



Cabinet Office

STATE OF THE ESTATE IN 2017–18

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STATE OF THE ESTATE IN 2017–18

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

HM Government

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MINISTERIAL FOREWORD

Oliver Dowden CBE,
Minister for Implementation



Transforming the government estate, changing how departments manage property, and driving efficiencies, savings and productivity has continued to save taxpayers' money and transform the way government works since 2010. This work has never been more critical as we look to introduce even more innovative ways of working and transform how we provide public services.

Over the course of a year, the central government estate has reduced by the equivalent of 13 Trafalgar Squares (156,000 m²) and costs, in real terms, £22 million less to run. The estate is now 7.7 million m²; nearly a third smaller than it was in 2010. We have saved £760 million, in real terms, in estate running costs since 2010.

We are also making ever more efficient use of our estate. Our space per person ratio in offices is down to 9.4 m² (while the private sector is at 10.7 m²). This in turn has reduced vacant space, which has fallen by 65% since 2010 and now represents just 1.4% of the central estate (while the private sector's vacancy rate is 7.1%). Our average property cost is £486 per m² (against a private sector average of £560 per m²).

These numbers represent a considerable achievement and show that government is not only making better use of space than the private sector, but has achieved these efficiencies despite the number of employees working in the Civil Service rising since June 2016.

This progress has provided us with the opportunity to reinvest a further £750 million in capital receipts from the sale of over 400 sites into supporting government's wider commitments – from delivering better public services to delivering more surplus land for housing.

While we celebrate the achievements of the last year in this report, the next iteration of the Government Estate Strategy, covering a five-year period, was published earlier in July 2018. The strategy sets out the ambition and commitment of HM Government to use the government estate to deliver better outcomes, and a sustainable estate that truly works for everyone, across the UK. Our goal is to enable better outcomes for the public and to provide a transformed estate that helps deliver 21st century services.

I am proud of what the property function has already achieved in making the government estate more modern and efficient. I look forward to seeing the numerous benefits realised as we deliver on the commitments of the Government Estate Strategy.

A handwritten signature in blue ink, reading "Oliver Dowden". The signature is fluid and cursive, with a long horizontal line extending to the right.

CHAPTER ONE INTRODUCTION



About this report

The annual State of the Estate report describes progress throughout the 2017–18 financial year in improving the efficiency and sustainability of central government property that makes up the central estate. The report focuses on three areas:

- the cost and size of the central estate
- progress made with improving the efficiency of the estate
- progress made with improving environmental sustainability of the estate

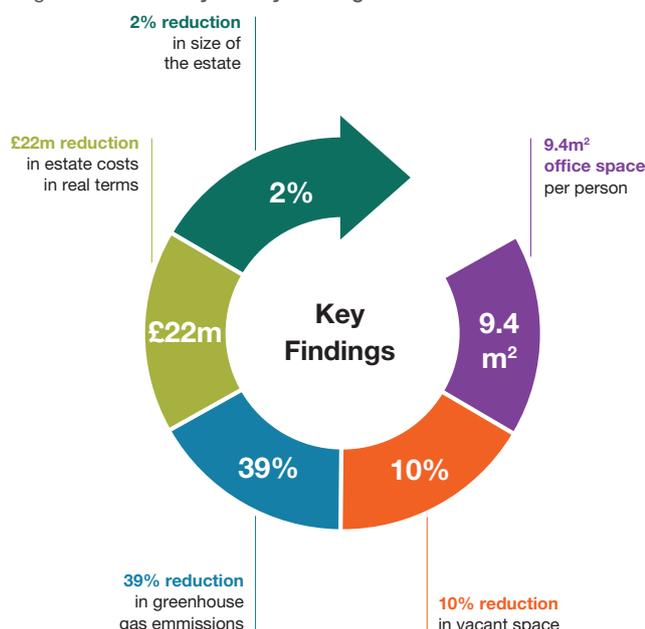
The report meets obligations under the Climate Change Act 2008, for government property (managed by the property function), to lay before Parliament an assessment of the progress made in the year towards improving the efficiency and contribution to sustainability of buildings that are part of the civil estate.

The reporting period

This report covers the financial year 2017–18 (1 April 2017 to 31 March 2018). Performance during 2017–18 is compared with the previous year, 2016–17 and, at certain places, with 2010.

Summary findings

Figure 1 Summary of key findings 2017–18



Trends

- Government departments used innovative approaches to optimise and run their estates, including transformation, strategic investment, targeted modernisation and co-locations.
- Departments invested ‘intelligently’ in projects that improved their ability to drive longer term efficiencies.
- Public bodies increasingly co-located, creating more opportunities for multi-occupations and collaboration.
- Departments maximised use of space and promoted smarter working to make their office space work for their staff.

Key terms

The central estate

This State of the Estate report focuses on the central estate that comprises the ‘core’ properties that are owned, leased or occupied by government organisations, including ministerial and non-ministerial departments, executive agencies and executive non-departmental public bodies (NDPBs). Examples of ‘core’ properties are offices, front-of-house services such as job centres, passport offices and courts. It does not include specialist property – for example ports, museums, prisons, royal parks.

Figure 2 depicts the central, civil and wider government estates.

The property function

The property function exists to support the delivery of central government services. Around 4,500 people are employed in the function across government, managing an estate valued at around £46 billion, working towards delivering the Government Estate Strategy.

Office of Government Property

The Office of Government Property (OGP), formerly the Government Property Unit, supports government and the wider public sector to manage their estate more efficiently and effectively, helping to deliver the finest public services and supporting the government’s priorities by unlocking surplus land for housing,

and encouraging the creation of public service jobs outside London to support economic growth. OGP builds capacity and capability in the property function across government through leadership of the Government Property Profession and improving use of data for better decision-making.

Government Property Agency

The Government Property Agency (GPA), launched on 1 April 2018, is an executive agency of the Cabinet Office, set up to provide professional property asset management services across central government's general purpose estate. It will make the administrative estate operate more effectively by replacing older, less efficient, buildings with purpose-built offices. The GPA is an enabler for the delivery of Civil Service transformation through programmes such as hubs, Whitehall Campus and smarter working.

Government hubs programme

The government hubs programme is helping to transform the Civil Service into a modern employer by providing staff with up-to-date, better-utilised, fit-for-purpose office space. The hubs across the UK are being placed close to public transport infrastructure and local amenities and will have a modern working environment that supports smarter working.

To date 14 hub locations, mainly for HMRC staff, have been announced across the UK: Edinburgh, Glasgow, Belfast, Leeds, Liverpool, Birmingham, Bristol, Cardiff, Stratford (London), Croydon, Canary Wharf, Manchester, Newcastle and Nottingham.

National Property Controls

The National Property Controls aim to reduce expenditure on property by requiring organisations to exit leased properties as break options and expiries occur. The National Property Controls cover new leases and renewals of existing leases, the

non-exercise of lease break options, new property acquisition, new build developments, sale and leaseback, and any freehold acquisitions / sales.

Data collection

Government organisations are required to record their central estate property information on the government's central database, the Electronic Property Information Mapping Service (e-PIMS™). The datasets used in this report are either collated from e-PIMS™ or provided by departments.

Key metrics on the central estate

Size

The overall size of the estate is a measure of the total holding¹ floor area as Net Internal Area² (NIA) in square metres (m²).

Cost

Estate costs are total property costs, derived from 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 definitions.

Utilisation

Office utilisation is calculated from occupied usable space (m² NIA) divided by the total number of full-time equivalent (FTE) staff and contractors.

Environmental sustainability

Organisations submit data to report against the Greening Government Commitments targets to the Department for Environment, Food and Rural Affairs (Defra), which is published, by Defra, in an annual report <https://www.gov.uk/government/collections/greening-government-commitments>. Individual organisations also report on the energy rating of newly procured buildings, and, for the first time this year, on all buildings in the central estate.

¹ 'Holding' is the basic legal unit of real estate, for example a leasehold agreement with a landlord or a freehold property title.

² Net Internal Area as defined by RICS Measuring Code.

Figure 2 Government estate structure

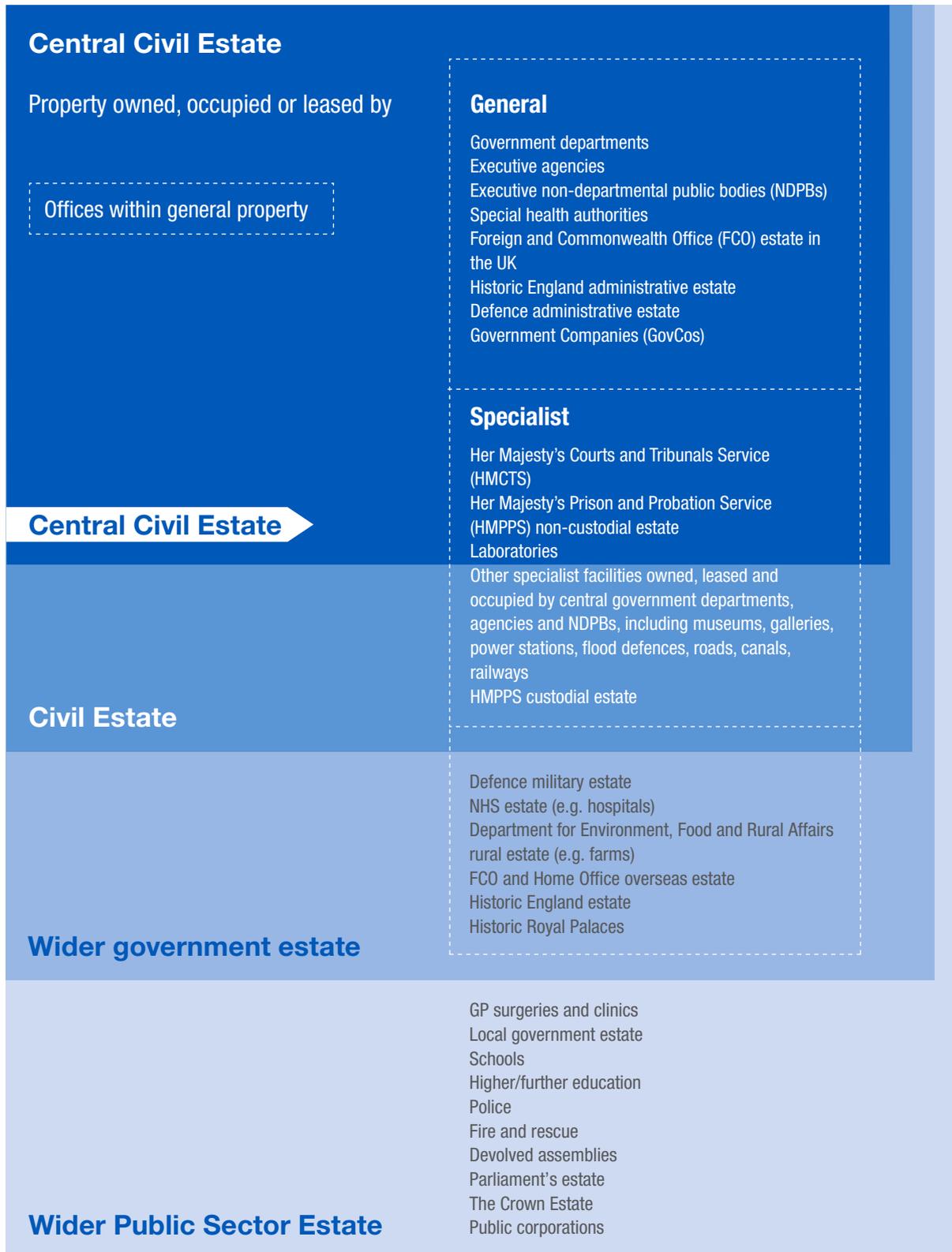
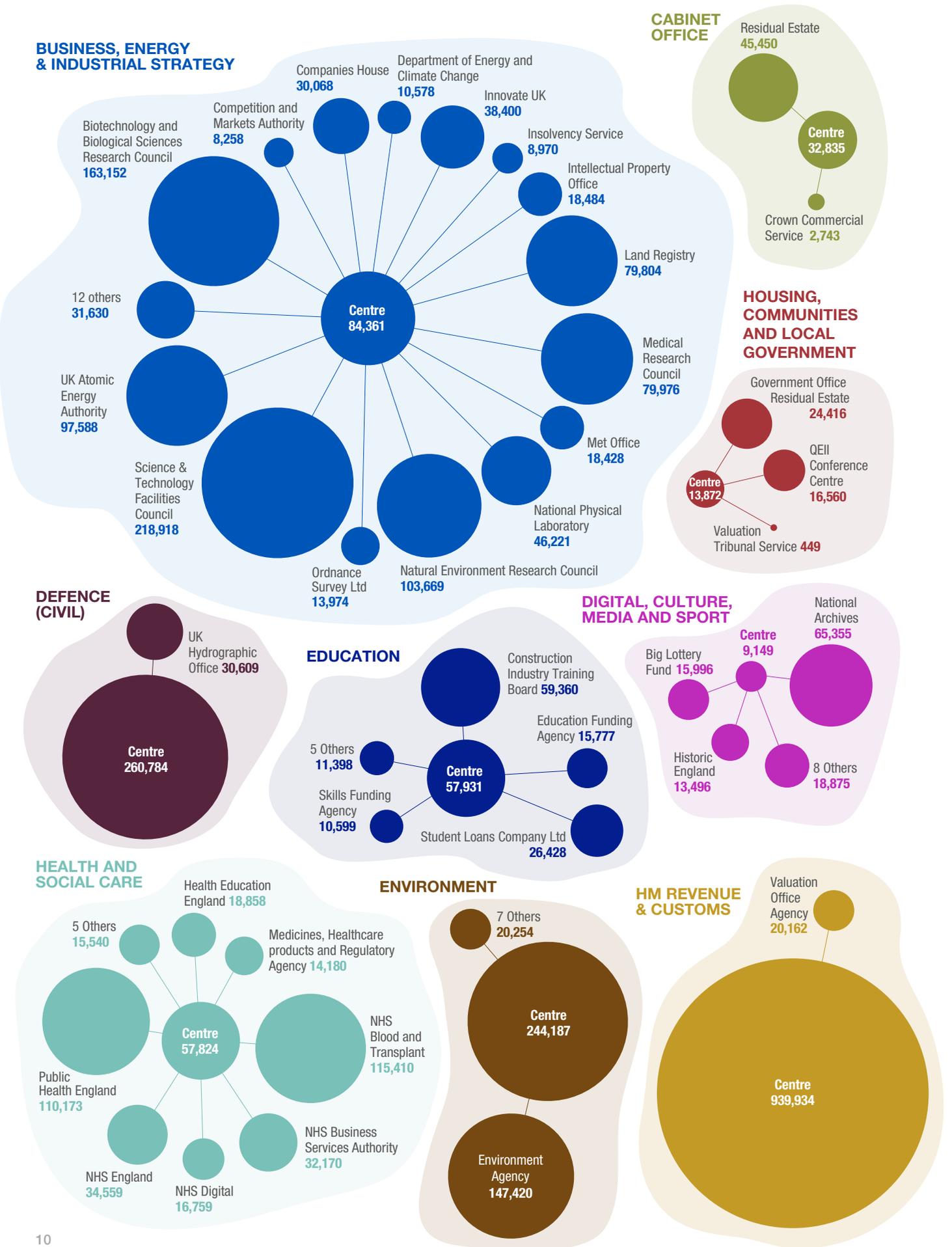


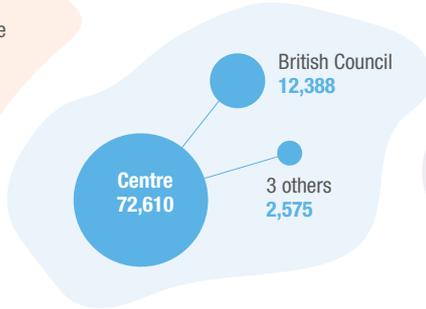
Figure 3 Departments with a central estate over 10,000 m² and their families, as at March 2018



