	£2,974	£513	6.1	1,023
Defra – Environment Agency Midlands	7	12,124	1,272	£2,694,996	9.5	£2,118	£222	10.5	1,154
Defra – Environment Agency North East	5	12,049	1,390	£3,266,746	8.7	£2,350	£271	10.1	1,193
Defra – Environment Agency North West	3	8,580	1,213	£1,597,822	7.1	£1,317	£186	8.5	1,009
Defra – Environment Agency South West	5	10,905	969	£1,805,622	11.3	£1,864	£166	12.7	857
Defra – Environment Agency Southern	9	10,132	842	£1,935,698	12.0	£2,298	£191	12.1	837
Defra – Environment Agency Thames	4	6,544	649	£1,616,994	10.1	£2,493	£247	10.4	631
Defra – Joint Nature Conservation Committee	1	1,329	122	£291,188	10.9	£2,387	£219	12.8	104
Defra – Sea Fish Industry Authority	3	1,834	69	£760,889	26.6	£11,027	£415	22.4	82
WSRA – Water Services Regulation Authority	2	1,159	201	£811,742	5.8	£4,039	£700	8.2	142
<b>Defra Total</b>	<b>138</b>	<b>144,378</b>	<b>14,871</b>	<b>£49,335,524</b>	<b>9.7</b>	<b>£3,317</b>	<b>£342</b>	<b>9.6</b>	<b>14,988</b>
<b>DFE – Education</b>									
DFE – Education Funding Agency	1	259	35	£521,212	7.3	£14,724	£2,012	12.3	21
DFE – Equality and Human Rights Commission	7	2,217	180	£1,390,573	12.3	£7,736	£627	10.0	221
DFE – Higher Education Funding Council for England	3	3,436	391	£1,388,776	8.8	£3,552	£404	9.1	379
DFE – Operational Properties	10	32,745	4,609	£20,522,782	7.1	£4,453	£627	8.4	3,902
DFE – Skills Funding Agency	7	9,044	915	£6,114,558	9.9	£6,683	£676	9.2	984
DFE – Student Loans Company Ltd	3	19,969	3,131	£7,394,439	6.4	£2,362	£370	7.2	2,771
Ofsted – Office for Standards in Education	4	6,075	928	£4,662,802	6.5	£5,025	£768	8.3	732
<b>DFE Total</b>	<b>35</b>	<b>73,745</b>	<b>10,189</b>	<b>£41,995,143</b>	<b>7.2</b>	<b>£4,122</b>	<b>£569</b>	<b>8.2</b>	<b>9,010</b>
<b>DFID – International Development</b>									
DFID – Department for International Development	4	16,685	1,866	£14,406,452	8.9	£7,720	£863	10.7	1,566
<b>Grand Total</b>	<b>4</b>	<b>16,685</b>	<b>1,866</b>	<b>£14,406,452</b>	<b>8.9</b>	<b>£7,720</b>	<b>£863</b>	<b>10.7</b>	<b>1,566</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
<b>DFT – Transport</b>									
DFT – DFT Central	2	16,319	2,391	£12,887,431	6.8	£5,390	£790	9.0	1,804
DFT – Driver & Vehicle Standards Agency	2	6,363	648	£1,311,395	9.8	£2,024	£206	6.9	920
DFT – Driver and Vehicle Licensing Agency	4	52,320	5,397	£10,688,798	9.7	£1,981	£204	10.1	5,203
DFT – Highways England (Office and Operational Estate)	17	35,640	4,153	£14,825,259	8.6	£3,570	£416	11.3	3,141
DFT – Maritime and Coastguard Agency	1	4,953	338	£1,353,416	14.7	£4,007	£273	9.9	501
DFT – Network Rail	27	108,838	12,336	£46,254,685	8.8	£3,749	£425	10.3	10,605
<b>DFT Total</b>	<b>53</b>	<b>224,433</b>	<b>25,262</b>	<b>£87,320,984</b>	<b>8.9</b>	<b>£3,457</b>	<b>£389</b>	<b>10.1</b>	<b>22,174</b>
<b>DH – Health</b>									
DH – Care Quality Commission	5	11,778	1,103	£8,980,763	10.7	£8,142	£762	9.4	1,250
DH – Health Education England	23	19,118	1,971	£9,462,643	9.7	£4,802	£495	8.5	2,253
DH – Health Research Authority	5	1,743	193	£766,029	9.0	£3,969	£440	9.2	190
DH – HQ	7	25,240	1,785	£23,988,674	14.1	£13,439	£950	10.7	2,363
DH – Human Fertilisation & Embryology Authority	1	269	67	£330,000	4.0	£4,925	£1,227	6.6	41
DH – Human Tissue Authority	1	300	51	£475,000	5.9	£9,314	£1,583	7.1	42
DH – Medicines, Healthcare Products and Regulatory Agency	2	6,434	985	£7,135,051	6.5	£7,242	£1,109	7.6	850
