



HM Government



The State of the Estate in 2012

The State of the Estate in 2012

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

HM Government

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Foreword

**Francis Maude, Minister for the Cabinet Office
and Paymaster General**



We are turning government into a leaner, more effective machine that manages its estate like the best run businesses.

This is an important agenda for government as we pay off the largest deficit in the UK's post-war history. Because of the tough spending decisions we have taken the deficit is down by a third since the General Election, but the job isn't over. Britain is in a global race and we can only prosper again by showing we can pay our way.

Budgets across the public sector are tight and so we are determined to drive out wasteful spending. Squeezed resources must be targeted where they are needed most. Reducing the cost of the Government's property estate is a key part of our efficiency and reform agenda. Government is one of the country's largest landowners but in the past much of its estate was used inefficiently, and much of it is now unsuitable for a modern office space.

Taxpayers should never again foot the bill for property that is not needed. By introducing greater transparency that shows the true scale of what we own or lease, we have been able to drive efficiency savings. Since 2010 we have generated more than £1 billion from the sale of over 770 property freehold assets. This year's State of the Estate report shows that government now occupies 15% less space than it did in 2010. We have got out of 1.5 million sq m, around 18 times the office space in the Shard building.

As well as making savings for the taxpayer we have freed up space in prime locations. Last summer I announced the sale of a long-term lease of London landmark Admiralty Arch for £60 million. The Arch will be transformed into a luxury hotel and the restoration will bring jobs to London and beyond. Independent

property experts estimate that the Government's work to rationalise its estate has stimulated London's economy alone by £3 billion since the General Election.

We are also ensuring that our estate is more energy efficient and sustainable. This report shows that departments are well on their way to meeting their Greening Government Commitment to reduce emissions by 25% by 2015, as well as waste and water reduction targets. Meeting these targets doesn't just help the planet, it helps save money.

We have made good progress but there is more to come. This report has highlighted that the space we occupy per employee is considerably larger than the equivalent in the private sector. I have put in place a new workspace standard for government offices. This is 10 sq m per employee in existing offices and 8 sq m in new occupations. This new standard must be achieved by the end of 2015. We will initially focus on poor performing buildings, including the London freehold estate, to identify and remove barriers that make it difficult to use space more efficiently.

This work must be driven by good quality management Information. This Government introduced Quarterly Data Summaries (QDS), which allow us to analyse and compare our performance across government and with the private sector. However, some departments are still unable to provide complete data on how much it costs to run their buildings. This is not acceptable; well-run businesses have this data at their fingertips. Departments need to get better at collecting Management Information and providing it to the centre. Through the Government Property Unit we will be expanding property benchmarking to improve cost management and centralising estate plans to co-ordinate rationalisation. These initiatives will play a key role in driving future efficiency savings.

We are also set to increase co-operation with local authorities to maximise efficiency wherever possible, for example by co-locating staff and combining surplus space to increase its disposal value. As part of this work, we will help local authorities to identify buildings and land that can be released for productive use by the private sector, boosting local economies across the country.

Finally, we are determined to build a 21st century workplace for staff. This is a key priority in the Civil Service Reform Plan. Our workplace transformation programme 'The Way We Work' was launched in 2012 and will be rolled out across government during the coming year. We want our staff to be equipped with the latest IT and office technology. They should also be able to work seamlessly and flexibly across locations, and at times that are convenient to them and the customer.

All of these efforts will help us to build a more effective and efficient property estate and a modern Civil Service that puts the customer first. By continuing to reduce the cost of our estate we will continue to save money for the taxpayer and, crucially, ensure that resources are targeted at the front line.

A handwritten signature in black ink, reading "Francis Maude". The signature is written in a cursive, flowing style.

Francis Maude

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Executive summary

The State of the Estate in 2012 reports on progress made during the year in improving the efficiency and sustainability of the Government's Civil Estate, as required under the Climate Change Act 2008.