HM TREASURY



FOREIGN AND COMMONWEALTH OFFICE

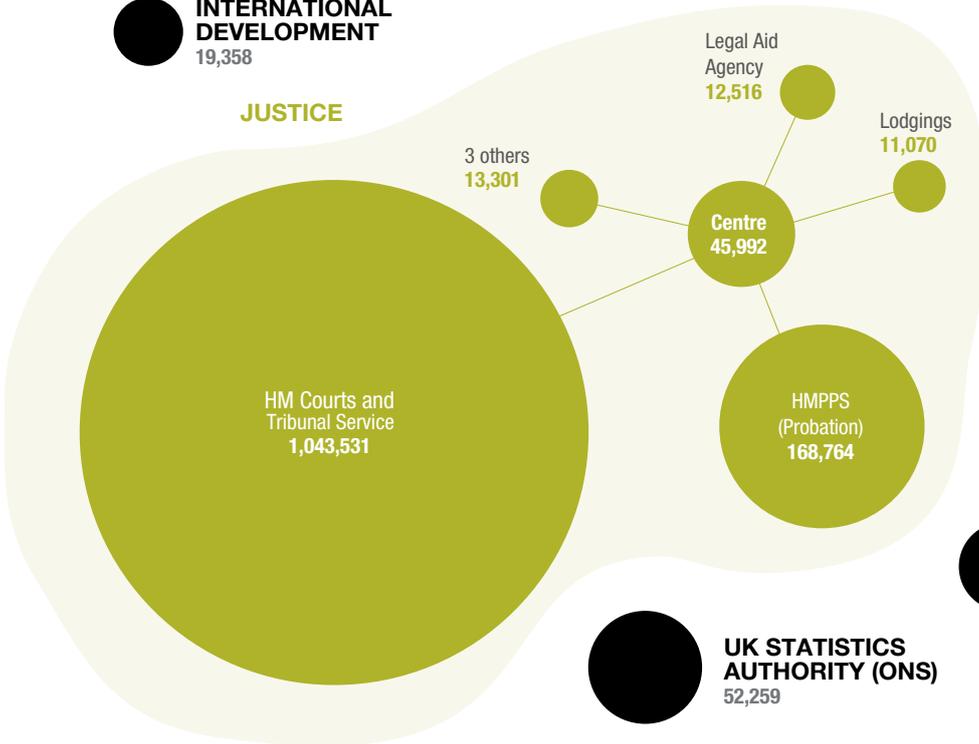


HOME OFFICE

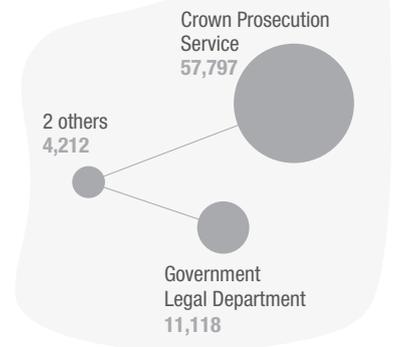


INTERNATIONAL DEVELOPMENT
19,358

JUSTICE



LAW OFFICER'S DEPARTMENTS

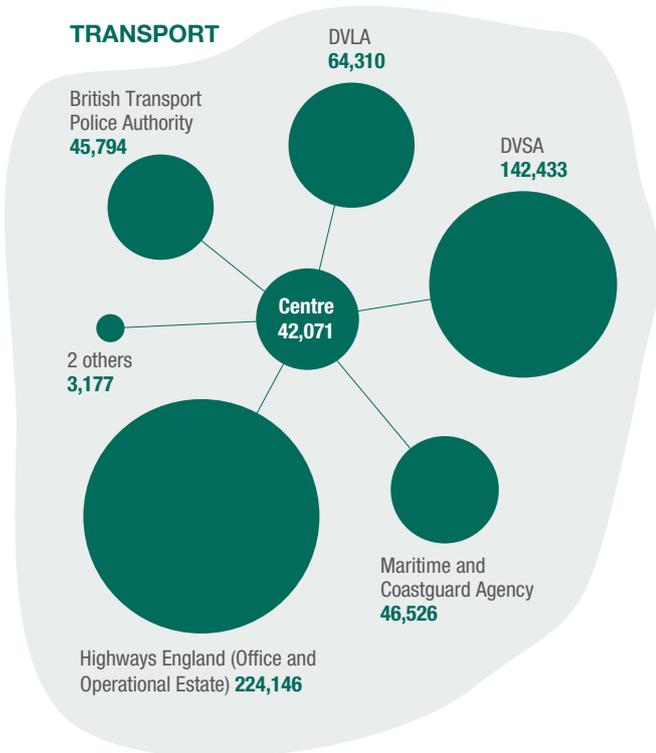


ROYAL MINT
32,091

UK STATISTICS AUTHORITY (ONS)
52,259

OFFICE OF GAS AND ELECTRICITY MARKETS
14,007

TRANSPORT



WORK AND PENSIONS

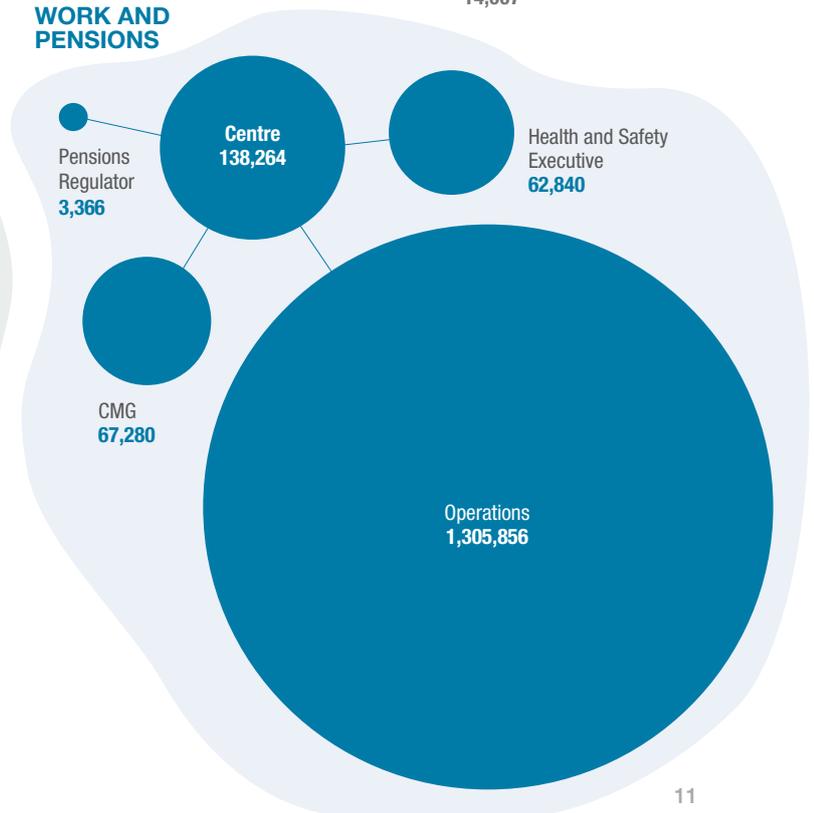
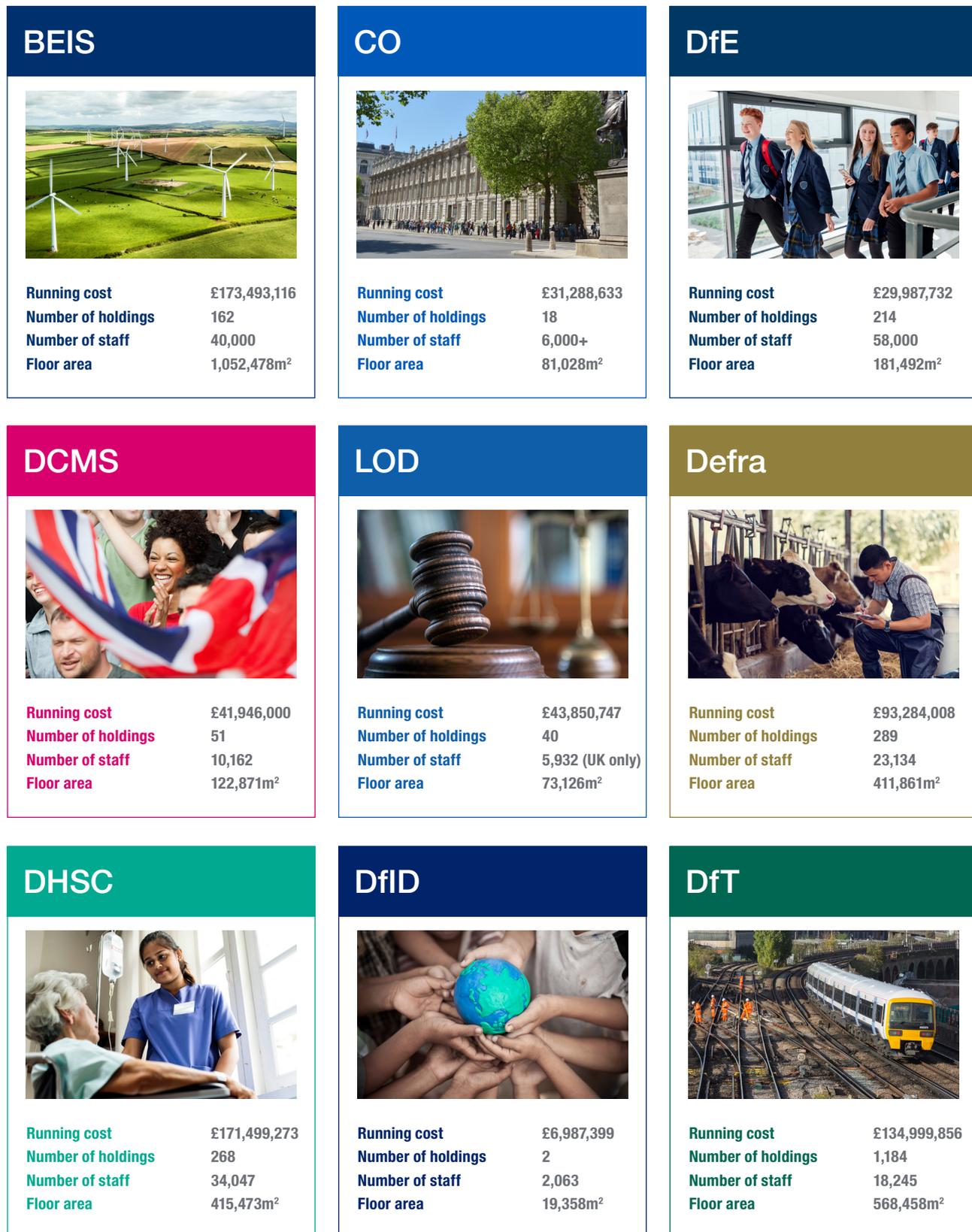


Figure 4 Key statistics for the central estate for 2017–18



DWP



Running cost	£639,521,292
Number of holdings	950
Number of staff	74,000
Floor area	1,577,607m ²

FCO



Running cost	£36,499,197
Number of holdings	19
Number of staff	3,552
Floor area	87,574m ²

HO



Running cost	£179,489,252
Number of holdings	484
Number of staff	29,000
Floor area	402,568m ²

HMRC



Running cost	£263,863,820
Number of holdings	249
Number of staff	59,905
Floor area	960,095m ²

HMT



Running cost	£19,375,899
Number of holdings	2
Number of staff	1,372
Floor area	24,540m ²

MOD



Running cost	£159,753,298
Number of holdings	54
Number of staff	19,643
Floor area	291,393m ²

MHCLG



Running cost	£18,210,509
Number of holdings	8
Number of staff	1,718
Floor area	55,297m ²

MoJ



Running cost	£504,027,508
Number of holdings	750
Number of staff	74,382
Floor area	1,295,173m ²

Total



Running cost	£2.61 billion
Number of holdings	4,799
Number of staff	–
Floor area	7,737,404m ²

Primarily data collected through ePIMS™, supplemented by data from departmental strategic asset management plans. Main parent departments are shown here. Number of staff shown is for the entire estate, other figures are for the central estate. Total box includes all parent departments, not just those shown here.

CHAPTER TWO

SIZE AND COST OF THE CENTRAL ESTATE



Key findings

- The size of the central estate has reduced by over 156,000m² – the size of 13 Trafalgar Squares.
- The central estate cost £2.60 billion to run; a £22 million reduction on last year in real terms.

Size of the central estate

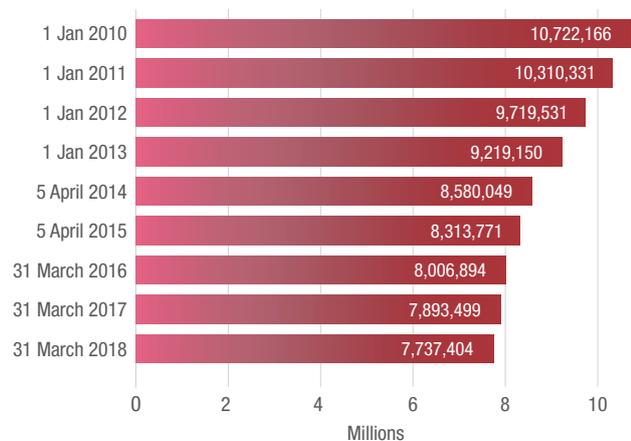
The total size of the central estate has fallen by 2% in the last year from 7,893,499 m² to 7,737,404 m². This reduction continues the longer-term trend of reduction in the central estate, with a 10% decrease in the last 5 years (and a 28% decrease since 2010).

In terms of estate footprint, the same four departments with the largest estate last year have the largest estate this year:

- DWP (1,577,607 m², 20.4% of the estate)
- MoJ (1,295,173 m², 16.7% of the estate)
- BEIS (1,052,478 m², 13.6% of the estate)
- HMRC (960,095 m², 12.4% of the estate)

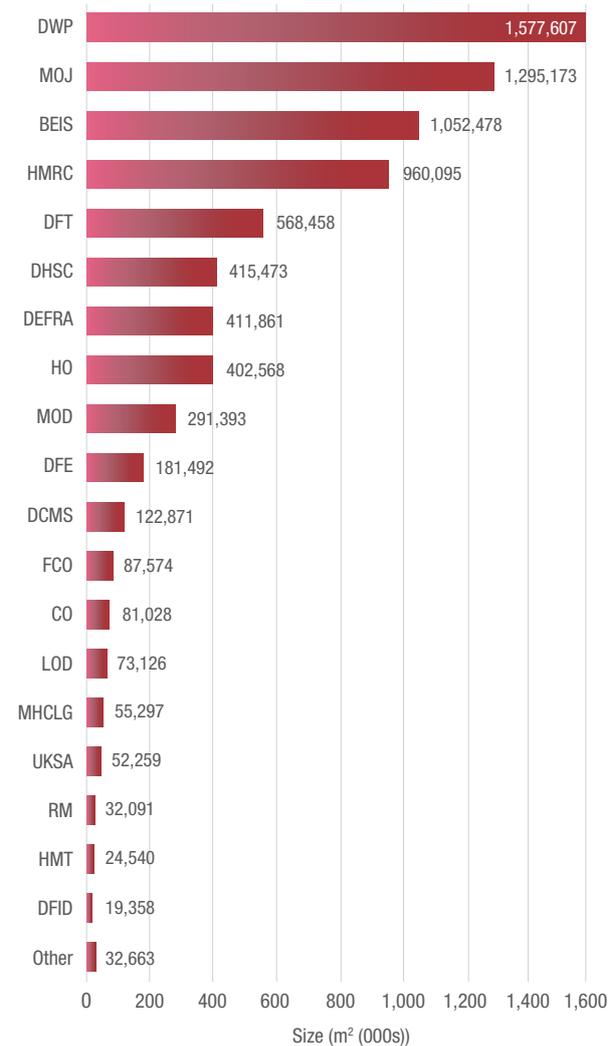
Together, these departments combined occupy over 60% of the central government estate.

Figure 5 Total size of the central estate 2010-18



Overall, from the government organisations that hold property in the central estate, 43% have reduced their estate and 12% have increased their estate during the last year.

Figure 6 Departmental estate breakdown, as at March 2018



Estate breakdown

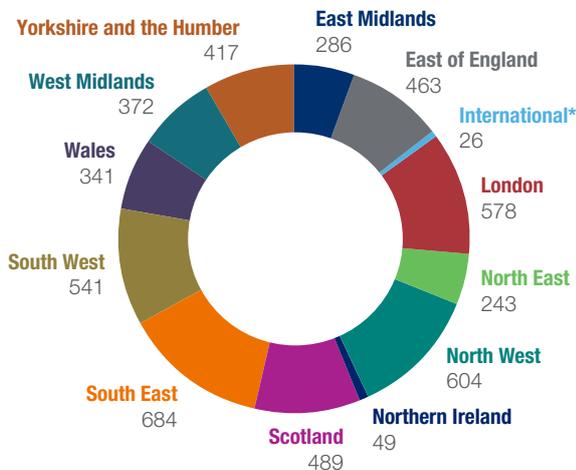
All regions show a decrease in size over the last year, with the exception of the East of England which has grown by nearly 15,000 m² – this is due to Public Health England’s (PHE) new science campus site at Harlow (see page 26).

The London and the South East estates have decreased by 51,000 m² and 36,000 m² respectively, despite the number of holdings increasing in both regions over the year. This points to better use of space by departments.

Figure 7 Shift in holding area m² by region, as at March 2018

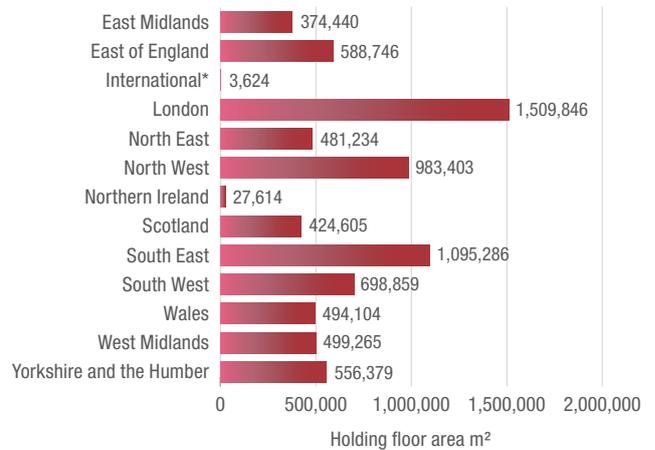


Figure 8 Number of holdings by region, as at March 2018



* All other charts exclude International region.

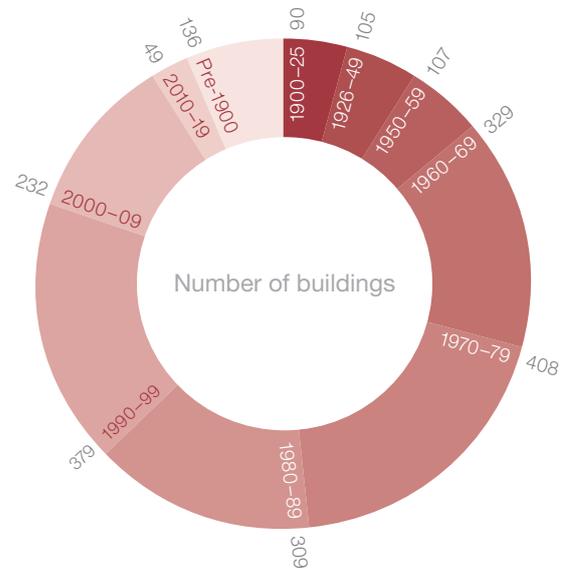
Figure 9 Total floor area by region, as at March 2018



Age profile

Figure 10 shows the age of buildings in the central office estate.

Figure 10 Age profile of buildings on the central estate, as at March 2018



Most departments use a mix of post and pre-1960 buildings in their estate. The composition of the estate has not changed a lot over the last few years. The age of the building can impact on the utilisation and cost. On the central estate the age of over 50% of the buildings is recorded as unknown.

Tenure distribution

The distribution of freehold, leasehold and PFI holdings across the central estate remained unchanged at 39%, 29% and 32% respectively. This will change in 2018-19 due to DWP exiting a large proportion of their of PFI estate on 1 April 2018.

Freehold

- DfT had the largest number of freehold sites, at 400.
- MoJ had 340 freehold sites, reduced from 389 the previous year.

Leasehold

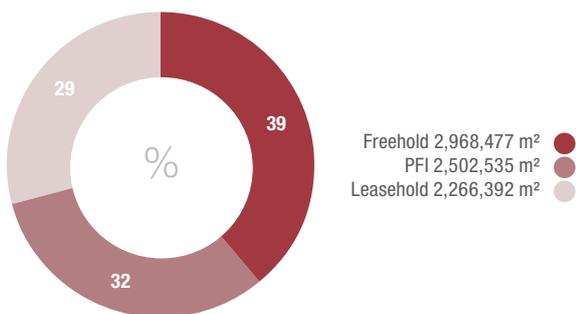
- DfT had the largest number of leasehold holdings at 784, down from 795 the previous year.
- MoJ had 393 leasehold holdings, down from 408 the previous year.

PFI

- DWP had the largest amount of PFI holdings at the time the data snapshot was taken for this report. They have exited their PFI and the new tenures will be reflected in 2018-19 report.

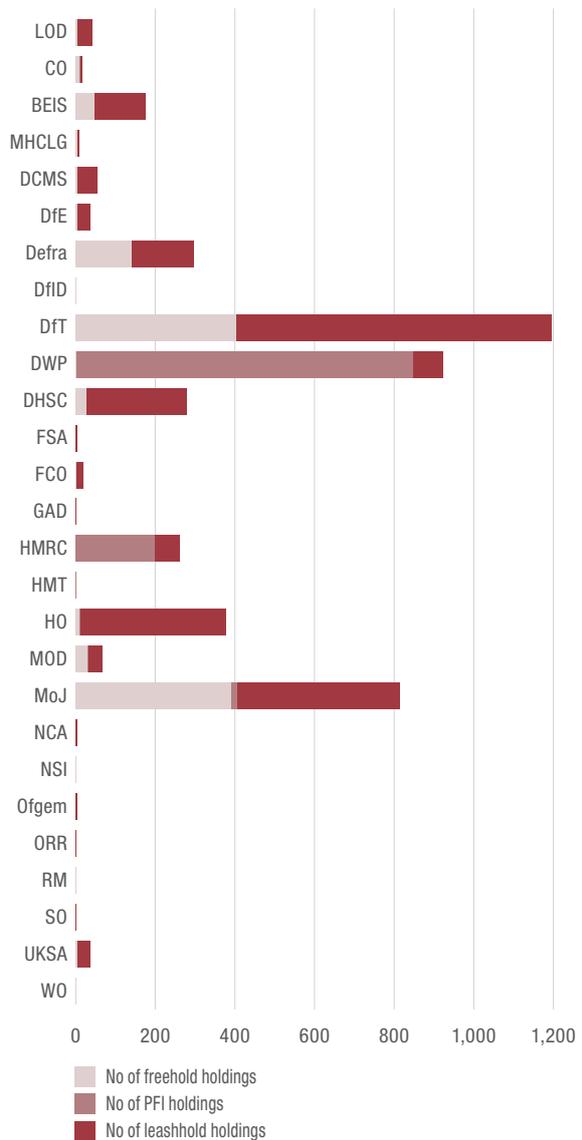
DfT had the largest number of freehold sites by some way (400) and leasehold sites (784). DfT exited nine freehold premises over the last year and 11 leaseholds as they continued to rationalise their estate. The high number of freeholds was due to their operational delivery requirements.

Figure 11 Central estate tenure type breakdown



MoJ had 340 freehold sites, reduced down from 389 the previous year, and reduced the number of leasehold sites by 15. This reflects the transformation programme that is taking place on the court estate, and this has contributed to the 60,000 m² reduction in floor space this year.

Figure 12 Tenure type breakdown by parent department, as at March 2018



Cost of the central estate

The total operating costs* for 2017–18 were £2.60 billion, up from £2.57 billion in the previous year. In real terms this is a reduction of £22 million (0.8%). The estate costs £760 million (23%) less to run, in real terms, than in 2010.