DH – National Institute for Health and Care Excellence	2	4,992	579	£3,041,035	8.6	£5,249	£609	9.6	521
DH – NHS Blood & Transplant	7	3,642	262	£1,262,835	13.9	£4,825	£347	11.2	325
DH – NHS Business Services Authority	9	27,470	2,734	£6,447,612	10.0	£2,358	£235	8.4	3,257
DH – NHS Digital	13	16,192	2,457	£7,402,338	6.6	£3,013	£457	6.5	2,473
DH – NHS England	34	43,387	5,984	£19,668,745	7.3	£3,287	£453	8.6	5,018
DH – NHS Improvement	9	7,380	1,154	£3,525,066	6.4	£3,055	£478	8.2	898
DH – NHS Litigation Authority	1	1,442	224	£1,321,625	6.4	£5,900	£917	9.5	151
DH – Public Health England	23	17,002	2,307	£9,785,324	7.4	£4,242	£576	7.9	2,154
<b>DH Total</b>	<b>142</b>	<b>186,389</b>	<b>21,856</b>	<b>£103,592,740</b>	<b>8.5</b>	<b>£4,740</b>	<b>£556</b>	<b>8.6</b>	<b>21,786</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
<b>DWP – Work and Pensions</b>									
DWP – CMG	7	54,640	3,576	£17,458,877	15.3	£4,883	£320	9.3	5,907
DWP – Corporate Centre	6	83,043	6,738	£44,905,375	12.3	£6,664	£541	9.0	9,233
DWP – Health And Safety Executive	10	21,598	1,637	£14,977,361	13.2	£9,148	£693	8.9	2,425
DWP – Operations	104	395,508	32,937	£134,423,235	12.0	£4,081	£340	9.3	42,588
DWP – Pensions Regulator	1	3,366	615	£1,550,799	5.5	£2,521	£461	6.0	562
<b>DWP Total</b>	<b>128</b>	<b>558,155</b>	<b>45,503</b>	<b>£213,315,647</b>	<b>12.3</b>	<b>£4,688</b>	<b>£382</b>	<b>9.2</b>	<b>60,715</b>
<b>Export Credits Guarantee Department</b>									
ECGD – Export Credits Guarantee Department	1	1,798	288	£2,473,908	6.2	£8,590	£1,376	7.0	257
<b>ECGD Total</b>	<b>1</b>	<b>1,798</b>	<b>288</b>	<b>£2,473,908</b>	<b>6.2</b>	<b>£8,590</b>	<b>£1,376</b>	<b>7.0</b>	<b>257</b>
<b>FC – Forestry Commission</b>									
FC – Forestry Commission England	2	2,463	237	£743,838	10.4	£3,144	£302	11.5	215
<b>FC Total</b>	<b>2</b>	<b>2,463</b>	<b>237</b>	<b>£743,838</b>	<b>10.4</b>	<b>£3,144</b>	<b>£302</b>	<b>11.5</b>	<b>215</b>
<b>FCO – Foreign &amp; Commonwealth Office</b>									
FCO – British Council	5	9,350	1,527	£5,688,870	6.1	£3,726	£608	10.8	868
FCO – Foreign & Commonwealth Office	2	27,495	3,025	£20,662,305	9.1	£6,831	£751	9.9	2,765
FCO – Great Britain-China Centre (GBCC)	1	63	12	£56,880	5.5	£4,946	£900	7.9	8
FCO – Westminster Foundation for Democracy (WFD)	1	186	32	£171,560	5.8	£5,361	£920	7.5	25
<b>FCO Total</b>	<b>9</b>	<b>37,095</b>	<b>4,596</b>	<b>£26,579,615</b>	<b>8.1</b>	<b>£5,784</b>	<b>£717</b>	<b>10.1</b>	<b>3,666</b>
<b>FSA – Food Standards Agency</b>									
FSA – Food Standards Agency	4	4,372	502	£6,293,948	8.7	£12,538	£1,440	8.9	491
<b>FSA Total</b>	<b>4</b>	<b>4,372</b>	<b>502</b>	<b>£6,293,948</b>	<b>8.7</b>	<b>£12,538</b>	<b>£1,440</b>	<b>8.9</b>	<b>491</b>
<b>GAD – Government Actuary's Department</b>									
GAD – Government Actuary's Department	1	1,624	165	£1,713,401	9.8	£10,384	£1,055	9.8	165
<b>GAD Total</b>	<b>1</b>	<b>1,624</b>	<b>165</b>	<b>£1,713,401</b>	<b>9.8</b>	<b>£10,384</b>	<b>£1,055</b>	<b>9.8</b>	<b>165</b>
<b>HMRC</b>									
HMRC – HM Revenue and Customs	103	579,767	57,627	£233,737,894	10.1	£4,056	£403	9.0	64,239
HMRC – Valuation Office Agency	41	27,198	2,530	£9,603,454	10.8	£3,797	£353	9.3	2,910
<b>HMRC Total</b>	<b>144</b>	<b>606,964</b>	<b>60,157</b>	<b>£243,341,348</b>	<b>10.1</b>	<b>£4,045</b>	<b>£401</b>	<b>9.0</b>	<b>67,149</b>