Results for 2011/12 show continued progress. Most notably, during the year, the total size of the estate fell by 5% to 9.2 million sq m, while running costs reduced by £36 million in real terms. One clear benefit of the year-on-year reduction in estate size can be seen in the total value of sales receipts, raising £1 billion since the General Election. Carbon emissions also fell by 12% leaving the estate on course to meet the Greening Government Commitment for a 25% reduction over 2009/10 by 2015.

The Government saved nearly £200 million in annual running costs during the year by exiting buildings including leaseholds, freeholds and those funded through the private finance initiative.

Despite the 5% reduction in space, the amount occupied per full-time equivalent employee (FTE) remained static at around 13 sq m. This is a direct result of the Government's success in reducing the size of the Civil Service. We anticipate a reduction in this measure, below 13 sq m/FTE, as a result of continuing rationalisation programmes, new workplace standards on the use of space, and efforts to create a more flexible working culture within the Civil Service.

Reducing the size of the estate

During 2012 the overall size of the mandated estate (see figure A1, page 10) fell from 9,719,531 sq m to 9,219,150 sq m, a reduction of 5.1%. The number of holdings in 2012 fell from 5,957 to 5,582, down by 6.3%. These reductions mean that the estate is now 25% smaller than in January 2008.

Running costs

The total cost of running the estate during the financial year 2011/12 was £3.135 billion, based on reported and estimated costs. Adjusted for inflation, this represents a

fall of £36 million when compared to 2010/11, despite an increase in spend on backlog maintenance and above inflation rises in rates and energy.

Delivering efficiency

The main measure of efficiency is cost of office space per employee. This is calculated as the total cost of space divided by the number of FTEs. The result is cost per FTE (£/FTE), which increased from £4,608 in 2010/11 to £5,324 in 2011/12. This is because property costs rose while the space occupied per FTE remained static due to significant reductions in the size of the Civil Service and temporary factors that delayed the disposal of vacant space.

Cost of space

After an accounting change to more accurately reflect the cost of freehold space the cost of office space, including rents, rates and other overheads, was £409/sq m on average, and £867/sq m in London. Despite this change, the cost of space across the estate remains 3% less expensive than the private sector average, while London offices are also less expensive than comparable private sector offices in terms of type and location.

Space efficiency

The amount of space occupied per FTE was similar to the previous year at 13.0 sq m/FTE. Although rationalisation has resulted in significant space reductions, 5.1% over the year, especially in the large cities, this has been matched by significant staff reductions. While there have been local gains in efficient use of space, this has not always translated into a reduction in holdings. This is because space partially vacated could not be disposed of in the short term due to a combination of contractual restrictions, market conditions and operational reasons. Meanwhile, extra demand for services during the current economic climate has led to some increases in demand for space. However, these are short-term trends. As they level out and consolidation continues, we expect to see a longer-term improvement in sq m/FTE.

Making the estate more sustainable

In February 2011, the Coalition announced the Greening Government Commitments, which called for departments to accelerate improvements in sustainability, including a 25% reduction in greenhouse gas emissions from the estate and employee transport by 2015. This report highlights progress towards meeting these commitments, with a 12% reduction in emissions between 2009/10 and 2011/12, which leaves the estate well on course to meet the 25% target. Almost two thirds of the estate now has better energy performance than the industry benchmark, up from half last year.

Maximising future gains

The Government recognises that there is a need to accelerate improvements in efficiency. The Government Property Unit (GPU) is therefore working with departments to develop a new property strategy with clear objectives, savings targets and performance metrics. A key part of this strategy is the new workplace

standards for the central government office estate, which require space efficiency of 10 sq m/FTE for existing buildings and 8 sq m/FTE for new buildings by 2015. This will be achieved through continuing rationalisation of the estate and more flexible working, with staff moving between their offices and new, conveniently located work hubs, as well as working from home. The GPU will also increase co-operation with local authorities to maximise efficiency, for example by co-locating staff and combining surplus space to increase its sale value.

Data collection

Robust performance and management data is essential to allow comparison of the performance of departments, and between public and private sectors. In 2012, 99% of government departments and arm's-length bodies completed annual verification of their core data, ensuring that it is accurate and up to date. This highlights an increasing focus on the performance of their estates and an understanding of the contribution that good information can make to its efficient management.