Figure 13 Central estate cost by parent department for 2017–18 (over £100 million)

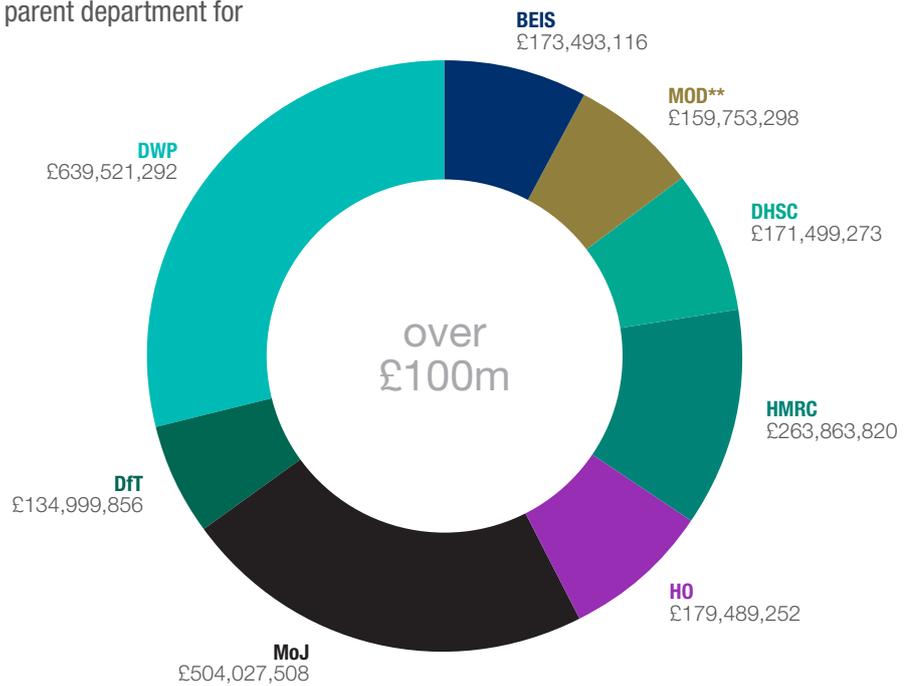
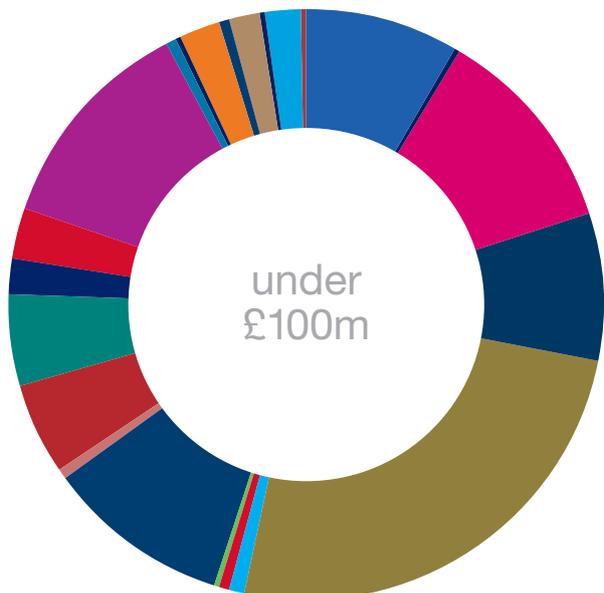


Figure 14 Central estate cost, by parent department for 2017–18 (under £100 million)

CO	£31,288,633	Dfid	£6,987,399
CHAR	£1,054,411	DIT	£10,457,874
DCMS	£41,946,000	LOD	£44,503,719
DfE	£29,987,732	NS&I	£1,744,452
Defra	£93,284,008	NIO	£1,035,052
DExEU	£3,569,961	Ofgem	£8,213,818
ECGD	£2,364,188	ORR	£1,500,696
FSA	£797,926	RM	£6,212,471
FCO	£36,499,197	SO	£1,411,360
GAD	£1,998,885	ONS (UKSA)	£7,294,047
HMT	£19,375,899	WO	£393,073
MHCLG	£18,210,509		



* A definition of total operating costs can be found in the definitions at p72.

** Estimated from the benchmarked costs

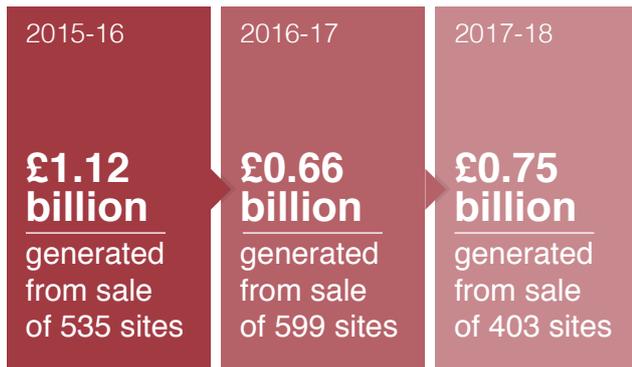
Capital receipts

Between 2015 and 2018 around £2.44 billion has been raised in capital receipts from the disposal of 1,537 sites across the estate.

OGP supports the disposal of surplus assets across the central government estate.

Sunningdale Park is one of the larger disposals in the pipeline and is due to sell in early 2019. A full case study on the site can be found on page 22.

Figure 15 Capital receipts raised 2015-18



Sunningdale. Source: Berkeley.

CHAPTER THREE DELIVERING VALUE ON THE ESTATE

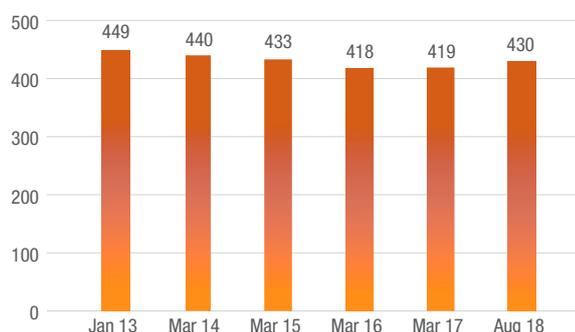


The property function has adopted a commercial approach to asset management, using financial and strategic tools to deliver property projects that improved efficiency and delivered transformational change.

Key findings

- The total area of the estate reduced by 2%, to nearly 7.74 million m².
- The largest proportional reductions in overall floor space have been achieved by the largest departments, BEIS (reduced by 8%), MoJ (5%) and HMRC (2%).
- The central London estate reduced from 181 separate holdings in 2010 to around 70 last year, releasing more than 100,000 m² of floor space, equal to three times the size of the Houses of Parliament.

Figure 16 Civil Service headcount (000s)



Delivering Value

The continuing trend of a reducing estate size reflects departments' commitment to making better use of space. This has been despite the number of employees working in the Civil Service rising since June 2016, reaching 430,000 in June 2018. Public bodies' co-location, creating more multi-occupancy buildings, has led to better estate utilisation. Disposal of public property is also enabling solutions for the housing shortage in areas where it is most needed.

Department for Business, Energy and Industrial Strategy

The Department for Business, Energy and Industrial Strategy (BEIS) reduced their estate by 87,000 m² during the last year – this is more than 12 football pitches, and reflects an 8% decrease in their overall estate. 11% of this decrease is down to a Lease Liability Transfer scheme that has reduced the floor area by 93% for its organisation alone (see page 24). UK Shared Business Service Ltd have reduced their total space by 80%, and the BEIS science estate also decreased significantly by over 11%.

Ministry of Justice

MoJ reduced their total floor area by 5%. Her Majesty's Courts and Tribunals Service (HMCTS) represented a 4% reduction as their reform programme took shape. Children and Family Court Advisory & Support Service (CAFCASS) showed a 13% reduction in floor space.

Her Majesty's Revenue and Customs

HMRC reduced their estate by 2% over the reporting period, reflecting consolidation of space as their major transformation programme, to redesign and significantly reduce its estate by 2020–21, got underway.

Department for Health and Social Care

Under the Department for Health and Social Care (DHSC) estate, NHS Blood and Transplant decreased in size by 6% and the retained estate fell by 34%. Overall though, the DHSC estate increased by nearly 6% which was mainly due to the new space taken at Harlow by Public Health England for the new science and research centre (see page 26).

Department for Work and Pensions

DWP had 832 Private Finance Investment (PFI) holdings at the start of 2017–18, and the largest floor area of all departments. However the PFI contract came to an end at the end of March 2018. Management of the DWP estate has now transferred to a majority leasehold portfolio, with a much reduced footprint and more flexibility (see page 23) and these changes will be reflected in the 2018–19 report.

Food Standards Agency

The Food Standards Agency (FSA) made great strides to reduce their estate in this reporting period, with more than a 50% fall in their estate footprint during 2017–18 due to estate consolidation.

Department for Digital, Culture, Media and Sport

The estate for the Department for Digital, Culture, Media and Sport (DCMS) reduced by 3% in the last year. This was due to consolidations in the Sport England and Historic England estates.

UK Statistics Authority (Office for National Statistics)

The Office for National Statistics (ONS) reduced by nearly 13%. In January 2018, ONS devolved landlord responsibility at their London Drummond Gate Office and became tenants, taking up one floor only. This reduced their estate footprint by 8,500m². ONS carried out a modest redevelopment of the 2nd floor space, where smarter working layout and furniture were introduced which allowed them to accommodate increased headcount.

Cabinet Office – Sunningdale Park – Windsor and Maidenhead

In December 2016 Cabinet Office exchanged contracts to sell the freehold of Sunningdale Park (once home to the Civil Service College). In the interim Cabinet Office were to remain responsible for the site's security, upkeep, utilities, and achieving vacant possession. The cost for Cabinet Office during this time was likely to be for high level security and site maintenance at £1.5 million per annum.

Through OGP's discussions with the existing site operator it emerged that an innovative alternative use for the site could cover Cabinet Office's holding costs. The existing site building and infrastructure could be used as a hotel.

The hotel operation over 20 months from May 2017–December 2018 is expected to show a small surplus over its operating costs. The operation was run on the basis of Cabinet Office managing risk on both income and expenditure and has resulted in savings to the taxpayer.

Estate transformation and strategic investments

Key findings

- The estate running costs reduced by £22 million in real terms.
- Several large departments such as DWP, HMRC and MoJ have transformation programmes for their estates that are expected to have a major impact on the shape and structure of the future government estate.
- Departments have been taking opportunities to exit premises early and take consolidated space that often allows them to improve their space in the form of more modern offices, better IT, and increased opportunities for smarter working, so therefore investing in an estate that is more fit-for-purpose.
- The largest increase of space in departments included DfE (due to MOG changes) and Ofgem (due to temporary additional space).

While the estate continued to shrink in 2017–18, this included some pockets of expansion and net financial outlay reflecting investment to realise longer term strategic savings. The property function is also transforming the estate, not just to manage increased demands and enable business outcomes but modernising in response to evolving working environments. There was continued emphasis on space optimisation through collaboration across departmental and local authority boundaries.

Estate transformation

The examples below illustrate how departments have invested in major transformation within their estates.

DWP’s people and locations programme

During 2017–18 the DWP estate has undergone a major transformation. The department does not own any of the property it occupies. Almost all buildings were occupied for 20 years under the Private Sector Resource Initiative for Management of the Estate (PRIME contract), a PFI arrangement, with Telereal Trillium (TT), which came to an end 31 March 2018.

Exiting the contract required a large commitment of resources for setting up new tenure arrangements, new estates contacts and a new estates operating model. A significant rationalisation of the estate was undertaken and most buildings are now occupied under new commercial leases.

Better utilisation of DWP buildings mean that the department’s footprint will be now more closely matched to its requirements. Efficiency has also improved across the portfolio. Smarter working initiatives are being introduced to deliver an office estate that is flexible and able to meet changing demand. Working smarter and more flexibly, with better technology, mean that the requirement for desks, meeting facilities and working space continues to evolve.

The estate remains in transition through 2018–19 with full benefits of the changes realised in 2019–20.

HMCTS reform programme

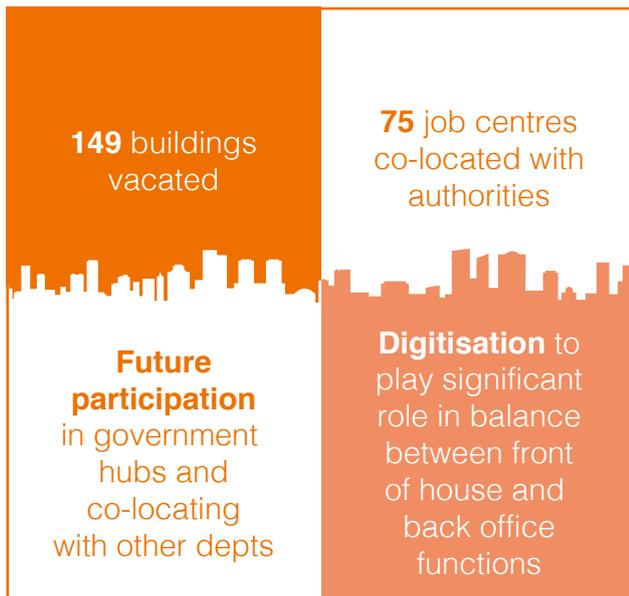
A transformative court reform programme is also underway at HMCTS. During the first phase of the reforms, HMCTS focused on testing the basics behind the plans. This involved:

- testing early digital services (divorce, probate and plea services)
- starting to create national teams to deliver more consistent service (such as call handling)
- putting in infrastructure (including more wi-fi)

This first phase consolidation is evident in the reduction in floor area shown by MoJ in the past year.

HMRC estates transformation

HMRC's estate transformation will modernise and reduce its estate by 2021. It is moving from a widely dispersed estate of 170 offices to 13 regional centres supplemented by four specialist sites and a headquarters in central London. This programme is part of a wider civil service agenda to move to shared government hubs.



Strategic investments

The examples below illustrate how departments have invested to meet strategic priorities and to drive longer-term efficiencies.

The BEIS estate: Leasehold Liability Transfer

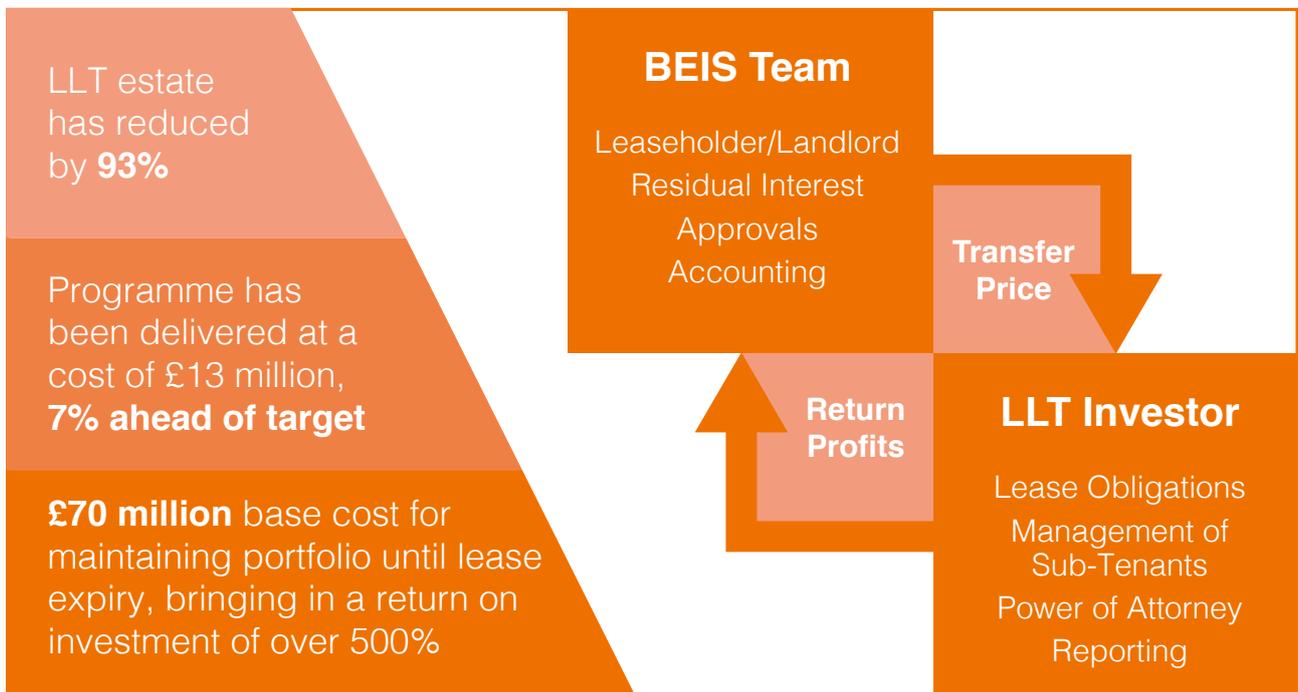
BEIS was challenged to achieve a saving in excess of £100 million over the remainder of the current spending review period, by reducing the size and associated spend across the collective BEIS and partner organisation estate.

Identifying 19 properties with a lease expiry date over two years in the future, BEIS identified the creation of a Leasehold Liability Transfer (LLT) as the most cost-effective approach. By transferring its lease liabilities to a LLT partner at the start of the contract, the liabilities then sat with the LLT provider and not on the BEIS balance sheet.

With the establishment of the GPA (which UK SBS is now a part of), Government now has the opportunity to drive these outcomes through the wider estate.

Office for Gas and Electricity Markets – Glasgow office

During 2017–18 Ofgem’s property holdings increased by 11% which was a short-term solution to deliver a long-term benefit. Ofgem made a strategic investment to temporarily increase its accommodation to implement a longer-term space rationalisation programme. The extra space it invested in enabled roles to be transitioned from London to a new Glasgow office allowing the remaining London staff to fit into new but smaller accommodation outside the expensive Whitehall estate.



UK Research and Innovation (UKRI, formerly Research Councils UK (RCUK)) – Polaris House, Swindon

In April 2017 a realignment of Polaris House was completed. This was to allow for the release of space for other government departments to occupy – UKSBS and Innovate UK moved in. RCUK applied for an Invest to Save case to central government. The Invest to Save programme led by National Audit Office, aims to foster better collaboration by organisations, departments, agencies and local authorities.

WHY?

Main driver was to bring UKSBS and Innovate UK from North Star House, 200m away, to Polaris House

HOW?

18 internal moves carried out, and Polaris House space was refurbished and modernised e.g. LED lighting, smaller desks

Home Office: Re-gearing and re-shaping the Capital Building, Liverpool

During 2017, the Home Office approved a plan developed by the MoJ Estates Directorate (MoJ ED) and agreed with the GPA that the Capital Building should be one of two government hub buildings in Liverpool. A new 25-year lease was agreed, in order to drive the optimum balance of holding risk and value for government, harnessing the benefit of a lower rental yield. This came into effect in September 2018 with the creation of new offices for the EU citizens’ registration project.

£23
million
savings

Upgrade to meet 1 desk per 7m², increasing utilisation **by 30%**

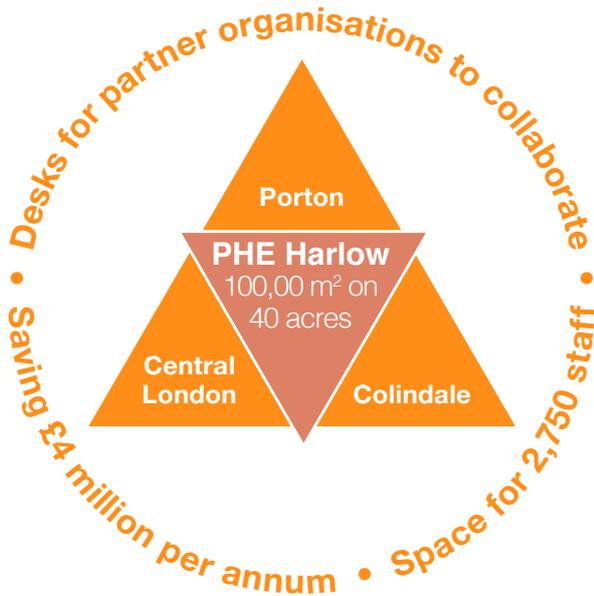
Facilitated closure of Comben House and **creation of new storage facility**

In parallel to re-setting the lease position, the Home Office (HO) needed to increase its staffing in Liverpool by a further 800 posts, to create a contact centre and casework function for the registration of EU citizens. Alongside the lease negotiations, MoJ ED secured and designed, at pace, and invested to create additional space at the Capital Building, creating high-quality office space in readiness for go-live later.

Modernising the estate

The examples below illustrate how departments have invested to modernise their estates to better serve the public.

Creation of a national public health science campus, Harlow



DHSC added 6% to their overall estate footprint in this reporting period, and now show a total of 415,473 m². The increase was mostly due to Public Health England (PHE), who increased their estate by 40% with their new state-of-the-art facility at Harlow.