Organisation	Occupation count	Occupied usable NIA (sq.m)	Total office-based FTE staff and contractors	Total property cost	Sq.m per FTE	Total property cost per FTE	Total property cost per sq.m	Sq.m per workstation	Number of workstations
<b>HMT – Treasury</b>									
HMT – Government Internal Audit Agency	5	723	113	£646,030	6.4	£5,717	£894	9.6	75
HMT – HM Treasury	5	11,858	1,453	£8,486,663	8.2	£5,841	£716	8.9	1,330
HMT – Office for Budget Responsibility	1	235	23	£218,585	10.2	£9,504	£930	10.2	23
HMT – UK Debt Management Office	1	1,290	126	£1,645,303	10.2	£13,058	£1,275	8.8	146
<b>HMT Total</b>	<b>12</b>	<b>14,106</b>	<b>1,715</b>	<b>£10,996,582</b>	<b>8.2</b>	<b>£6,412</b>	<b>£780</b>	<b>9.0</b>	<b>1,574</b>
<b>HO – Home Office</b>									
HO – Core Home Office	46	192,293	20,325	£98,341,052	9.5	£4,838	£511	10.4	18,448
HO – HM Inspectorate of Constabulary	1	188	20	£77,525	9.4	£3,876	£413	9.4	20
HOPG – College of Policing	2	1,569	178	£913,936	8.8	£5,142	£583	11.0	142
HOPG – Disclosure and Barring Service	2	6,990	862	£3,101,691	8.1	£3,599	£444	8.0	876
HOPG – Independent Police Complaints Commission	6	6,758	873	£4,016,333	7.7	£4,601	£594	7.7	873
HOPG – Office of the Immigration Services Commissioner	1	561	60	£479,295	9.4	£8,019	£854	10.4	54
HOPG – Security Industry Authority	1	1,096	183	£1,309,576	6.0	£7,156	£1,195	5.9	185
<b>HO Total</b>	<b>59</b>	<b>209,454</b>	<b>22,501</b>	<b>£108,239,408</b>	<b>9.3</b>	<b>£4,811</b>	<b>£517</b>	<b>10.2</b>	<b>20,598</b>
<b>MOD – Ministry of Defence</b>									
MOD – Ministry of Defence	13	196,313	19,308	£144,993,950	10.2	£7,509	£739	12.7	15,505
<b>MOD Total</b>	<b>13</b>	<b>196,313</b>	<b>19,308</b>	<b>£144,993,950</b>	<b>10.2</b>	<b>£7,509</b>	<b>£739</b>	<b>12.7</b>	<b>15,505</b>
<b>MOJ – Ministry of Justice</b>									
MOJ – Children & Family Court Advisory & Support Service	26	11,959	1,320	£5,220,165	9.1	£3,955	£437	10.5	1,144
MOJ – Criminal Cases Review Commission	1	993	83	£13,831	12.0	£167	£14	9.8	101
MOJ – Criminal Injuries Compensation Authority	1	2,722	267	£956,686	10.2	£3,583	£351	8.0	342
MOJ – HMCTS (London)	2	5,530	568	£4,777,117	9.7	£8,410	£864	9.7	568
MOJ – HMCTS (Midlands)	6	12,100	1,029	£2,922,640	11.8	£2,841	£242	10.9	1,110
MOJ – HMCTS (North East)	2	1,647	121	£499,133	13.7	£4,137	£303	14.5	114
MOJ – HMCTS (North West)	3	3,344	379	£1,076,969	8.8	£2,842	£322	8.9	377
MOJ – HMCTS (South East)	4	1,867	119	£1,076,197	15.7	£9,069	£576	9.9	188
MOJ – HMCTS (South West)	2	2,604	140	£543,220	18.6	£3,884	£209	21.7	120
MOJ – HMCTS (Wales)	1	665	80	£115,479	8.3	£1,443	£174	7.4	90
MOJ – Legal Aid Agency	7	7,189	799	£4,077,418	9.0	£5,103	£567	8.6	836