Chapter 1

About this report

The annual *State of the Estate* report provides an assessment of progress being made towards improving the efficiency and environmental sustainability of the central government Civil Estate during 2012. Its publication is required under the Climate Change Act 2008.

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

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

The reporting period

This report is focused primarily on the calendar year 1 January to 31 December 2012. It includes commentary on trends over this period and, where appropriate, relates to baselines set out in the first *State of the Estate* report produced in 2008. However, data on sustainability, the cost of running the estate and the cost and space efficiency of offices is on a financial year basis. The most recent financial year for which full data is available is 2011/12.

The Civil Estate

The Civil Estate is defined as the workspace, offices and other property (land and buildings) used to deliver departments' activities which are owned, leased or occupied by a government body, including:

- ministerial and non-ministerial departments
- executive agencies
- executive non-departmental public bodies (NDPBs)
- special health authorities in Great Britain.

It does not include the operational NHS estate, the prisons estate, the Foreign and Commonwealth Office (FCO) overseas estate, the Department for Environment, Food and Rural Affairs (DEFRA) rural estate, the Ministry of Defence (MOD) military estate, the privatised rail entities or public corporations. Figure A2 on pages 12–13 shows the family relationships of organisations that own property on the Civil Estate and how these vary in complexity and size.

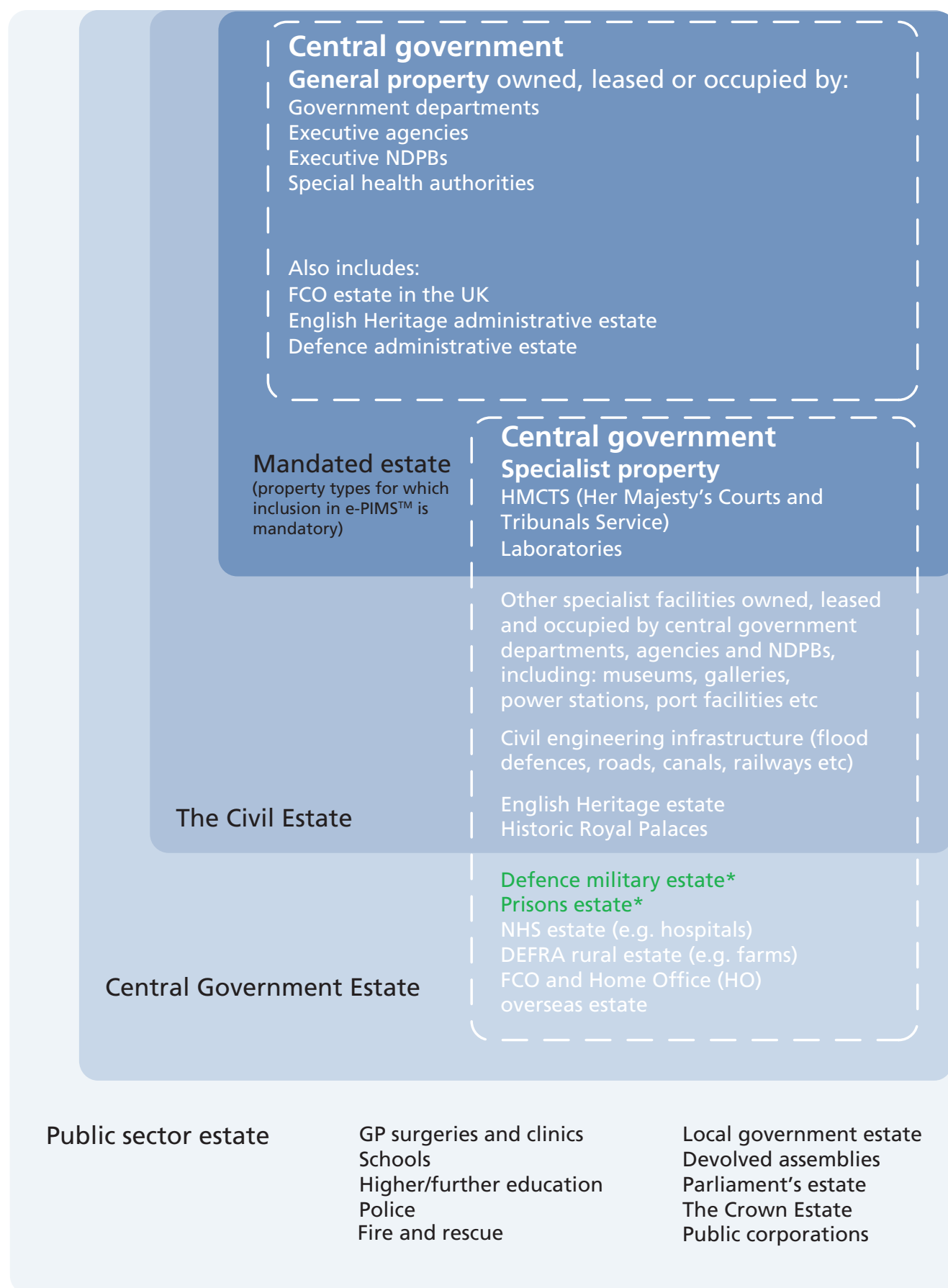
Property management on the estate

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

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

The operating model may differ depending on the nature of the organisation. For example, some may be funded externally through trading and some arm's-length bodies operate independently from government as part of their function. In some instances, the extent of individual arm's-length bodies' property holdings far exceeds that of their parent department. The importance of effective property asset management (PAM) in this varied landscape is now well established with board-level property champions in departments accountable to permanent secretaries for PAM across the department and its arm's-length bodies. PAM boards (or their equivalent) have responsibility for leading integrated strategic management across the total property portfolio in a department.