Harlow campus

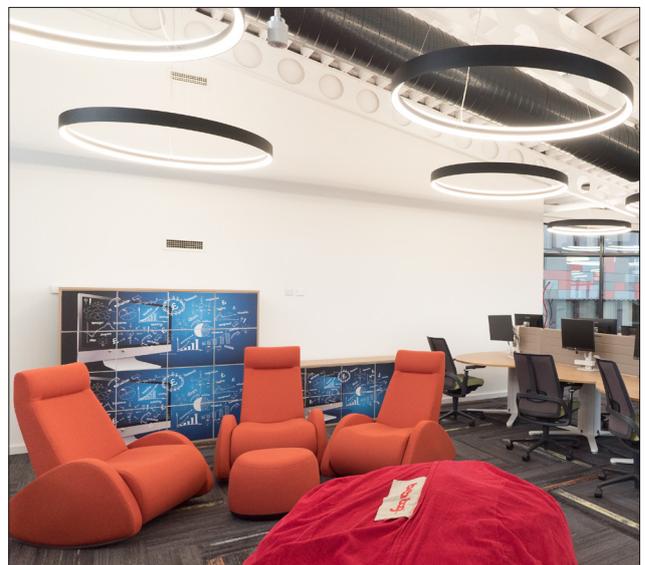
PHE is an expert national public health agency and to meet its remit the organisation employs 5,300 staff with centres at Porton, Colindale, Chilton, Central London and a distributed network of local and regional offices (approx. 60). The national functions at Porton, Colindale and central London will co-locate at a new site – PHE Harlow. The facility will allow for the previous disparate model of public health science across 130 different organisations to be brought together into a ‘hub and spoke’ model. This will improve the delivery of public services and save £4 million per annum.

ONS Data Science Campus, Newport

Around £17 million of investment supported the new modern collaborative Data Science Campus at ONS headquarters in Newport, South Wales.

The aim is for the Data Science Campus to act as a hub for the whole of government. By partnering with academia, ONS aims to develop more ‘real-time’ economic statistics and the Economics Centre of Excellence will enable ONS to develop strategic partnerships with leading academics and experts.

Created from the renovation of a 1970s building, the campus was designed so everyone could use it to analyse large amounts of data for the public good, and was finished three months early. The



ONS Data Science Campus

increased budget shown in the ONS estate cost for 2017–18 included the funding to create the Data Science Campus. It comprises an additional wing built on top of the existing footprint at the Newport site, along with the improvement to existing spaces at the site. The longer-term plan is to grow the Data Science Campus and that will lead to either a newly built building (Dome) on the grounds of the Newport site or refurbishments to existing spaces.

Driving growth and opportunity

Government property was more joined-up and customer-focused, with more accessible public services that are more responsive to citizen’s needs, through programmes such as One Public Estate (OPE) and government hubs.

One Public Estate

One Public Estate (OPE) is delivered in partnership by the Office of Government Property (OGP) and the Local Government Association (LGA). It provides practical and technical support and funding to councils, central government and other public sector partners to deliver ambitious property-focused programmes. By creating the environment for joint working and supporting early project work, OPE is helping to support better outcomes through cross-public sector estate rationalisation.

The OPE programme has supported the delivery of 79 co-locations so far, surpassing the 2020 target of 45.



To raise ambitions, the programme has reset its target to:



Reducing the estate footprint through rationalisation not only means that space can be better utilised but it can also drive reductions in running costs and better, more joined-up customer services.

The co-locations supported by OPE range from combined emergency service headquarters to multi-agency community hubs, including health partners, council services and Jobcentre Plus services. These have all made public services more accessible to local communities and created joined-up working between organisations. OPE is supporting opportunities for 38 co-locations between DWP and local authorities. For example:

- in Huntingdonshire, a co-location between Citizen’s Advice and Jobcentre Plus has created more accessible services for citizens, generated running cost savings, and created a better understanding between teams – this has led to more immediate customer referrals between complementary services, resulting in quicker and more tailored advice and assistance than would ever have been possible working in separate spaces
- in Cheshire, multiple service-orientated organisations have come together to provide better services for the community – Cheshire West and Chester Council, the Department for Work and Pensions, Citizens Advice Bureau and providers of homelessness services have integrated their services; working space and floor plans were designed with services at their heart to drive collaboration and integration between partners and as relationships mature, new integration ideas are being offered from staff and users and integrated into new projects

By **March 2018**, OPE partnerships had delivered:



£148.6 million
in capital receipts



a reduction in
running costs of
£24.1 million



5,745 jobs



land for more than
3,198 homes

By **2020** OPE projects are expected to deliver:



£615 million in
capital receipts



£158 million in
running cost savings



44,000
new jobs



land for
25,000 homes

Another focus of the OPE programme is to improve public services and release land for housing as shown in the following examples:

Homes for NHS staff pilot

The Naylor Review of the NHS estate reported emerging evidence that high house prices, particularly in London, can make it difficult to recruit and retain staff, increasing reliance on expensive agency staff. In response, the ‘homes for NHS staff’ policy aims to benefit up to 3,000 staff by offering them a right of first refusal on affordable housing built on surplus NHS land. The Department of Health and Social Care (DHSC), One Public Estate and the Greater London Authority have jointly developed a London pilot focusing on early win exemplar sites that can be brought forward to deliver new affordable homes for NHS staff. A step-by-step toolkit will also be developed to support other areas apply the lessons learned.

Greater Brighton OPE Partnership: North Street Quarter redevelopment, Lewes

The North Street Quarter (NSQ) project will see a vibrant mixed use development that will regenerate former industrial areas of Lewes, East Sussex. The NSQ project presents an opportunity to relocate the existing community fire station to a new state of the art, shared blue light service hub on the site of Springman House, which will release land at the NSQ for development. The project will deliver 416 homes with high levels of affordable housing but will also provide vital flood defences, create a riverside walkway, provide flexible employment space and a public car park, and deliver a healthcare hub serving 26,000 patients. One Public Estate has funded feasibility work at Springman House and supported partnership working to broaden the scope of the original project, which will unlock further benefits through wider regeneration.

In **2017**, OPE entered into a partnership with the Ministry for Housing, Communities and Local Government to help deliver the **£45 million Land Release Fund (LRF)**.



The LRF aims to accelerate the release of council land to meet the ambition to release land for **160,000** new homes by **2020**. This partnership is currently supporting **79** council-led projects to release land for over **7,200** new homes.

One Public Estate North East Partnership: Care Concept, North Tyneside

The North East OPE Partnership is being supported to develop plans for a flagship Care Concept of around 130 homes at Murton Gap. Discussions between health and social care organisations have enabled health benefits to be a primary objective of the project from the outset. The Care Concept is designed for an ageing population with everyone in mind, from those who live healthy and independent lives to those who may need extra care and support. It is expected to offer high quality homes for rent or sale with well-designed public and private spaces. Residents would be able to benefit from excellent access to public services, a wide range of amenities and facilities and a choice of social events and activities.

Co-location in government hubs

10 South Colonnade

The Canary Wharf building at 10 South Colonnade is part of the government’s transformational aspirations for collaborative and smarter working practices. It is one of 14 hubs that have been announced by the government and officially opened in October 2018.

There are eight public bodies occupying the Canary Wharf hub, housing almost 6,000 staff. These include HMRC, Ministry of Justice and Ofgem. The project has been led by GPA and HMRC respectively.

The benefits of the Canary Wharf hub include:

- reduced net office costs for departments
- reduced office costs per full time equivalent staff (FTE) moving into the hub
- space per FTE reductions for occupiers from an average 10.2 m²/FTE to 8 m²/FTE at the hub

Moving departments into the new Canary Wharf hub has resulted in savings of £24 million a year. The building was previously occupied by Barclays PLC and has since been extensively refurbished. It was built in the late 1980s and covers basement, ground, and 10 upper floors.

The Canary Wharf hub is a 14.5 year lease for 50,354 m² of lettable space. Moving departments has resulted in **savings of £24 million a year.**



GPA Windsor House

Windsor House is a 10,500 m² office block on Victoria Street in close proximity to Westminster and transport links. It was established at the beginning of 2018 to accommodate a number of organisations, with an approved continuing demand for London presence, who were being displaced and needed to meet short term demand for office space.

The GPA identified Windsor House as meeting the immediate demand and Transport for London (TfL) offered the building to the GPA on flexible sub-lease terms to mitigate their own void costs. The nearest equivalent open market option was more expensive, would not provide as much flexibility and would require extensive fit-out, which would delay occupation by nine months and increase the overall cost.

The GPA brought together eight different occupiers from across government to sign up ‘in principle’ to co-locate in Windsor House, enabling occupiers to avoid undertaking individual leasing on worse terms elsewhere and meeting the government’s aim of consolidating its central London estate. The building provides an efficient multi-occupancy ratio of 6.8 m² floor area per FTE, delivering the flexibility that the occupiers require and good value for money for government.

CHAPTER FOUR UTILISATION OF THE ESTATE



2017–18 continued the trend of further consolidation in the use of office space by government, using the space effectively and efficiently through a blend of strategic initiatives, smarter working and use of effective technology. In the benchmarked estate, the performance metric of space occupied per person improved over the year in line with the trend seen in previous years. The cost per person* and cost per m²* in this estate reduced significantly and the government outperformed the private sector in all of the three performance metrics.³

Key findings

- The average space per person was 9.4m², a 5% improvement on 2016–17.
- The average cost per person was £4,553, a decrease of more than 6%.
- The average cost of space was £486 per m², a 1.4% decrease on 2016–17.
- The vacancy rate was 1.4% and vacant space decreased by 10% since last year.

Efficient use of space

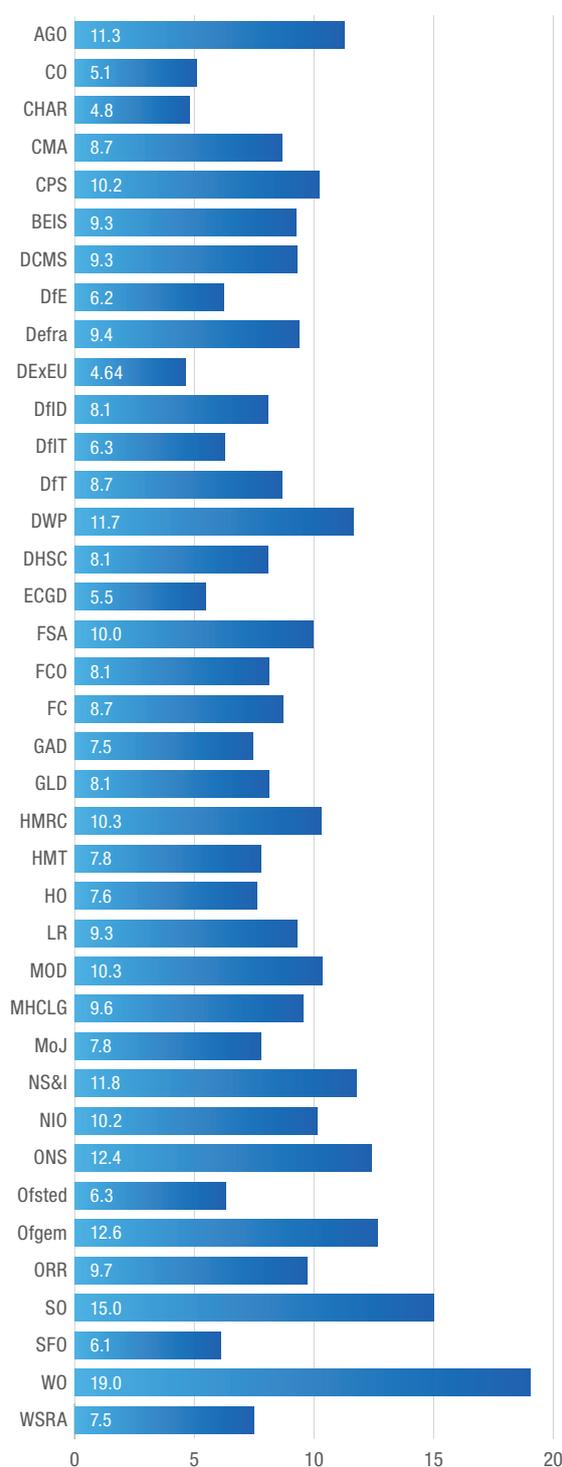
Office space is measured annually through the property benchmarking programme in order to assess performance on space per person against the 8 m²/FTE government target.

Space per person

The average space per person (m² per FTE) across the office estate was 9.4 m². This is an improvement of 5% on the 9.9 m² reported in 2016–17. This shows progress continued to be made against the 8 m²/FTE target for government offices.

Figure 17 shows that 37% of departments met the target, and 45% either met or were within 0.5 m² of the 8 m² target, and progress towards achieving the target remained steady.

Figure 17 Space per person by department, as at March 2018



* Cost of the benchmarked estate is total operating costs – rent, rates and operational costs. A notional rent is applied to freeholds – average market rents for the location provided by Colliers International.

³ Space per m², cost per m² and cost per person Private Sector All UK Office benchmarks provided by Jones Lang LaSalle (JLL) and calculated by Global Benchmarking Services. The values represent a weighted average of private sector offices.

8 m² per person target

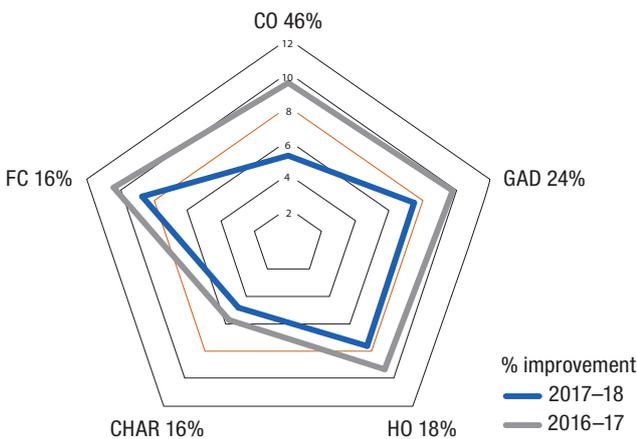
Since 2010, there has been a consistent reduction in the space per person across the office estate. There is real commitment in government to using space more effectively, through smarter working and re-design, in order to release savings. Government has achieved a consistent reduction in space per person in the last five years, falling from 11.3 m² to 9.4 m².

The ambition had been to achieve the current target of 8 m² by March 2018 but predictive analysis shows that it is more likely to be achieved by 2021. By then, the government hubs programme will have a positive impact on the government estate, facilitating the move to more modern and efficient buildings, along with continuation and expansion of flexible working culture in government.

Summary of departments who made greatest progress

During 2017–18 the departments who made greatest progress on reducing their space per person FTE can be seen in Figure 18.

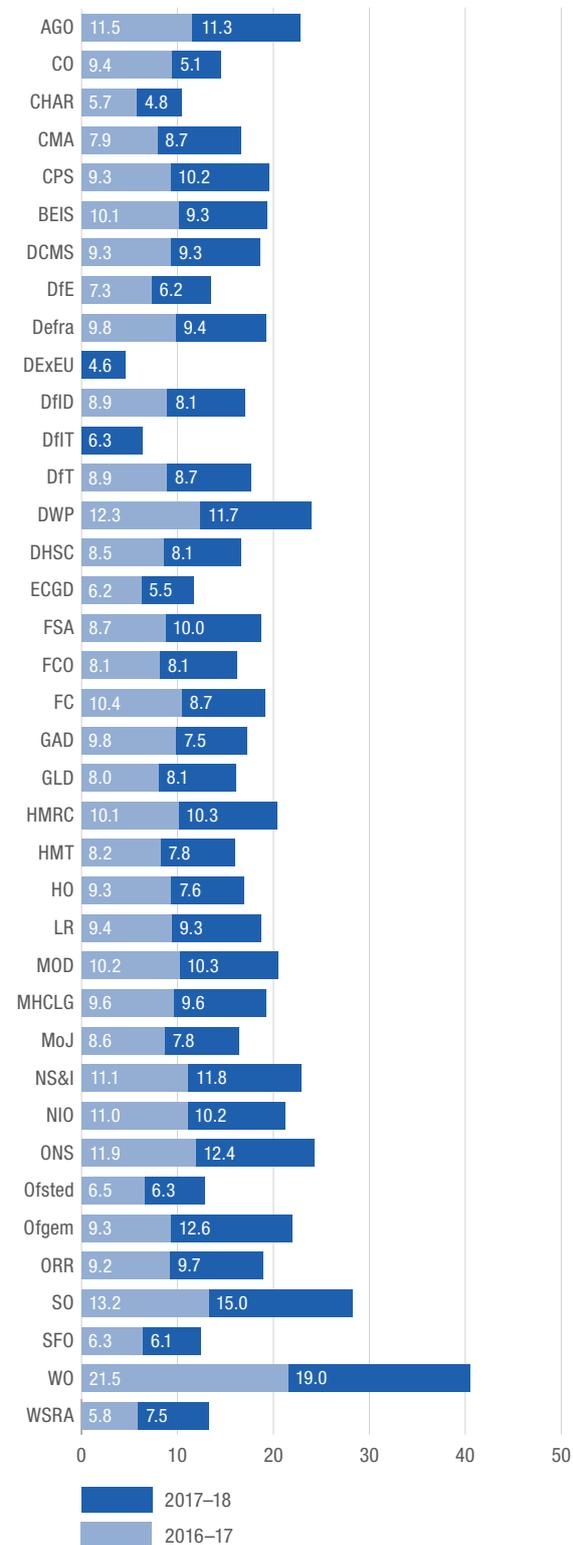
Figure 18 Departments who made greatest progress in reducing space per person in 2017–18



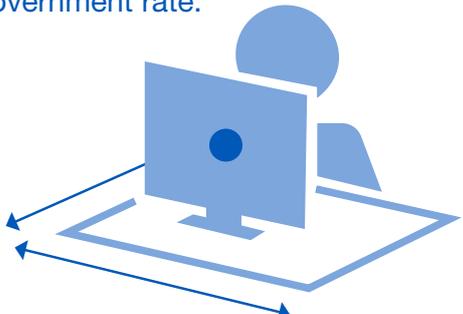
Five departments that in 2016–17 did not meet the 8 m² target have consolidated during 2017–18 and have now met this target – CO, GAD, HO, MoJ and HMT.

FCO, GLD, DfID and DHSC were all just outside the target, at 8.1 m² per FTE.

Figure 19 Space per person by department comparison with previous year



Space per person in 2017-18 9.4 m².
 The 2017-18 private sector benchmark is 10.7 m² per FTE – 12.1% higher than the government rate.



Over the previous five years flexible ways of working are becoming embedded across government, which has outperformed the private sector for the fifth consecutive year in this metric (see Figure 21). There was more pro-active space management in the private sector in London in contrast to outside of London but success varied across sector – financial services and life sciences were extremely space efficient whereas consumer products and IT were less efficient. Further improvements in this performance metric will depend upon the relative rates of reduced space, demand from headcount reductions and increased mobile and flexible working, as well as the speed of space rationalisation arising from lease exits and freehold disposals. Often space cannot be reduced at the same pace as headcount.