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MOJ – Legal Services Board	1	354	37	£292,360	9.6	£7,902	£826	9.8	36
MOJ – Ministry Of Justice HQ	4	44,989	6,189	£45,472,340	7.3	£7,347	£1,011	8.5	5,281
<b>MOJ Total</b>	<b>60</b>	<b>95,964</b>	<b>11,129</b>	<b>£67,043,555</b>	<b>8.6</b>	<b>£6,024</b>	<b>£699</b>	<b>9.3</b>	<b>10,307</b>
NIO – Northern Ireland Office									
NIO – Northern Ireland Office	1	493	45	£800,539	11.0	£17,790	£1,624	7.1	69
<b>NIO Total</b>	<b>1</b>	<b>493</b>	<b>45</b>	<b>£800,539</b>	<b>11.0</b>	<b>£17,790</b>	<b>£1,624</b>	<b>7.1</b>	<b>69</b>
NS&I – National Savings and Investments									
NS&I – National Savings and Investments	3	10,138	915	£4,288,864	11.1	£4,687	£423	11.0	920
<b>NS&amp;I Total</b>	<b>3</b>	<b>10,138</b>	<b>915</b>	<b>£4,288,864</b>	<b>11.1</b>	<b>£4,687</b>	<b>£423</b>	<b>11.0</b>	<b>920</b>
Ofgem – Office of Gas and Electricity Markets									
Ofgem – Office of Gas and Electricity Markets	2	9,485	1,019	£8,017,197	9.3	£7,868	£845	9.6	984
<b>Ofgem Total</b>	<b>2</b>	<b>9,485</b>	<b>1,019</b>	<b>£8,017,197</b>	<b>9.3</b>	<b>£7,868</b>	<b>£845</b>	<b>9.6</b>	<b>984</b>
ONS – Office for National Statistics									
ONS – Office for National Statistics	2	34,922	2,942	£6,102,191	11.9	£2,074	£175	9.8	3,556
<b>ONS Total</b>	<b>2</b>	<b>34,922</b>	<b>2,942</b>	<b>£6,102,191</b>	<b>11.9</b>	<b>£2,074</b>	<b>£175</b>	<b>9.8</b>	<b>3,556</b>
ORR – Office of Rail and Road									
ORR – Office of Rail and Road	1	2,212	241	£1,593,352	9.2	£6,611	£720	9.5	232
<b>ORR Total</b>	<b>1</b>	<b>2,212</b>	<b>241</b>	<b>£1,593,352</b>	<b>9.2</b>	<b>£6,611</b>	<b>£720</b>	<b>9.5</b>	<b>232</b>
SO – Scotland Office									
SO – Scotland Office	2	1,180	89	£1,204,325	13.2	£13,494	£1,020	9.4	125
<b>SO Total</b>	<b>2</b>	<b>1,180</b>	<b>89</b>	<b>£1,204,325</b>	<b>13.2</b>	<b>£13,494</b>	<b>£1,020</b>	<b>9.4</b>	<b>125</b>
WO – Wales Office									
WO – Wales Office	2	1,141	53	£1,065,231	21.5	£20,099	£934	21.5	53
<b>WO Total</b>	<b>2</b>	<b>1,141</b>	<b>53</b>	<b>£1,065,231</b>	<b>21.5</b>	<b>£20,099</b>	<b>£934</b>	<b>21.5</b>	<b>53</b>
<b>Grand total</b>	<b>971</b>	<b>2,759,338</b>	<b>279,752</b>	<b>£1,359,426,789</b>	<b>9.9</b>	<b>£4,859</b>	<b>£493</b>	<b>9.5</b>	<b>289,356</b>