Figure A1: 'Estates' comprising the public sector



*In scope for Greening Government reporting

Measuring performance

Efficient property management depends on having good information available and being able to interpret it meaningfully. Crucial to this is the use of appropriate metrics, which allow performance to be compared across government organisations and with the private sector.

Key Performance Indicators

This report is focused on a dashboard of Key Performance Indicators (KPIs) which measure:

- reductions in the overall area of the Civil Estate (sq m) and in the total cost of the estate
- improvements in the cost of office space per full-time equivalent employee (FTE), expressed as £/FTE. This is calculated by dividing the cost of space in a building by the number of FTEs based there
- the use of occupied office space expressed as sq m/FTE, based on total space in use divided by the total number of FTEs based there
- compliance with the commitment to procure buildings in the top quartile of energy performance
- Display Energy Certificate (DEC) energy efficiency ratings
- sustainability performance for greenhouse gas emissions, waste and water consumption.

Data coverage and collection

The Government has established e-PIMS™ – Electronic Property Information Mapping Service – as its central database for the Civil Estate. This allows departments and their arm's-length bodies to record and collect the key information for their property holdings. This includes details of landlords, leases and a wide range of performance data. It also provides location data through online mapping.

The mandated estate

Central government organisations are required to record and maintain up-to-date details – including sustainability and benchmarking data – for their core property holdings through the e-PIMS™ system. This forms the 'mandated estate'. Figure A1 illustrates where the Civil Estate (both mandated and non-mandated) sits within the wider government and public sector estates.

Buildings in the mandated estate

A building as defined by the Climate Change Act 2008 is one that uses energy for heating or cooling the whole

or any part of its interior. This excludes certain specialist buildings that are operational in nature – for example, vehicle storage facilities. Also, a 'building' is part of the mandated Civil Estate if:

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

Datasets used in this report

Size: Information about the size and distribution of departmental estates is generated from a snapshot of e-PIMS™ showing the mandated estate as recorded on 1 January 2013. This is compared with the position at 1 January 2012. This dataset is explored in Chapter 2 and detailed at Appendix A.