Figure 20 Regional summary by space per person, as at March 2018

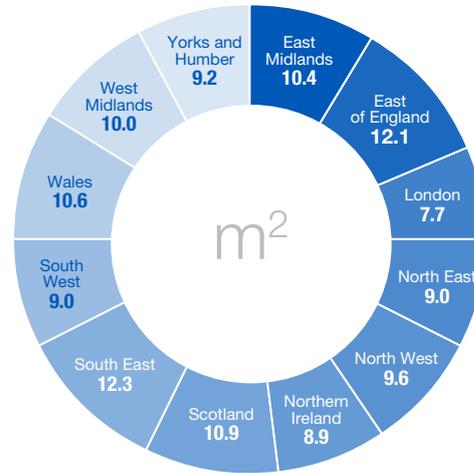
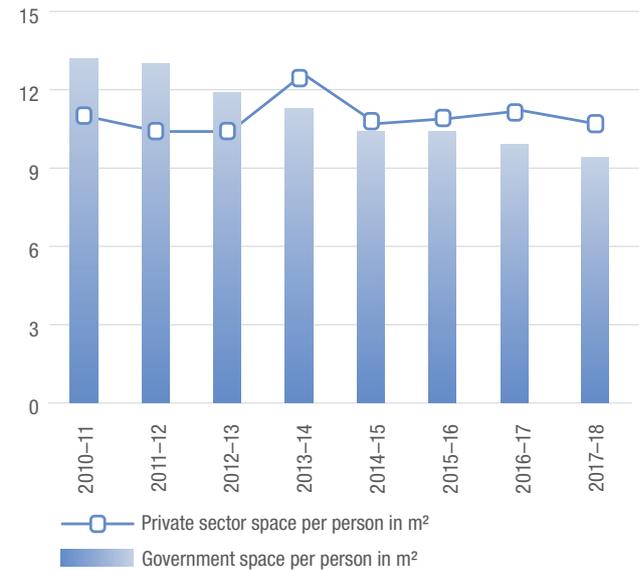


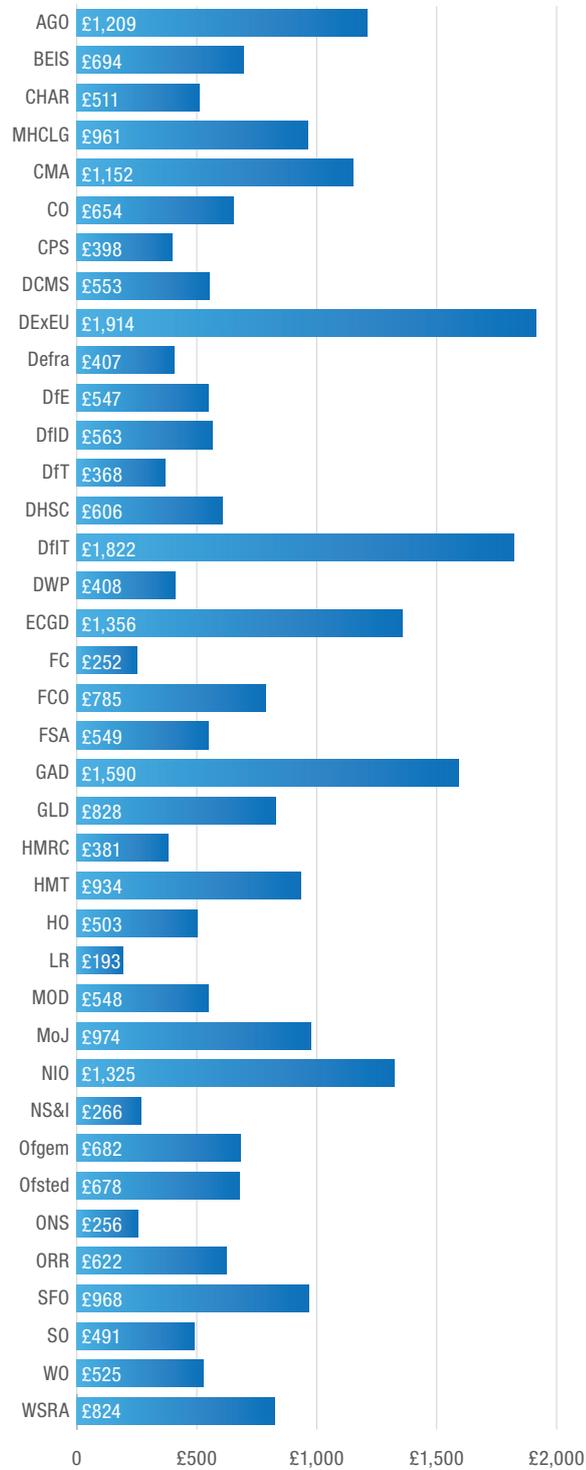
Figure 21 Space per person comparison with the private sector benchmark since 2010



In 2014, after the publication of the first Government Estate Strategy, government overtook the private sector in terms of space utilisation per person. Government has continued to make good progress in reducing space per person since 2016 after the introduction of the 8 m² per person target.

Cost per m²

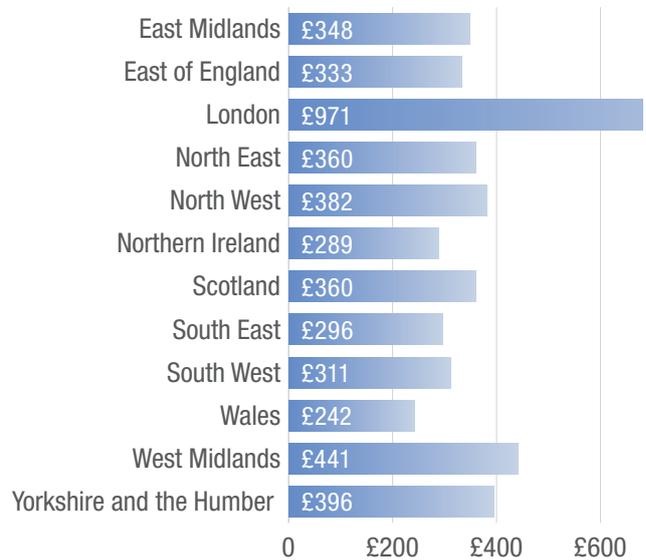
Figure 22 Cost per m² by department, as at March 2018



The average cost of space across the benchmarked estate in 2017–18 was £486 per m², a 1.4% decrease on the previous year’s figure of £493 per m². The private sector equivalent in 2017–18 for cost per m² was £560.

The most expensive region was London, yet London led the way in using space effectively. The lowest costs were found in the South West region, after Northern Ireland and Wales.

Figure 23 Cost per m² by region, as at March 2018

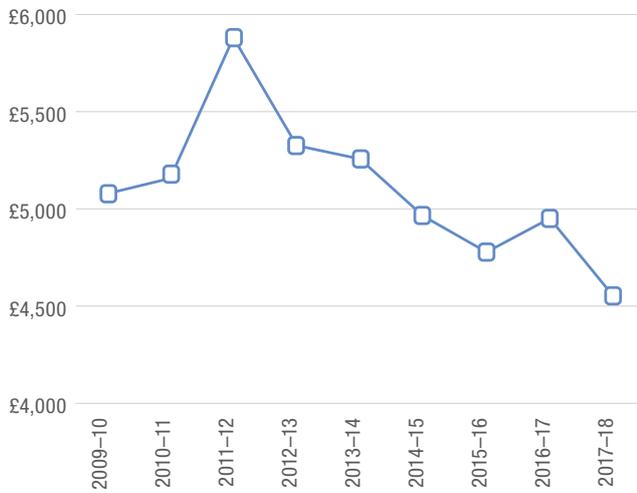


Cost per person

The average cost per person across the benchmarked estate was £4,553 – a decrease of more than 6% on the previous figure of £4,859. The private sector equivalent of cost per person in 2017–18 was £5,976.

In real terms (with costs adjusted for inflation) cost/FTE has fallen over the years, reflecting better value of government office space.

Figure 24 Cost per person in real terms since 2010



Some departments experienced some large increases in running costs this year – for example BEIS, DHSC and MoJ – though these increases were broadly in line with the % increase in number of FTEs. Defra costs increased by 28% in real terms, this is despite an FTE increase of only 13%. This was due to the acquisition of new space at 2 Marsham Street.

There were also some large decreases in running costs:

- DfID increased FTE by 8% but managed to reduce running costs by 38% in real terms
- HO achieved a reduction in running costs of 11% in real terms while expanding FTE numbers by 14%.

Figure 25 Cost per m² in real terms since 2010



Figure 26 Cost per person by region, as at March 2018

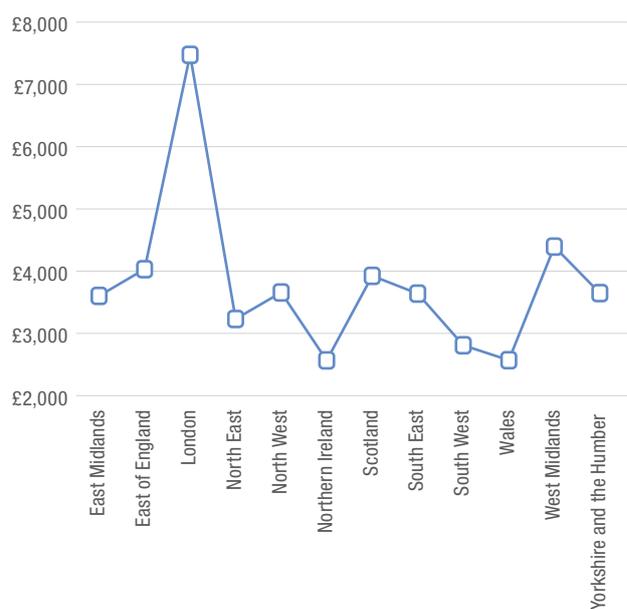
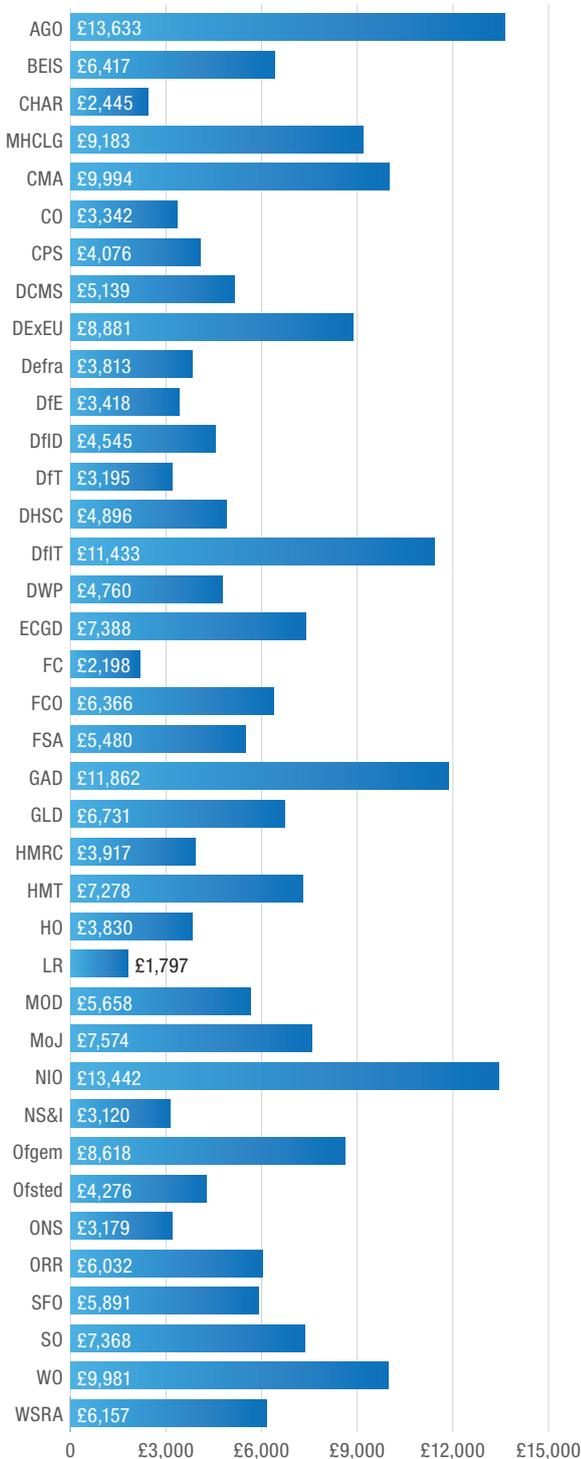


Figure 27 Cost per person by department, as at March 2018



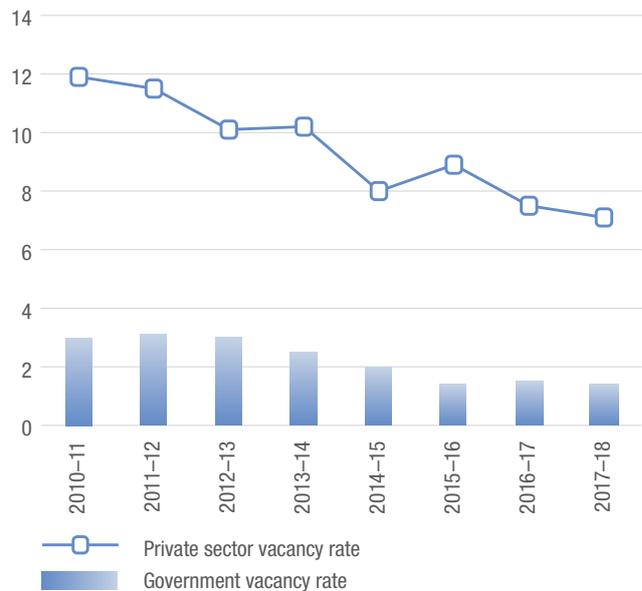
Vacant space

Space that is vacated, ready for release and reuse by other occupiers or for disposal is known as vacant space. During 2017-18 departments continued to make best use of their space and drive down vacant space. Vacant space across the central estate continued to fall across the estate, decreasing from 117,884 m² to 105,696 m² in the last year, a fall of 10%. This vacancy rate of 1.4% was significantly lower than the 7.1% in the private sector.⁴

Using space effectively and minimising vacancy rates helped departments cope with the increasing demands on their estate. With such low vacancy rates, departments are capitalising on all aspects of their buildings, being at the forefront of acting as an enabler for smarter working and making office space work for staff.

In the last five years the vacancy rate in the central estate fell by over 40% compared to a fall of 19% in the private sector average, reflecting the improved use of the estate, as shown in Figure 28.

Figure 28 Comparison of vacancy rate with the private sector, since 2010



4 Source Knight Frank, Q3 2018 created for use in SOFTE.

As can be seen by Figure 28, while government has consistently reduced vacant space, year after year, the private sector has had years where it has gone up and then down. This indicates that the government property function has had more success focusing on disposals to drive the low vacancy rate, in addition to departments' capitalising on all space in their buildings and driving consistent policies, to influence behaviours across the public sector.

Vacant space decreased by 10% in the last 12 months

Figure 29 Vacant space by parent department, as at March 2018

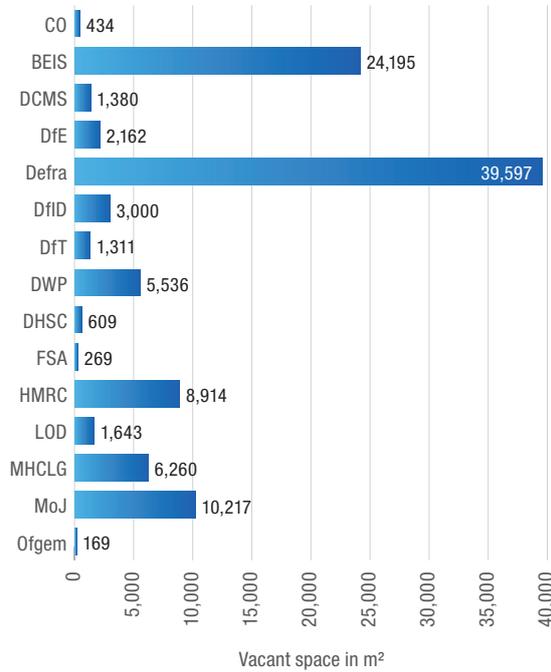


Figure 29 shows that the largest vacant space was in Defra, BEIS and MoJ. Scotland, East of England and the South East showed the three largest reductions in vacant space since last year. London had an increase in vacant space reporting, due largely to two HMRC holdings vacated during 2017 as part of their transformation programme, and one large BEIS holding at Buckingham Palace Road. The highest floor area of vacant space was in Wales (just over 30,000 m²) with zero vacant space in Northern Ireland.

The Benchmarked Estate

In total **2.7 million m² of office space** was recorded in the annual property benchmarking programme, with a total of **993 office occupations.**



Office condition and suitability ratings are recorded as part of the annual office benchmarking programme. Condition ratings range from A (excellent) to DX (not fit for purpose). Suitability options are ‘highly suitable’, ‘limited suitability’ and ‘suitable’.

In 2017-18 76% of properties were deemed as suitable, and 62% were classed as in satisfactory condition. The costs of occupation vary significantly over these categories. Greater work and investment is required to bring more of the buildings up to 'excellent' condition. Several departments, such as the MOD and HMRC, are investing in detailed condition surveys to assess where these improvements are most needed.

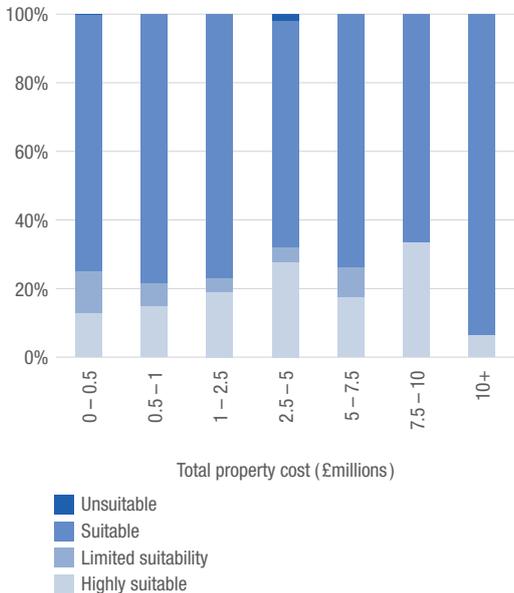
Expanding the scope of the benchmarked estate

During the last year some progress has been made to develop metrics and KPIs to measure the wider estate:

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

Work will continue on widening the scope of measuring performance of the estate, in order that good performance is understood and possible efficiencies can be realised.

Figure 30 Cost and condition of benchmarked estate, as at March 2018



DWP – Shaping an efficiency model for job centres

There are approximately 700 job centres on the estate and DWP have been working in conjunction with OGP over the last year to look to develop some KPI measures to enable the cost, performance and utilisation of the job centres to be assessed.

During 2017–18 OGP and DWP commenced a pilot of a sample of job centre data to prove this model. 200 job centres were used to assess the suitability of the model and generated the following metrics:

- £371 property cost per claimant
- 0.76 m² space per claimant
- £468 cost per m²

Over 2018–19 the model will also be adapted to develop KPIs for the storage and courts estate.

FCO overseas estate

FCO have 265 overseas buildings and have captured space metrics in 2017–18 to better assess and utilise this space. There is no target for space usage for overseas offices or embassy buildings – the closest comparison to which is probably a UK court, in terms of layout and requirement as some of the space is allocated for public and representational use. Often the overseas estate is historical or loaned/donated by the host country so it can therefore be complex to manage and improve efficiency. However FCO have successfully negotiated five co-locations with other countries embassies. Over 15 sites have a large amount of public space that skews the metrics for the small office function. 23 sites have no staff data available so are excluded from the space utilisation metric.

Overall the overseas estate, comprising of offices and embassies, is measuring at 23 m² per person. This has improved by 9% in the last year with FCO being more diligent over data collection and negotiating sublets or a reduced floor area as the right opportunity arises. For 2018–19 further improvements are hoped to be made in data capture and also, in the longer-term, strategies for some of the buildings where there is still an opportunity to improve space efficiency further.

CHAPTER FIVE ENVIRONMENTAL PERFORMANCE OF THE ESTATE



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

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

Key findings

- Government has reduced its emissions by 39% in 2017–18 compared to 2009–10.
- 95% of government buildings that require an EPC meeting the minimum energy efficiency standard.

Minimum Energy Efficiency Standards (MEES)

The Minimum Energy Efficiency Standard (MEES) came into force in England and Wales on 1 April 2018 and applies to private rented, residential and non-domestic property. It is aimed at encouraging landlords and property owners to improve the energy efficiency of their properties by a restriction on the granting and continuation of existing tenancies where the property has an Energy Performance Certificate Rating of F and G.

What are EPCs?

An Energy Performance Certificate sets out the energy efficiency rating of a property with recommendations on improving its energy efficiency. Since 2008 properties that have been

marketed or let generally require an EPC, but there are valid exceptions – for example transfer of buildings between departments, a temporary building with less than two years planned use, obtained for reasons other than occupation. An EPC is valid for 10 years. The rating is shown on an A to G rating scale similar to those used for electrical appliances – A (92–100), B (81–91), C (69–80), D (55–68), E (39–54), F (21–38), G (1–20).

The Minimum Energy Efficiency Standard Rating is E and above

In line with the expected introduction of MEES, OGP mandated the collection of EPC and Display Energy Certificates (DECs) in 2017–2018 across the central estate to improve reporting on sustainability. This is in addition to reporting EPC details of new procurements falling outside of the top quartile of energy performance.