# Glossary

## Organisations

<b>AGO</b>	Attorney General's Office	<b>HMRC</b>	HM Revenue and Customs
<b>BEIS</b>	Department for Business, Energy and Industrial Strategy	<b>HMT</b>	HM Treasury Group
<b>CHAR</b>	Charity Commission	<b>HO</b>	Home Office
<b>CMA</b>	Competition and Markets Authority	<b>HOPG</b>	Home Office Property General
<b>CO</b>	Cabinet Office	<b>LGA</b>	Local Government Association
<b>CPS</b>	Crown Prosecution Service	<b>LOD</b>	Law Officers' Departments
<b>DCLG</b>	Department for Communities and Local Government	<b>MOD</b>	Ministry of Defence
<b>DCMS</b>	Department for Culture, Media and Sport	<b>MOJ</b>	Ministry of Justice
<b>DECC</b>	Department of Energy and Climate Change	<b>NCA</b>	National Crime Agency
<b>Defra</b>	Department for Environment, Food and Rural Affairs	<b>NIO</b>	Northern Ireland Office
<b>DFE</b>	Department for Education	<b>NOMS</b>	National Offender Management Service
<b>DFID</b>	Department for International Development	<b>NS&amp;I</b>	National Savings and Investments
<b>DFT</b>	Department for Transport	<b>Ofgem</b>	Office of Gas and Electricity Markets
<b>DH</b>	Department of Health	<b>Ofsted</b>	Office for Standards in Education, Children's Services and Skills
<b>DSA</b>	Driving Standards Agency	<b>ONS</b>	Office for National Statistics
<b>DVLA</b>	Driver and Vehicle Licensing Agency	<b>ORR</b>	Office of Rail and Road
<b>DWP</b>	Department for Work and Pensions	<b>RICS</b>	Royal Institution of Chartered Surveyors
<b>ECGD</b>	Export Credit Guarantee Department	<b>RM</b>	Royal Mint
<b>FC</b>	Forestry Commission	<b>SFO</b>	Serious Fraud Office
<b>FCO</b>	Foreign and Commonwealth Office	<b>SO</b>	Scotland Office
<b>FSA</b>	Food Standards Agency	<b>TNA</b>	The National Archives
<b>GAD</b>	Government Actuary's Department	<b>UKSA</b>	UK Statistics Authority
<b>GPA</b>	Government Property Agency	<b>VOSA</b>	Vehicle Operator and Services Agency
<b>GPP</b>	Government Property Profession	<b>WO</b>	Wales Office
<b>GPU</b>	Government Property Unit	<b>WSRA</b>	Water Services Regulation Authority
<b>HMCTS</b>	Her Majesty's Courts and Tribunals Service		

## Definitions

### £/FTE

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

### £/sq.m

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

### Central Estate

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

### Civil Estate

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

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

### Climate Change Act 2008

Two key aims of the Act are to:

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

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

### Cost efficiency

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

### DEC

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

### EPC

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

### e-PIMS™

Electronic Property Information Mapping Service.

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

### FTE

Full-time equivalent (staff).

### Holding

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

### KPI

Key Performance Indicator.

### MOTO

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

### NDPB

Non-departmental public body.

### NIA

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

### Occupation

Refers to the organisation using space within a holding.



## **Operational ratings**

Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO<sub>2</sub> per sq.m arising from energy consumption, compared with a value that would be considered typical for the particular type of building.

The operational rating is a numerical indicator of the amount of energy consumed during the occupation of the building over a period of 12 months, based on meter readings.

## **PFI**

Private Finance Initiative.

## **Property**

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

## **Sq.m**

Square meters.

## **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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