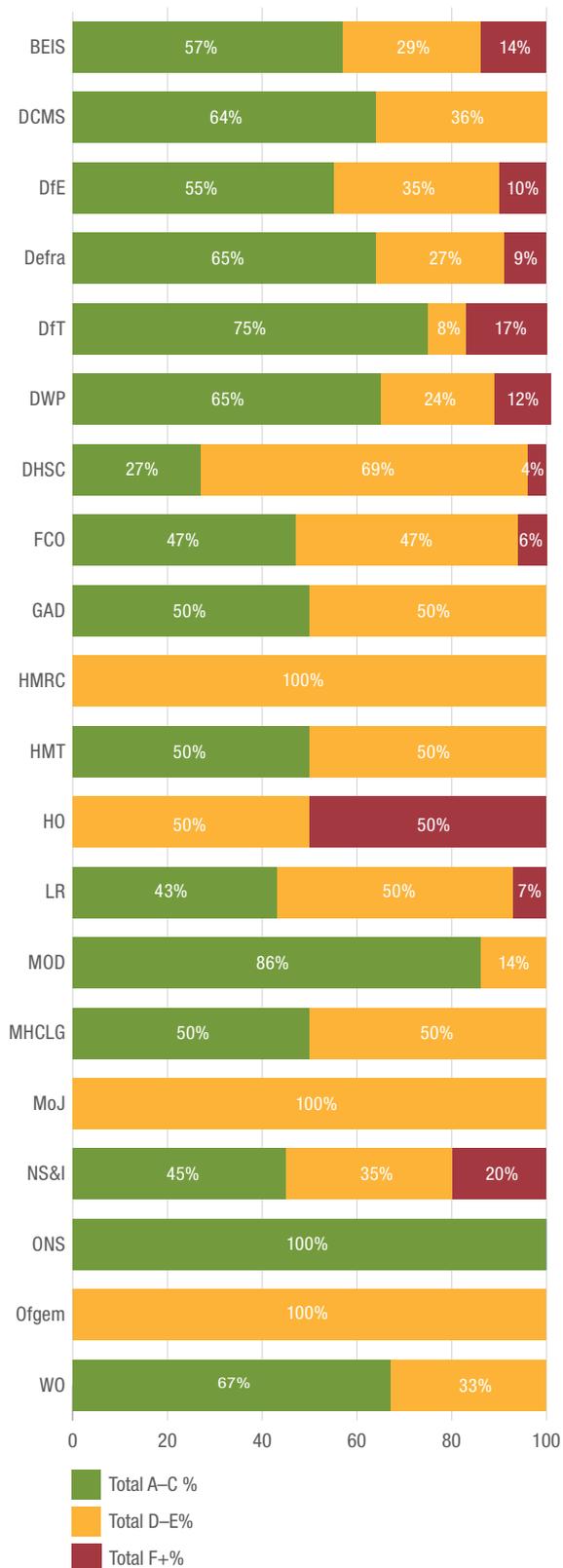
Energy ratings for central estate buildings

During 2017–18, 39% of buildings that required an EPC on the central estate achieved an energy rating A to C. The top quartile of energy performance is an EPC rating of A to C (equivalent to an operational rating of 0–73). In total 95% of central estate buildings that required an EPC met the MEES of A to E.

Figure 31 EPC rating breakdown by number of buildings on the central estate, as at March 2018

EPC Asset Rating	No of Buildings
A+	2
A	4
B	39
C	197
D	286
E	118
F	22
G	12

Figure 32 % buildings grouped into EPC ratings by parent department on the central estate as at March 2018



New procurements

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

The EPC ratings of all new procurements are monitored and departments are asked to provide an explanation of any procurements that have performance ratings that fall outside of the top quartile for energy performance.

In 2017–18, the government reported 92 new procurements across the central estate, adding just over 100,000 m² of space to the estate. 78 of these fell out of scope as requiring an EPC. Out of the 14 new in-scope procurements 10 are rated A-C for energy performance (see Figure 32). Four new procurements fell outside the top quartile for energy performance, and a summary and justification for the procurement are given in Figure 33.

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 (BREEAM) 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

Figure 33 EPC ratings of 2017–18 new procurements inside the top quartile of energy performance

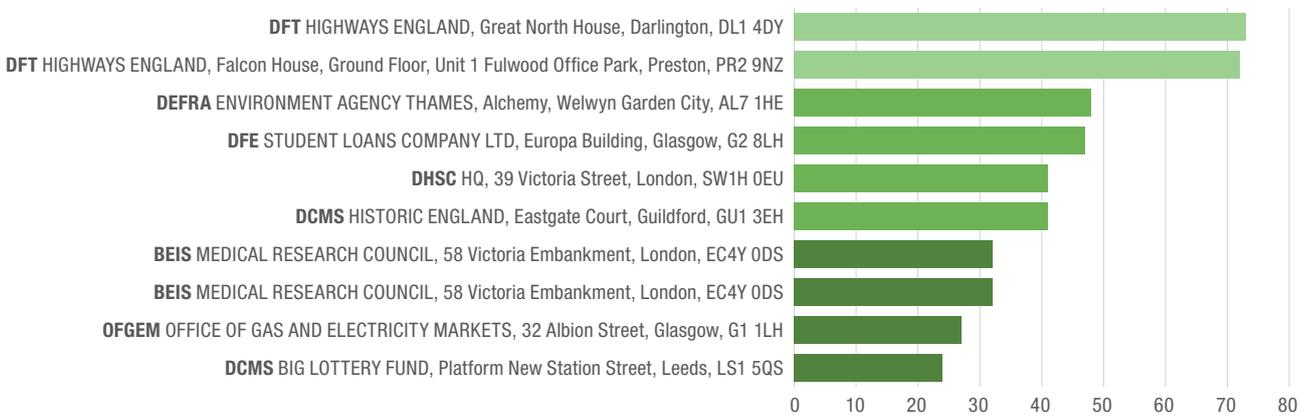


Figure 34 New procurements on the central estate during 2017–18 that fell outside EPC rating A–C



Greening Government Commitments

Greening Government Commitments are overall government targets to improve the sustainability of Government operations between 2016 and 2020. The targets include reducing greenhouse gas emissions, the use of water and waste arisings across the government estate. The following are the key highlights for 2017–18; further details against these targets will be published in the Government’s Greening Government Commitments annual report next year.

Reducing greenhouse gas emissions

- Government as a whole reduced its emissions by 39% in 2017–18 compared to 2009–10, showing continued strong progress towards the new target of 43%.

Reducing paper

- Government as a whole reduced its paper consumption by 55% in 2017 to 2018 compared to 2009–10, exceeding the 2020 target.

Reducing waste

- Government departments reduced their overall waste by 40% in 2017–18 compared to the 2009–10 baseline.

Reducing water consumption

- The government reduced its water consumption by 10% in 2017–18 compared to 2009–10.

MOD – Built Environment Improvement Measures

MOD’s Built Environment Improvement Measures (BEIM) Programme for 2017–18, invested over £2 million in physical energy efficiency projects, including: building energy management systems (BEMS), combined heat and power (CHP), solar and heating ventilation and air conditioning (HVAC). Investment targeted opportunities with the most advantageous payback periods with an anticipated enduring emissions savings of 650 tons CO₂.

Key to success has been the network of Area Utilities Managers who have driven behaviour change at local and regional levels and supported the investment in improved energy efficiency. The main challenge is to reduce consumption and increase efficiency whilst maintaining operational effectiveness. The energy savings achieved in the UK have in part been offset by increased demand and consumption from new assets and an increased use of virtual training.

Looking forward, MOD will work with: Local Partnerships (Re:Fit); BEIS; Cabinet Office; and Crown Commercial Services to assess the feasibility of third party investment in energy efficiency using financial vehicles such as Energy Performance Contracts.

FCO – Waste minimisation and single use plastics

FCO have reported good waste minimisation performance in 17–18, with reductions seen across the estate, particularly with the reduction in paper usage which in part will have been supported by the improvement in IT, the focus on taking electronic notes with Microsoft OneNote, and reducing printing through the introduction of pin-and-print. They anticipate further reductions in paper consumption in 2018–19 as new paper-free behaviours bed in and expand across the office. The 59% waste reduction performance also puts them on track to achieve the 2020 waste minimisation target of 62%. The impact of increased waste from the Tech Overhaul programme has not been as significant as anticipated as the IT supplier has minimised packaging waste and ensured old IT equipment was refurbished and resold before recycling and disposal options were chosen. They anticipate an increase in waste from redundant printer disposals in Q1 2018–19 as part of the multi-function device roll-out, which could impact performance in 2018–19.

FCO have found the 75% recycling target challenging, and recycling rates in 2017–18 reduced to 53% (with the majority of waste reduction coming from reductions in recyclable materials, including office paper). To be on track to meet the recycling target, FCO would expect to be achieving a 70% recycling rate in 2017–18. As staff numbers increase in the office, they are pleased to see no increases in waste arising. As part of the #FCO2 communication campaign in 2016–17 they launched a 10p reusable cup discount. Over the year increases have been seen in the take up of the discount by staff, achieving an average of 3%, against a UK average of 1%.

Following the introduction of a cup recycling trial in King Charles Street they have seen increased awareness of the scourge of coffee cups, resulting in a steady increase in the numbers of reusable cup discounts offered to staff. By March 2018, King Charles Street saw 6% of hot drink sales being in reusable cups, and early indications from the ‘latte levy’ put this rate at over 50%. In 2016–17 FCO used 655,718 disposable coffee cups, a sufficient number to stretch from the office in Whitehall to Brighton. To combat this waste stream in April 2018 FCO introduced a ‘latte levy’ across its UK estate, including delivering a price differential of 50p for those drinking in with porcelain cups. This will be a first in government and hope this will drive significant engagement on waste and deliver a step change in the number of disposable coffee cups consumed by the FCO.



MoJ sustainability measures

The MoJ estate is the second largest in government and emits around 20% of central government’s greenhouse gas emissions. MoJ takes its responsibility for driving down emissions seriously and has successfully reduced emissions by 35% since 2009–10. This has been achieved by adopting an organisational-level approach including embedding requirements in FM contracts, prison operations frameworks, personal objectives of board-level leaders, as well as establishing a senior sustainability board to oversee activity and appointing a Senior Civil Servant as Sustainability Champion. A carbon reduction fund was also established to fund capital projects. Together, these measures have helped cut MoJ’s annual energy bill by c. £11 million since 2014–15, which demonstrates the economic potential of operating the government estate more efficiently.

Specific projects have included:

- installing wind turbines
- fitting biomass, biomass-Combined Heat and Power (CHP) and CHP boilers
- retrofitting LED lighting
- connecting courts to district heat networks
- fitting photovoltaics (PV) and solar thermal heating
- fitting air and ground source heat pumps

Reductions have also been achieved through using office space more efficiently, thereby reducing the overall size of the estate.

MoJ is now working towards a 38% carbon reduction target and is reviewing options for installing further LEDs, smart meters and Solar PV, and upgrading building management systems. To fund these latest projects, the department is reviewing alternative funding streams such as the Mayor of London’s RE: FIT Programme.

Biodiversity enhancement and prisoner rehabilitation

MoJ also has a wealth of priority species and habitats in its estate, including 10 sites of special scientific interest sites (9 of these in prisons). This provides a fantastic opportunity not only to improve biodiversity and enhance the natural environment but also to facilitate prisoner rehabilitation, and the development of transferable skills, both of which can improve employment prospects on release.

MoJ has been working with the Barn Owl Conservation Network to improve habitat and nesting sites for one of our most iconic species for a number of years. This has involved erecting over 2000 nest boxes on prison land over the last 18 months and prisoners have learned important skills in carpentry and rural land management.

These examples are testament to how government can use the full diversity of its estate to maximise social and environmental sustainability opportunities.



Volunteer Day at HMP Coldingley (Source: MoJ)

CHAPTER SIX FORWARD LOOK



Steady progress has been made in the past year in reducing the size of the government estate, despite an increase in the Civil Service headcount. This was possible by disposing of surplus sites, maintaining low vacancy rates and improving the utilisation of the office estate even further. These, along with improvements made to the estate, continued to ensure value for money for taxpayers from the government estate.

Looking ahead, the 2018 Government Estate Strategy looks beyond efficiency to enable transformation of the way we operate and collaborate. It sets a vision where the government estate will help deliver the best possible public services at the right locations, release surplus land for housing, and boost growth and opportunity across the UK. It contains commitments that positions property as a platform for the delivery of wider civil service transformation.

The sections below outline the forward look for the key initiatives for government property enshrined in the estate strategy:

Driving growth and opportunity

Excellent public services: Building on previous years' work, the One Public Estate programme will continue to improve efficiencies and support public service transformation, by bringing frontline services (such as Jobcentre Plus offices, local authority services and health providers) together to co-locate under one roof and therefore provide more accessible services for citizens.

The programme has already surpassed its original target of 45 co-locations by 2020. The strategy sets new targets for it to facilitate 200 co-locations by March 2020 and 250 by March 2022. This will be achieved through a new application phase for new and existing cross-public sector partnerships, which was announced in September 2018.

More land for housing: The asset efficiency programme, facilitated by the Office of Government Property, will provide support across government departments to raise £5 billion from the sale of surplus land and property by 2020. The programme will also deliver wider social and economic benefits from land disposals and promote sustainable estate management. It will also support the Ministry of Housing, Communities and Local Government-led commitment to release land for 160,000 homes by 2020. The Government Property Finder website will be revamped to make it easier for industry partners and the members of the public to see the pipeline of sites coming to the market, in one digital shopfront. This will help to release government land in a way that provides the right homes in the right locations.

Rebalancing the economy: The Places for Growth programme seeks to deliver the Government's public commitments to relocate Civil Service roles and public bodies into the regions and nations of the UK, moving thousands of roles outside of London and the South East of England by 2030 that will be backed by strategic planning.

Overall, the programme aims to:

- boost local growth
- strengthen and protect the Union and ensure the Civil Service has a strong presence in all parts of the United Kingdom
- improve recruitment and retention in the Civil Service, building sustainable career paths outside London
- reduce costs

In line with the Industrial Strategy White Paper and the Government Estate Strategy, the Places for Growth programme will work with departments and public bodies to relocate civil service roles to cities that have the skills and capacity to enable both organisations and locations to flourish.

Supporting a Brilliant Civil Service

The strength of the Property Function depends on having property professionals equipped with the right skills, capability and experience to deliver the government's property commitments.

There are around 5,000 people who work in government property, over 2,000 of whom are property professionals. They work in diverse roles including strategic and operational management of land and property, facilities management, property valuation, specialist surveying services and policy advice.

The Government Property Profession is led by the Office of Government Property. It will continue to support the attraction, recruitment and development of a skilled and commercially focussed workforce, offering the right career opportunities and improving diversity.

The Government Property Profession will embed diversity and inclusion policies in the property function that match the best in the industry and contribute to the Civil Service ambition to become the most inclusive employer in the UK.

Great places to work: Building on the One Public Estate and Places for Growth programmes, the Government Property Agency will deliver a network of government hubs which will provide modern, innovative shared workspaces facilitating smarter working situated near good transport links. The Estate Strategy commits to delivery of around 20 Hubs by the end of the Parliament, with 14 already announced, with a focus on consolidating and rationalising the disparate and fragmented estate into multi-departmental Government Hubs that will work in a smarter, more flexible way than ever before. Other locations will be finalised in the upcoming months.

In Central London the Estate Strategy commits the government to move to no more than 20 buildings by 2030 and work in this direction will continue with a commitment to an efficient, fit for purpose Whitehall Campus. Alongside this, smarter working will continue to be a focus – this transformational change programme aims to change the way all Civil Servants work, and there is a government-wide target for all departments to be working to smart working standard by 2022 with 70% by 2020. Many departments have already adopted a variety of smarter working initiatives, but as more departments embrace this transformation, further progress will be made in lowering the m²/ FTE.

Delivering value

Better asset management: Each government department produces Strategic Asset Management Plans (SAMPs); these are published to show how the department is managing its estate and how it is working towards reducing its annual running costs. Since 2010 there have been savings of £1.3 billion. A further ambition is to develop a framework so departments can develop a more consistent approach to whole-life property management. This framework will require departments to consider whole-life costs, and therefore value for money for taxpayers, when taking decisions to procure, manage and refurbish buildings. Initial research is underway to assess the scale and nature of backlog maintenance across the central government estate. Departments are key partners in driving forward this work and this research will inform the development of the whole life cost framework.

Improved data and sustainability: The Office of Government Property will launch a digital transformation programme that will lead to the creation of a digital public database of public sector property assets in a geospatial Digital National Asset Register. This will promote stronger, more strategic decision-making and enable the delivery of the Government Estate Strategy targets. Its implementation and future use will result in improved data quality and a more connected data infrastructure across the Government Property Function. By the end of this Parliament, the register will record public sector property and land data in one place, bringing it together with socio-economic data under one geospatial umbrella. Geospatial analytics and place-based decision-making will be key to maximising the value from our estate data. The transformation will align with the work of the Geospatial Commission, and put geography at the heart of ‘big data’, to use this data more productively to create a more sustainable and efficient estate.

Stringent sustainability standards will be applied to any new property acquisitions to meet the top 25% of energy performance for their building type. Work will commence to develop a government property sustainability strategy and enhancing reporting on estate sustainability. This will include making it mandatory for all government buildings procured or leased since 2008 to report their actual energy performance through Energy Performance and Display Energy Certificates, review performance against the Greening Government Commitments (GGCs), and monitor buildings to ensure they meet the minimum energy efficiency standards.

APPENDICES



Appendix A

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

Department/organisation at 31/03/2017		NIA (m ²) at 31/03/2017	NIA (m ²) at 31/03/2018	Change (m ²)	Change (%)	Department/organisation at 31/03/2018	
Attorney General's Office (AGO)							
AGO	Attorney General's Office	1,157	422	-735	-63.5	AGO	Attorney General's Office
CPS	CPS (All Property Centres)	61,087	57,797	-3,290	-5.4	CPS	CPS (All Property Centres)
			11,118	N/A	N/A	GLD	Government Legal Department (Previously Recorded Under GLD As 'GLD – Government Legal Department')
SFO	Serious Fraud Office	3,790	3,790	0	0.0	SFO	Serious Fraud Office
Cabinet Office							
CO	Crown Commercial Service	2,743	2,743	0	0.0	CO	Crown Commercial Service
	Financial And Estate Management	32,902	32,835	-67	-0.2		Financial And Estate Management
	Residual Estate	45,450	45,450	0	0.0		Residual Estate
Department For Business, Energy & Industrial Strategy							
CMA	Competition And Markets Authority	8,258	8,258	0	0.0	CMA	Competition And Markets Authority
BEIS	Advisory Conciliation and Arbitration Service	5,526	5,526	0	0.0	BEIS	Advisory Conciliation and Arbitration Service
	Arts & Humanities Research Council	850	643	-207	-24.4		Arts & Humanities Research Council
	Biotechnology & Biological Sciences Research Council	197,219	163,152	-34,067	-17.3		Biotechnology & Biological Sciences Research Council
	Civil Nuclear Constabulary (Previously Recorded Under DECC, 'DECC – Civil Nuclear Constabulary')	3,565	3,565	0	0.0		Civil Nuclear Constabulary
	Coal Authority (Previously Recorded Under DECC, 'DECC – Coal Authority')	4,379	4,452	73	1.7		Coal Authority
	Companies House	30,068	30,068	0	0.0		Companies House
	Core	86,532	84,361	-2,171	-2.5		Core
	Department Of Energy and Climate Change (Previously recorded under DECC, 'DECC – Department Of Energy And Climate Change')	10,578	10,578	0	0		Department Of Energy and Climate Change
	Economic And Social Research Council	1,325	1,325	0	0.0		Economic And Social Research Council
	Engineering & Physical Sciences Research Council	3,633	3,633	0	0.0		Engineering & Physical Sciences Research Council
	Innovate UK	39,615	38,400	-1,215	-3.1		Innovate UK
	Insolvency Service	9,744	8,970	-774	-7.9		Insolvency Service
	Intellectual Property Office	18,484	18,484	0	0.0		Intellectual Property Office
	LLT Vehicle Disposals	10,275	741	-9,534	-92.8		LLT Vehicle Disposals
	Medical Research Council	100,642	79,976	-20,667	-20.5		Medical Research Council
	Met Office*	26,650	18,428	-8,222	-30.9		Met Office
	National Measurement and Regulation Office	4,482	4,482	0	0.0		National Measurement and Regulation Office
	National Physical Laboratory	46,221	46,221	0	0.0		National Physical Laboratory
	Natural Environment Research Council	105,523	103,669	-1,854	-1.8		Natural Environment Research Council
	Nuclear Decommissioning Authority – Occupied (Previously Recorded Under DECC, 'DECC – Nuclear Decommissioning Authority – Occupied')	4,862	4,862	0	0		Nuclear Decommissioning Authority – Occupied

*Holding figures remain unchanged from 16–17 at 26,650 m².

Appendices

Department/organisation at 31/03/2017		NIA (m ²) at 31/03/2017	NIA (m ²) at 31/03/2018	Change (m ²)	Change (%)	Department/organisation at 31/03/2018	
BEIS	Ordnance Survey Ltd	14,004	13,974	-30	-0.2	BEIS	Ordnance Survey Ltd
	Science & Technology Facilities Council	218,918	218,918	0	0.0		Science & Technology Facilities Council
	UK Atomic Energy Authority	98,294	97,588	-706	-0.7		UK Atomic Energy Authority
	UK Green Investment Bank	1,130	1,130	0	0.0		UK Green Investment Bank
	UK Shared Business Service Ltd	4,582	937	-3,645	-79.5		UK Shared Business Service Ltd
	UK Space Agency	335	335	0	0.0		UK Space Agency
LR	Land Registry Agency Estates Division AED	84,453	79,804	-4,649	-5.5	LR	Land Registry Agency Estates Division AED
Department For Digital, Culture, Media And Sport							
DCMS	Arts Council England	7,280	7,280	0	0.0	DCMS	Arts Council England
	Big Lottery Fund	15,944	15,996	52	0.3		Big Lottery Fund
	Churches Conservation Trust	222	222	0	0.0		Churches Conservation Trust
	Department For Digital, Culture, Media and Sport	9,149	9,149	0	0.0		Department For Digital, Culture, Media and Sport
	Gambling Commission	2,414	2,414	0	0.0		Gambling Commission
	Historic England	17,147	13,496	-3,651	-21.2		Historic England
	Information Commissioner's Office	2,930	3,571	641	21.9		Information Commissioner's Office
	National Heritage Memorial Fund	3,795	3,529	-266	-7.0		National Heritage Memorial Fund
	Sport England	1,319	503	-816	-61.8		Sport England
	UK Sport		820	820	N/A		UK Sport
	Visit Britain	536	536	0	0.0		Visit Britain
TNA	The National Archives	65,355	65,355	0	0.0	TNA	The National Archives
Department For Education							
DfE	Construction Industry Training Board (Previously Recorded Under BEIS, 'BEIS – Construction Industry Training Board')	59,360	59,360	0	0.0	DfE	Construction Industry Training Board
			15,777	N/A	N/A		Education Funding Agency
	Equality And Human Rights Commission	1,872	954	-918	-49.0		Equality And Human Rights Commission
	Higher Education Funding Council For England (Previously Recorded Under BEIS, 'BEIS – Higher Education Funding Council For England')	3,621	4,328	707	19.5		Higher Education Funding Council For England
	Office Of Qualifications And Examinations Regulation (Ofqual)	1,883	1,883	0	0.0		Office Of Qualifications And Examinations Regulation (Ofqual)
	Operational Properties	57,649	57,931	281	0.5		Operational Properties
	Skills Funding Agency (Previously Recorded Under BEIS, 'BEIS – Skills Funding Agency')	10,599	10,599	0	0.0		Skills Funding Agency
	Student Loans Company Ltd (Previously Recorded Under BEIS, 'BEIS – Student Loans Company Ltd')	22,343	26,428	4,085	18.3		Student Loans Company Ltd
	Sublet And Surplus Properties	2,709	2,709	0	0.0		Sublet And Surplus Properties
OfSTED	Ofstead – Office For Standards In Education	1,524	1,524	0	0.0	OfSTED	Ofsted – Office For Standards In Education
Department For Environment, Food And Rural Affairs							
Defra	Agriculture & Horticulture Development Board	5,810	5,810	0	0.0	Defra	Agriculture & Horticulture Development Board

Appendices

Department/organisation at 31/03/2017		NIA (m ²) at 31/03/2017	NIA (m ²) at 31/03/2018	Change (m ²)	Change (%)	Department/organisation at 31/03/2018	
	Department For Environment, Food And Rural Affairs	247,437	244,187	-3,250	-1.3		Department For Environment, Food And Rural Affairs
	Environment Agency (All Regions Incl Head Office)	137,198	147,420	10,222	7.5		Environment Agency (All Regions Incl Head Office)
	Environment Agency National Lab. Service	5,875	4,075	-1,800	-30.6		Environment Agency National Lab. Service
	Joint Nature Conservation Committee	1,329	1,329	0	0.0		Joint Nature Conservation Committee
	National Forest Company	372	372	0	0.0		National Forest Company
	Sea Fish Industry Authority	3,652	3,652	0	0.0		Sea Fish Industry Authority
FC	Forestry Commission England	3,679	3,679	0	0.0	FC	Forestry Commission England
WSRA	Water Services Regulation Authority	1,338	1,338	0	0.0	WSRA	Water Services Regulation Authority
Department For International Development							
DfID	Department For International Development	19,358	19,358	0	0.0	DfID	Department For International Development
Department For Transport							
DfT	British Transport Police Authority	45,917	45,794	-123	-0.3	DfT	British Transport Police Authority
	Central	42,145	42,071	-74	-0.2		Central
	Driver and Vehicle Licensing Agency	64,399	64,310	-89	-0.1		Driver and Vehicle Licensing Agency
	Driver and Vehicle Standards Agency	146,777	142,433	-4,344	-3.0		Driver and Vehicle Standards Agency
	Highways Agency	217,631	224,860	7,943	3.3		Highways England
	Maritime And Coastguard Agency	48,571	46,526	-2,045	-4.2		Maritime And Coastguard Agency
	Vehicle Certification Agency	2,463	2,463	0	0.0		Vehicle Certification Agency
Department For Work And Pensions*							
DWP	CMG	67,958	67,280	-678	-1.0	DWP	CMG
	Corporate Centre	131,710	138,264	6,555	5.0		Corporate Centre
	Health And Safety Executive	65,499	62,840	-2,659	-4.1		Health And Safety Executive
	Operations	1,293,071	1,305,856	12,785	1.0		Operations
	Pensions Regulator	3,366	3,366	0	0.0		Pensions Regulator
Department Of Health And Social Care							
DH	Care Quality Commission	2,498	2,498	0	0.0	DHSC	Care Quality Commission
	Health Education England	18,938	18,858	-79	-0.4		Health Education England
	Health Research Authority	1,260	1,260	0	0.0		Health Research Authority
	HQ	57,960	57,824	-136	-0.2		HQ
	Medicines, Healthcare Products And Regulatory Agency	14,180	14,180	0	0.0		Medicines, Healthcare Products And Regulatory Agency
	National Institute For Health And Care Excellence	4,365	4,365	0	0.0		National Institute For Health And Care Excellence
	NHS Blood & Transplant	122,711	115,410	-7,301	-6.0		NHS Blood & Transplant
	NHS Business Services Authority	32,170	32,170	0	0.0		NHS Business Services Authority
	NHS Digital (Formerly DH – Health & Social Care Information Centre)	15,448	16,759	1,311	8.5		NHS Digital
	NHS England	35,213	34,559	-653	-1.9	DH	NHS England
DH	NHS Improvement (Formerly DH – NHS Trust & Development Authority and DH – Monitor)	1,115	2,484	1,369	122.8		NHS Improvement
	DH – Public Health England	78,691	110,173	31,483	40.0		DHSC – Public Health England
	DH – Retained Estate	7,578	4,933	-2,645	-34.9		DHSC – Retained Estate

Appendices

Department/organisation at 31/03/2017		NIA (m ²) at 31/03/2017	NIA (m ²) at 31/03/2018	Change (m ²)	Change (%)	Department/organisation at 31/03/2018	
Food Standards Agency*							
FSA	Food Standards Agency	12,906	1,038	-11,869	-92.0	FSA	Food Standards Agency
Foreign & Commonwealth Office							
FCO	British Council	12,388	12,388	0	0.0	FCO	British Council
	Foreign & Commonwealth Office	72,855	72,610	-245	-0.3		Foreign & Commonwealth Office
	Great Britain – China Centre (GBCC)	63	63	0	0.0		Great Britain – China Centre (GBCC)
	Westminster Foundation For Democracy (WFD)	186	186	0	0.0		Westminster Foundation For Democracy (WFD)
	Wilton Park	2,326	2,326	0	0.0		Wilton Park
Government Actuary's Department							
GAD	Government Actuary's Department	2,874	2,874	0	0.0	GAD	Government Actuary's Department
Government Legal Department							
	Government Legal Department (Now Recorded Under AGO As 'GLD – Government Legal Department')	11,118		N/A	N/A		
HM Revenue And Customs†							
HMRC	HM Revenue And Customs	959,784	939,934	-19,850	-2.1	HMRC	HM Revenue And Customs
	Valuation Office Agency	21,387	20,162	-1,225	-5.7		Valuation Office Agency
HM Treasury							
HMT	HM Treasury	22,861	22,861	0	0.0	HMT	HM Treasury
	UK Debt Management Office	1,679	1,679	0	0.0		UK Debt Management Office
Home Office							
HOPG	Core Home Office	362,782	358,855	-3,926	-1.1	HO	Core Home Office
HO	College Of Policing	30,137	29,535	-602	-2.0	HOPG	College Of Policing
HOPG	Disclosure And Barring Service	6,393	6,393	0	0.0		Disclosure And Barring Service
	Independent Police Complaints Commission	6,688	6,688	0	0.0		Independent Police Complaints Commission
	Security Industry Authority	1,096	1,096	0	0.0		Security Industry Authority
Ministry Of Defence							
MOD	Ministry Of Defence	267,601	260,784	-6,817	-2.5	MOD	Ministry Of Defence
	United Kingdom Hydrographic Office	30,609	30,609	0	0.0		United Kingdom Hydrographic Office
Ministry Of Housing, Communities & Local Government							
DCLG	Central	13,872	13,872	0	0.0	MHCLG	Central
	Government Office Residual Estate	24,416	24,416	0	0.0		Government Office Residual Estate
	Homes And Communities Agency (Operational)	4,895		-4,895	N/A		Homes And Communities Agency (Operational) (Still have a presence on E-Pims but have no 'Owned Holdings')
	Queen Elizabeth II Conference Centre	16,560	16,560	0	0.0		Queen Elizabeth II Conference Centre
	Valuation Tribunal Service	449	449	0	0.0		Valuation Tribunal Service

*Major holding not recorded on e-PIMS at time of the snapshot so true decrease is 50%.

†Correct HMRC figure should be 928,309m², as it didn't take into account (early) closures in March 2018.

Appendices

Department/organisation at 31/03/2017		NIA (m ²) at 31/03/2017	NIA (m ²) at 31/03/2018	Change (m ²)	Change (%)	Department/organisation at 31/03/2018	
Ministry Of Justice							
MoJ	Children & Family Court Advisory & Support Service	7,867	6,857	-1,010	-12.8	MoJ	Children & Family Court Advisory & Support Service
	Criminal Injuries Compensation Authority	2,813	2,813	0	0.0		Criminal Injuries Compensation Authority
	HMCTS (All Property Centres)	1,086,100	1,043,531	-42,569	-3.9		HMCTS (All Property Centres)
	NOMS HQ	1,860	3,631	1,771	95.2		HMPPS HQ
	Legal Aid Agency	12,516	12,516	0	0.0		Legal Aid Agency
	Lodgings	11,442	11,070	-373	-3.3		Lodgings
	Ministry Of Justice HQ	42,139	45,992	3,853	9.1		Ministry Of Justice HQ
	HMPPS Probation	195,089	168,764	-26,326	-13.5		HMPPS Probation
National Crime Agency							
NCA	National Crime Agency (NCA)	5,464	0	-5,464	-100.0	NCA	National Crime Agency (NCA)
National Savings And Investments							
NS&I	National Savings And Investments	8,083	8,083	0	0.0	NS&I	National Savings And Investments
Office Of Gas And Electricity Markets							
OFGEM	Office Of Gas And Electricity Markets	12,643	14,007	1,364	10.8		Office Of Gas And Electricity Markets
Office Of Rail And Road							
ORR	Office Of Rail And Road	2,907	2,907	0	0.0		Office Of Rail And Road
Royal Mint							
RM	Royal Mint	32,091	32,091	0	0.0	RM	Royal Mint
Scotland Office							
SO	Scotland Office	2,613	2,613	0	0.0	SO	Scotland Office
Uk Statistics Authority							
ONS	Office For National Statistics	60,202	52,259	-7,943	-13.2	ONS	Office For National Statistics
Wales Office							
WO	Wales Office	1,141	1,141	0	0.0	WO	Wales Office

Appendix C

Machinery of government changes in 2017–18	
Organisation	Details of change
DCMS Department for Digital, Culture, Media and Sport	Formerly DCMS – Department for Culture, Media and Sport
DExEU Department for Exiting the European Union	New department formed in July 2016 in the wake of the referendum vote to leave the European Union
DIT Department for International Trade	New department formed in July 2016 in the wake of the referendum vote to leave the European Union
DHSC Department for Health and Social Care	Formerly DH – Department of Health
MHCLG Ministry of Housing, Communities and Local Government	Formerly DCLG – Department for Communities and Local Government
MHCLG Homes England	Formerly DCLG – Homes and Communities Agency
HMPPS Her Majesty's Prison and Probation Service	Formerly NOMS

Appendix D

Total operating costs of the central estate in 2017–18, by parent department Reported costs are for the central estate and exclude depreciation

Organisation	2017–2018 Costs *
BEIS	£173,493,116
CHAR	£1,054,411
CO	£31,288,633
DCMS	£41,946,000
Defence*	£159,753,298
Defra	£93,284,008
DExEU	£3,569,961
DfE	£29,987,732
DfID	£6,987,399
DfT	£134,999,856
DHSC	£171,499,273
DIT	£10,457,874
DWP	£639,521,292
ECGD	£2,364,188
FCO	£36,499,197
FSA	£797,926
GAD	£1,998,885
HMRC	£263,863,820
HMT	£19,375,899
HO	£179,489,252
LOD	£44,503,719
MHCLG	£18,210,509
MoJ	£504,027,508
NIO	£1,035,052
NS&I	£1,744,452
Ofgem	£8,213,818
ORR	£1,500,696
RM	£6,212,471
SO	£1,411,360
ONS (UKSA)	£7,294,047
WO	£393,073
Total	£2,596,778,725

* Costs are estimated based on the office benchmarking costs

Appendix E

How benchmarking was measured in 2017–18

Government departments and their arm's-length bodies are required to measure the efficiency and sustainability of their office administrative occupations over 500 m²; 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.

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.

	17–18
Benchmarked occupations	993
Participating property centres	157
Total occupied space (m ²)	2,758,065
Total office-based FTE	294,361
Total benchmarked property cost	£1,340,130,358

Appendix F: Benchmarked offices: efficiency data in 2017–18 (summary)

Organisation	Occupation Count	Occupied NIA (m ²)	Total Office Based FTE and Contractors	m ² per FTE	Rank m ² per FTE
Department for Business, Energy & Industrial Strategy	66	197,982	21,420	9.2	17
Charity Commission	1	839	175	4.8	2
Cabinet Office	14	34,353	6,724	5.1	3
Department for Digital, Culture, Media & Sport	32	48,056	5,172	9.3	18
Department for Environment, Food & Rural Affairs	148	154,988	16,543	9.4	19
Department for Exiting the European Union	2	1,865	402	4.6	1
Department for Education	29	67,562	10,814	6.2	5
Department for International Development	2	16,233	2,010	8.1	11
Department for Transport	54	234,549	27,021	8.7	15
Department of Health and Social Care	154	186,037	23,029	8.1	12
Department for International Trade	1	898	143	6.3	6
Department for Work and Pensions	123	531,558	45,581	11.7	27
Export Credits Guarantee Department	1	1,744	320	5.5	4
Forestry Commission England	2	2,463	283	8.7	16
Foreign & Commonwealth Office	7	38,422	4,736	8.1	13
Food Standards Agency	3	1,766	177	10.0	23
Government Actuary's Department	1	1,201	161	7.5	7
Government Legal Department	2	9,048	1,113	8.1	14
HM Revenue And Customs	151	613,499	60,104	10.2	25
Home Office	55	197,954	26,004	7.6	9
Law Officers' Departments	33	46,750	4,816	9.7	22
Ministry of Housing, Communities & Local Government	22	25,035	2,620	9.6	20
Ministry of Defence	13	202,714	19,643	10.3	26
Ministry of Justice	60	77,736	9,996	7.8	10
Northern Ireland Office	1	781	77	10.1	24
National Savings And Investments	2	8,083	688	11.7	28
Office of Gas And Electricity Markets	3	10,849	858	12.6	30
Office of Rail and Road	1	2,212	228	9.7	21
Scotland Office	2	1,420	95	15.0	31
Office for National Statistics (UKSA)	3	38,476	3,100	12.4	29
Wales Office	2	1,141	60	19.0	32
Water Services Regulation Authority	2	1,853	248	7.5	8
Total	993	2,758,065	294,361	9.4	

Appendices

Organisation	Total Property Cost	£ Total Property Cost per FTE	Rank Total Property Cost per FTE	£ Total Property Cost per m ²	Rank Total Property Cost per m ²
Department for Business, Energy & Industrial Strategy	£117,694,883	£5,495	17	£594	18
Charity Commission	£428,508	£2,445	2	£511	11
Cabinet Office	£22,471,439	£3,342	6	£654	21
Department for Digital, Culture, Media & Sport	£26,579,896	£5,139	15	£553	15
Department for Environment, Food & Rural Affairs	£63,082,407	£3,813	8	£407	6
Department for Exiting the European Union	£3,569,961	£8,881	27	£1,914	32
Department for Education	£37,572,422	£3,474	7	£556	16
Department for International Development	£9,136,395	£4,545	12	£563	17
Department for Transport	£86,326,771	£3,195	5	£368	4
Department of Health and Social Care	£112,752,150	£4,896	14	£606	19
Department for International Trade	£1,634,936	£11,433	30	£1,822	31
Department for Work and Pensions	£216,961,262	£4,760	13	£408	7
Export Credits Guarantee Department	£2,364,188	£7,388	24	£1,356	29
Forestry Commission England	£621,246	£2,198	1	£252	1
Foreign & Commonwealth Office	£30,151,346	£6,366	21	£785	23
Food Standards Agency	£970,045	£5,480	16	£549	14
Government Actuary's Department	£1,909,718	£11,862	31	£1,590	30
Government Legal Department	£7,491,230	£6,731	22	£828	25
HM Revenue And Customs	£241,903,059	£4,025	10	£394	5
Home Office	£99,586,344	£3,830	9	£503	10
Law Officers' Departments	£21,381,568	£4,440	11	£457	8
Ministry of Housing, Communities & Local Government	£24,059,519	£9,183	28	£961	26
Ministry of Defence	£111,134,820	£5,658	18	£548	13
Ministry of Justice	£75,716,879	£7,574	25	£974	27
Northern Ireland Office	£1,035,052	£13,442	32	£1,325	28
National Savings And Investments	£2,146,501	£3,120	3	£266	3
Office of Gas And Electricity Markets	£7,394,033	£8,618	26	£682	22
Office of Rail and Road	£1,375,359	£6,032	19	£622	20
Scotland Office	£697,001	£7,368	23	£491	9
Office for National Statistics (UKSA)	£9,855,561	£3,179	4	£256	2
Wales Office	£598,885	£9,981	29	£525	12
Water Services Regulation Authority	£1,526,971	£6,157	20	£824	24
Total	£1,340,130,358	£4,553		£486	

Appendix G: Benchmarked offices: efficiency data in 2017–18 (departmental breakdown)

Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Department for Business, Energy & Industrial Strategy								
BEIS	Advisory Conciliation and Arbitration Service	4	4,034	331	£2,867,943	12.2	£8,678	£711
	Arts & Humanities Research Council	1	643	77	£71,952	8.4	£934	£112
	Biotechnology & Biological Sciences Research Council	1	1,730	215	£153,279	8.0	£712	£89
	Civil Nuclear Constabulary	2	2,846	205	£860,227	13.9	£4,196	£302
	Coal Authority	1	1,626	262	£516,041	6.2	£1,970	£317
	Committee on Climate Change	1	186	32	£266,019	5.8	£8,313	£1,430
	Companies House	3	12,901	963	£11,861,113	13.4	£12,317	£919
	Competition Appeals Tribunal	1	887	57	£1,733,829	15.6	£30,418	£1,955
	Core	12	56,971	7,421	£57,978,932	7.7	£7,813	£1,018
	Economic And Social Research Council	1	1,051	134	£117,592	7.8	£878	£112
	Engineering & Physical Sciences Research Council	1	1,728	179	£537,315	9.7	£3,002	£311
	Innovate UK	1	1,016	222	£113,692	4.6	£512	£112
	Insolvency Service	9	9,047	1,091	£8,001,761	8.3	£7,332	£884
	Intellectual Property Office	2	15,120	1,110	£7,013,367	13.6	£6,317	£464
	Medical Research Council	2	3,193	234	£776,343	13.6	£3,318	£243
	Met Office	1	12,557	1,597	£7,778,648	7.9	£4,872	£619
	Natural Environment Research Council	1	1,314	174	£378,067	7.6	£2,173	£288
	Nuclear Decommissioning Authority – Occupied	2	4,117	257	£3,202,610	16.0	£12,452	£778
	Ordnance Survey Ltd	1	13,348	809	£4,480,085	16.5	£5,538	£336
	Science & Technology Facilities Council	1	925	108	£103,623	8.6	£959	£112
	UK Shared Business Service Ltd	1	2,298	429	£257,269	5.4	£600	£112
	UK Space Agency	1	341	83	£38,169	4.1	£460	£112
GMA	Competition And Markets Authority	2	5,639	650	£6,496,385	8.7	£9,994	£1,152
LR	Land Registry Agency Estates Division AED	14	44,465	4,780	£13,040,497	9.3	£2,728	£293
	BEIS Total	66	197,982	21,420	£128,644,760	9.2	£6,006	£650
Charity Commission								
CHAR	Charity Commission	1	839	175	£428,508	4.8	£2,445	£511
	Char Total	1	839	175	£428,508	4.8	£2,445	£511
Cabinet Office								
CO	Crown Commercial Service	4	4,387	529	£1,249,573	8.3	£2,362	£285
	Financial and Estate Management	10	29,966	6,195	£31,535,089	4.8	£5,090	£1,052
	CO Total	14	34,353	6,724	£32,784,662	5.1	£4,876	£954

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Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Department for Digital, Culture, Media & Sport								
DCMS	Arts Council England	3	3,257	339	£1,664,029	9.6	£4,902	£511
	Big Lottery Fund	5	8,120	630	£4,401,985	12.9	£6,992	£542
	British Film Institute	2	4,866	350	£1,941,629	13.9	£5,548	£399
	Churches Conservation Trust	2	222	26	£106,438	8.4	£4,032	£479
	Department For Culture, Media and Sport	1	9,281	982	£6,580,824	9.5	£6,701	£709
	Gambling Commission	1	2,414	323	£1,289,998	7.5	£3,999	£534
	Historic England	10	11,154	1,267	£5,491,434	8.8	£4,334	£492
	Horseshoe Betting Levy Board	1	401	10	£368,465	40.1	£36,847	£919
	Information Commissioners Office	1	2,973	600	£1,461,466	5.0	£2,436	£492
	National Heritage Memorial Fund	1	1,747	165	£888,500	10.6	£5,385	£509
	Sport England	2	1,564	157	£1,169,540	10.0	£7,472	£748
	Sports Grounds Safety Authority	1	135	8	£122,000	16.9	£15,250	£904
	UK Sport	1	838	106	£701,006	7.9	£6,645	£837
	Visit Britain	1	1,084	210	£731,096	5.2	£3,481	£674
	DCMS Total	32	48,056	5,172	£26,918,410	9.3	£5,205	£560
Department for Environment, Food & Rural Affairs								
Defra	Agriculture & Horticulture Development Board	5	3,269	364	£1,483,402	9.0	£4,072	£454
	Consumer Council For Water	1	492	56	£248,342	8.8	£4,435	£505
	Department For Environment, Food And Rural Affairs	94	66,456	7,839	£71,113,176	8.5	£9,072	£1,070
	Environment Agency Anglian	10	12,781	1,057	£2,017,176	12.1	£1,908	£158
	Environment Agency Head Office	2	7,231	947	£3,212,252	7.6	£3,390	£444
	Environment Agency Midlands	6	10,012	946	£1,864,665	10.6	£1,972	£186
	Environment Agency North East	5	12,049	1,380	£3,421,245	8.7	£2,478	£284
	Environment Agency North West	3	8,580	1,205	£1,592,549	7.1	£1,322	£186
	Environment Agency South West	5	11,019	966	£1,855,612	11.4	£1,921	£168
	Environment Agency Southern	9	10,144	844	£1,938,438	12.0	£2,296	£191
	Environment Agency Thames	3	5,805	619	£1,689,659	9.4	£2,729	£291
	Joint Nature Conservation Committee	1	1,325	134	£506,746	9.9	£3,776	£382
	National Forest Company	1	372	50	£57,501	7.4	£1,150	£155
	Sea Fish Industry Authority	3	1,737	136	£1,308,610	12.8	£9,651	£753
	Defra Total	148	151,270	16,543	£92,309,372	9.1	£5,580	£610

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Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Department for Exiting the European Union								
DexEU	Department For Exiting The European Union	2	1,865	402	£3,569,961	4.6	£8,881	£1,914
	DexEU Total	2	1,865	402	£3,569,961	4.6	£8,881	£1,914
Department for Education								
DfE	Construction Industry Training Board	2	1,512	92	£508,179	16.4	£5,528	£336
	Education Funding Agency	1	259	53	£412,311	4.9	£7,854	£1,592
	Equality And Human Rights Commission	4	2,125	196	£641,074	10.8	£3,267	£302
	Higher Education Funding Council For England	3	3,436	405	£1,558,662	8.5	£3,849	£454
	Operational Properties	6	29,048	5,022	£18,648,295	5.8	£3,713	£642
	Skills Funding Agency	6	8,918	1,108	£5,000,736	8.0	£4,513	£561
	Student Loans Company Ltd	4	17,775	3,226	£7,742,807	5.5	£2,400	£436
	Office For Standards In Education	3	4,489	712	£3,044,342	6.3	£4,276	£678
	DfE Total	29	67,562	10,814	£37,556,406	6.2	£3,473	£556
Department for International Development								
DfID	Department For International Development	2	16,233	2,091	£7,136,395	7.8	£3,413	£440
	DfID Total	2	16,233	2,091	£7,136,395	7.8	£3,413	£440
Department for Transport								
DfT	DfT Central	2	16,319	2,611	£6,203,414	6.3	£2,376	£380
	Driver & Vehicle Standards Agency	8	14,720	1,080	£5,954,313	13.6	£5,513	£405
	Driver And Vehicle Licensing Agency	4	58,555	5,834	£13,472,482	10.0	£2,309	£230
	Highways England (Office And Operational Estate)	17	37,208	3,872	£31,541,036	9.6	£8,146	£848
	Maritime And Coastguard Agency	1	2,848	453	£1,722,505	6.3	£3,805	£605
	Network Rail	22	104,899	13,172	£46,950,201	8.0	£3,565	£448
	DfT Total	54	234,549	27,021	£105,843,952	8.7	£3,917	£451
Department of Health and Social Care								
DHSC	Care Quality Commission	5	8,368	1,099	£8,809,638	7.6	£8,016	£1,053
	Health Education England	21	20,027	2,145	£8,913,974	9.3	£4,155	£445
	Health Research Authority	5	1,878	188	£815,137	10.0	£4,340	£434
	HQ	7	20,499	1,634	£13,277,985	12.5	£8,126	£648
	Human Tissue Authority	1	300	42	£363,678	7.1	£8,659	£1,212
	Medicines, Healthcare Products And Regulatory Agency	1	5,990	954	£14,004,013	6.3	£14,679	£2,338
	National Institute For Health And Care Excellence	2	4,978	573	£3,190,486	8.7	£5,570	£641
	NHS Blood & Transplant	6	3,479	287	£1,197,326	12.1	£4,172	£344
	NHS Business Services Authority	9	27,470	2,818	£8,137,357	9.7	£2,888	£296

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Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
NHS Digital	15	17,670	2,755	£8,275,191	6.4	£3,004	£468	
NHS England	37	45,362	6,497	£22,203,524	7.0	£3,418	£489	
NHS Improvement	9	8,047	1,359	£3,561,399	5.9	£2,621	£443	
NHS Resolution	2	1,482	269	£1,869,286	5.5	£6,949	£1,261	
Public Health England	34	20,488	2,409	£11,480,622	8.5	£4,766	£560	
DHSC Total	154	186,037	23,029	£106,099,615	8.1	£4,607	£570	
Department for International Trade								
DIT	Department For International Trade	1	898	143	£1,634,936	6.3	£11,433	£1,822
	DIT Total	1	898	143	£1,634,936	6.3	£11,433	£1,822
Department for Work and Pensions								
DWP	CMG	7	54,622	3,674	£19,770,964	14.9	£5,381	£362
	Corporate Centre	7	82,026	7,472	£44,197,822	11.0	£5,915	£539
	Health And Safety Executive	9	20,587	1,552	£14,118,705	13.3	£9,098	£686
	Operations	99	370,957	32,234	£137,101,122	11.5	£4,253	£370
	Pensions Regulator	1	3,366	649	£1,772,649	5.2	£2,731	£527
	DWP Total	123	531,558	45,581	£216,961,262	11.7	£4,760	£408
Export Credits Guarantee Department								
ECGD	Export Credits Guarantee Department	1	1,744	320	£2,364,188	5.5	£7,388	£1,356
	ECGD Total	1	1,744	320	£2,364,188	5.5	£7,388	£1,356
Forestry Commission England								
FC	Forestry Commission England	2	2,463	283	£891,107	8.7	£3,153	£362
	FC Total	2	2,463	283	£891,107	8.7	£3,153	£362
Foreign & Commonwealth Office								
FCO	British Council	5	9,350	1,497	£5,969,769	6.2	£3,988	£638
	Foreign & Commonwealth Office	2	29,072	3,239	£24,181,577	9.0	£7,466	£832
	FCO Total	7	38,422	4,736	£30,151,346	8.1	£6,366	£785
Food Standards Agency								
FSA	Food Standards Agency	3	1,766	177	£970,045	10.0	£5,480	£549
	FSA Total	3	1,766	177	£970,045	10.0	£5,480	£549
Government Actuary's Department								
GAD	Government Actuary's Department	1	1,201	161	£1,909,718	7.5	£11,862	£1,590
	GAD Total	1	1,201	161	£1,909,718	7.5	£11,862	£1,590
HM Revenue And Customs								
HMRC	HM Revenue And Customs	96	571,832	55,760	£219,610,109	10.3	£3,939	£384
	Valuation Office Agency	43	26,631	2,415	£8,271,732	11.0	£3,426	£311
	HMRC Total	139	598,463	58,175	£227,881,842	10.3	£3,917	£381
HM Treasury								
HMT	Government Internal Audit Agency	4	524	134	£321,130	3.9	£2,396	£613
	HM Treasury	6	12,988	1,638	£7,246,450	7.9	£4,424	£558

Appendices

Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Office For Budget Responsibility	1	233	23	£70,970	10.1	£3,086	£305	
UK Debt Management Office	1	1,290	134	£1,772,539	9.6	£13,228	£1,374	
Total	12	15,035	1,929	£9,411,089	7.8	£4,879	£626	
Home Office								
HO	Core Home Office	40	178,264	23,426	£89,146,071	7.6	£3,805	£500
	Gangmasters & Labour Abuse Authority	1	228	34	£128,201	6.8	£3,791	£562
	HM Inspectorate Of Constabulary	1	188	9	£78,144	20.9	£8,683	£416
HOPG	College Of Policing	3	1,924	248	£918,023	7.8	£3,702	£477
	Disclosure And Barring Service	2	6,990	864	£3,185,898	8.1	£3,687	£456
	Independent Office For Police Conduct	6	8,703	1,168	£5,676,466	7.5	£4,860	£652
	Office Of The Immigration Services Commissioner	1	561	59	£504,608	9.5	£8,553	£899
	Security Industry Authority	1	1,096	196	£1,144,325	5.6	£5,838	£1,044
	HO Total	55	197,954	26,004	£100,781,736	7.6	£3,876	£509
Law Officers' Departments								
AGO	Attorney General's Office	1	422	39	£652,974	10.8	£16,743	£1,547
	HM CPS Inspectorate	1	311	26	£233,170	12.0	£8,968	£750
CPS	East Midlands	4	4,072	312	£1,131,163	13.1	£3,626	£278
	East Of England	2	3,187	278	£1,617,954	11.5	£5,820	£508
	Headquarters	2	2,112	186	£1,287,834	11.3	£6,916	£610
	London	1	1,031	214	£461,329	4.8	£2,156	£447
	Merseyside & Cheshire	1	2,530	256	£1,333,747	9.9	£5,210	£527
	North East	3	4,237	382	£1,490,599	11.1	£3,905	£352
	North West	2	4,344	441	£1,895,954	9.9	£4,302	£436
	South East	2	1,996	179	£657,904	11.2	£3,675	£330
	South West	1	997	114	£719,711	8.8	£6,328	£722
	Thames & Chiltern	2	2,502	272	£778,726	9.2	£2,863	£311
	Wales	2	2,206	197	£784,495	11.2	£3,976	£356
	Wessex	3	2,485	208	£963,299	12.0	£4,636	£388
	West Midlands	2	4,506	457	£2,416,598	9.9	£5,294	£536
	Yorkshire & Humberside	3	6,022	633	£2,071,231	9.5	£3,274	£344
GLD	Government Legal Department	2	9,048	1,113	£7,491,230	8.1	£6,731	£828
	GLD Total	2	9,048	1,113	£7,491,230	8.1	£6,731	£828
SFO	SFO – Serious Fraud Office	1	3,790	623	£3,670,102	6.1	£5,891	£968
	LOD Total	33	46,750	4,816	£22,166,790	9.7	£4,603	£474
Ministry of Housing, Communities & Local Government								
MHCLG	CENTRAL	8	16,178	1,502	£12,196,709	10.8	£8,120	£754
	GOVERNMENT OFFICE RESIDUAL ESTATE	5	2,082	192	-£896,096	10.8	-£4,667	-£430

Appendices

Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Homes England (Operational)	6	3,653	502	£4,133,393	7.3	£8,234	£1,132	
Planning Inspectorate	1	2,396	363	£6,819,401	6.6	£18,791	£2,846	
Valuation Tribunal Service	2	726	61	£480,090	11.9	£7,846	£661	
MHCLG Total	22	25,035	2,620	£22,733,497	9.6	£8,677	£908	
Ministry of Defence								
MOD	Ministry Of Defence	13	202,714	19,643	£111,134,820	10.3	£5,658	£548
	MOD Total	13	202,714	19,643	£111,134,820	10.3	£5,658	£548
Ministry of Justice								
MoJ	Children & Family Court Advisory & Support Service	26	12,191	1,399	£4,789,622	8.7	£3,424	£393
	Criminal Cases Review Commission	1	993	80	£14,490	12.4	£181	£15
	Criminal Injuries Compensation Authority	1	2,723	300	£1,130,797	9.1	£3,769	£415
	HMCTS (Midlands)	6	11,409	1,304	£13,479,500	8.8	£10,338	£1,181
	HMCTS (North East)	1	854	117	£320,880	7.3	£2,754	£376
	HMCTS (North West)	1	2,171	284	£727,336	7.6	£2,561	£335
	HMCTS (South East)	5	3,624	256	£2,862,599	14.2	£11,201	£790
	HMCTS (South West)	1	1,692	49	£1,251,966	34.3	£25,410	£740
	HMCTS (Wales)	1	666	209	£144,675	3.2	£692	£217
	Legal Aid Agency	9	7,964	937	£6,470,868	8.5	£6,907	£813
	Legal Services Board	1	354	38	£284,740	9.3	£7,493	£804
	Ministry Of Justice HQ	5	32,171	4,965	£44,288,917	6.5	£8,921	£1,377
	HMPPS Probation	2	924	60	£514,583	15.5	£8,605	£557
	MoJ Total	60	77,736	9,996	£76,280,975	7.8	£7,631	£981
Northern Ireland Office								
NIO	Northern Ireland Office	1	781	77	£1,035,052	10.1	£13,442	£1,325
	NIO Total	1	781	77	£1,035,052	10.1	£13,442	£1,325
National Savings And Investments								
NS&I	National Savings And Investments	2	8,083	688	£2,146,501	11.7	£3,120	£266
	NS&I Total	2	8,083	688	£2,146,501	11.7	£3,120	£266
Office of Gas And Electricity Markets								
Ofgem	Office of Gas And Electricity Markets	3	10,849	858	£7,394,033	12.6	£8,618	£682
	Ofgem Total	3	10,849	858	£7,394,033	12.6	£8,618	£682
Office of Rail and Road								
ORR	ORR – Office Of Rail And Road	1	2,212	228	£1,375,359	9.7	£6,032	£622
	ORR Total	1	2,212	228	£1,375,359	9.7	£6,032	£622
Scotland Office								
SO	Scotland Office	2	1,420	95	£697,001	15.0	£7,368	£491
	SO Total	2	1,420	95	£697,001	15.0	£7,368	£491

Appendices

Organisation	Occupation Count	Occupied Usable NIA (m ²)	Total Office Based FTE and Contractors	Total Property Cost	m ² per FTE	Total Property Cost per FTE	Total Property Cost per m ²	
Office for National Statistics (UKSA)								
ONS	Office For National Statistics	3	38,476	3,100	£9,855,561	12.4	£3,179	£256
	ONS Total	3	38,476	3,100	£9,855,561	12.4	£3,179	£256
Wales Office								
WO	Wales Office	2	1,141	60	£1,071,311	19.0	£17,855	£939
	WO Total	2	1,141	60	£1,071,311	19.0	£17,855	£939
Water Services Regulation Authority								
WSRA	Water Services Regulation Authority	2	1,853	248	£1,526,971	7.5	£6,157	£824
	WSRA Total	2	1,853	248	£1,526,971	7.5	£6,157	£824
Grand Total		993	2,758,065	294,361	£1,340,130,358	9.4	£4,553	£486

Glossary

AGO	Attorney General's Office
AHRC	Arts and Humanities Research Council
BEIS	Department for Business, Energy and Industrial Strategy
CAFCASS	Children and Family Court Advisory and Support Service
CHAR	Charity Commission
CMA	Competition and Markets Authority
CO	Cabinet Office
CPS	Crown Prosecution Service
DCLG	Department for Communities and Local Government
DCMS	Department for Digital, Culture, Media and Sport
DECC	Department of Energy and Climate Change
DExEU	Department for Exiting the European Union
Defra	Department for Environment, Food and Rural Affairs
DFE	Department for Education
DFID	Department for International Development
DFT	Department for Transport
DH	Department of Health
DIT	Department for International Trade
DVLA	Driver and Vehicle Licensing Agency
DWP	Department for Work and Pensions
ECGD	Export Credit Guarantee Department
FC	Forestry Commission
FCO	Foreign and Commonwealth Office
FSA	Food Standards Agency
GAD	Government Actuary's Department
GPA	Government Property Agency

GPP	Government Property Profession
GPU	Government Property Unit
HMRC	HM Revenue and Customs
HMCTS	Her Majesty's Courts and Tribunals Service
HMT	HM Treasury Group
HMPPS	HM Prison and Probation Service
HO	Home Office
LGA	Local Government Association
LOD	Law Officers' Departments
MHCLG	Ministry of Housing, Communities and Local Government
MOD	Ministry of Defence
MOJ	Ministry of Justice
NCA	National Crime Agency
NIO	Northern Ireland Office
NOMS	National Offender Management Service
NS&I	National Savings and Investments
Ofgem	Office of Gas and Electricity Markets
OGP	Office of Government Property
Ofsted	Office for Standards in Education, Children's Services and Skills
ONS	Office for National Statistics
ORR	Office of Rail and Road
PHE	Public Health England
RICS	Royal Institution of Chartered Surveyors
RM	Royal Mint
SFO	Serious Fraud Office
SO	Scotland Office
TNA	The National Archives
UKSA	UK Statistics Authority
WO	Wales Office
WSRA	Water Services Regulation Authority

Definitions

£/FTE	Cost per person calculated as total operating cost divided by total FTE staff.
£/m²	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	<p>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.</p> <p>The civil estate does not include the operational NHS estate, the Foreign and Commonwealth Office overseas estate, the Department for Environment, Food and Rural Affairs rural estate, the Ministry of Defence, military estate or public corporations.</p>
Climate Change Act 2008	<p>Two key aims of the Act are to:</p> <ul style="list-style-type: none"> • 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. <p>You can find the Climate Change Act 2008 at www.legislation.gov.uk.</p>
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).
EPC	Energy Performance Certificate. EPCs provide an energy rating for a building (A to 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™	<p>Electronic Property Information Mapping Service.</p> <p>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.</p>
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 in a holding.
EPC ratings	Government's methodology for assessing the operational performance of buildings, i.e. annual emissions of CO ₂ perm 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.
m²	Square meters.
m²/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 SofTE includes annual property occupation costs, building operation costs, business support costs, property management costs, utilities and capital charges. Income from subletting and charges for use of facilities are subtracted from the total expenditure to give the total annual operating cost.