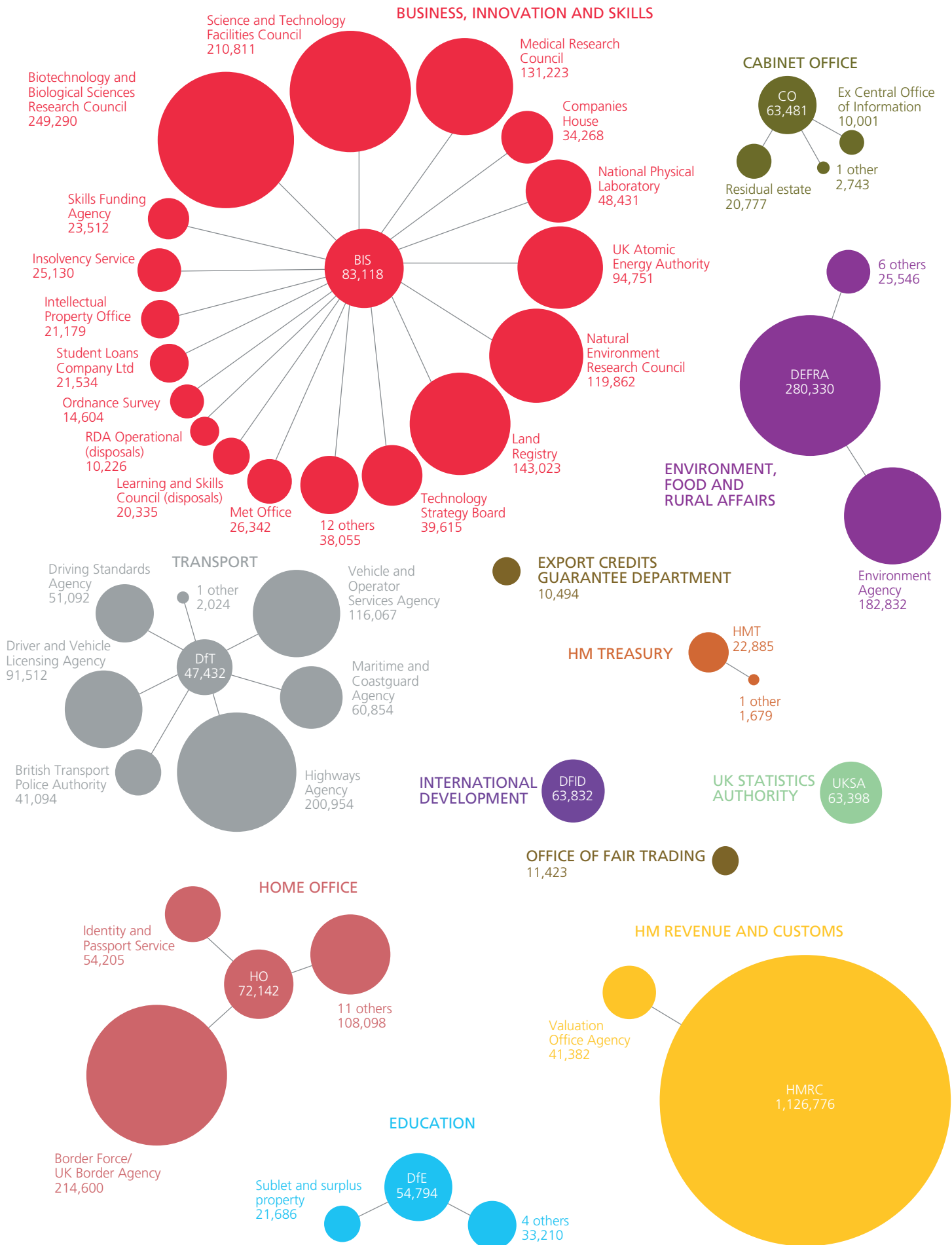
Cost: Departments have provided, from their financial accounts, the actual net cost recorded for running their estate for the financial year 2011/12. This total property cost dataset is used in Chapter 2 and detailed at Appendix B. Cost definitions are based on the latest edition of the IPD¹ Cost Code – full definitions can be found in the glossary – and figures are provided by departments.

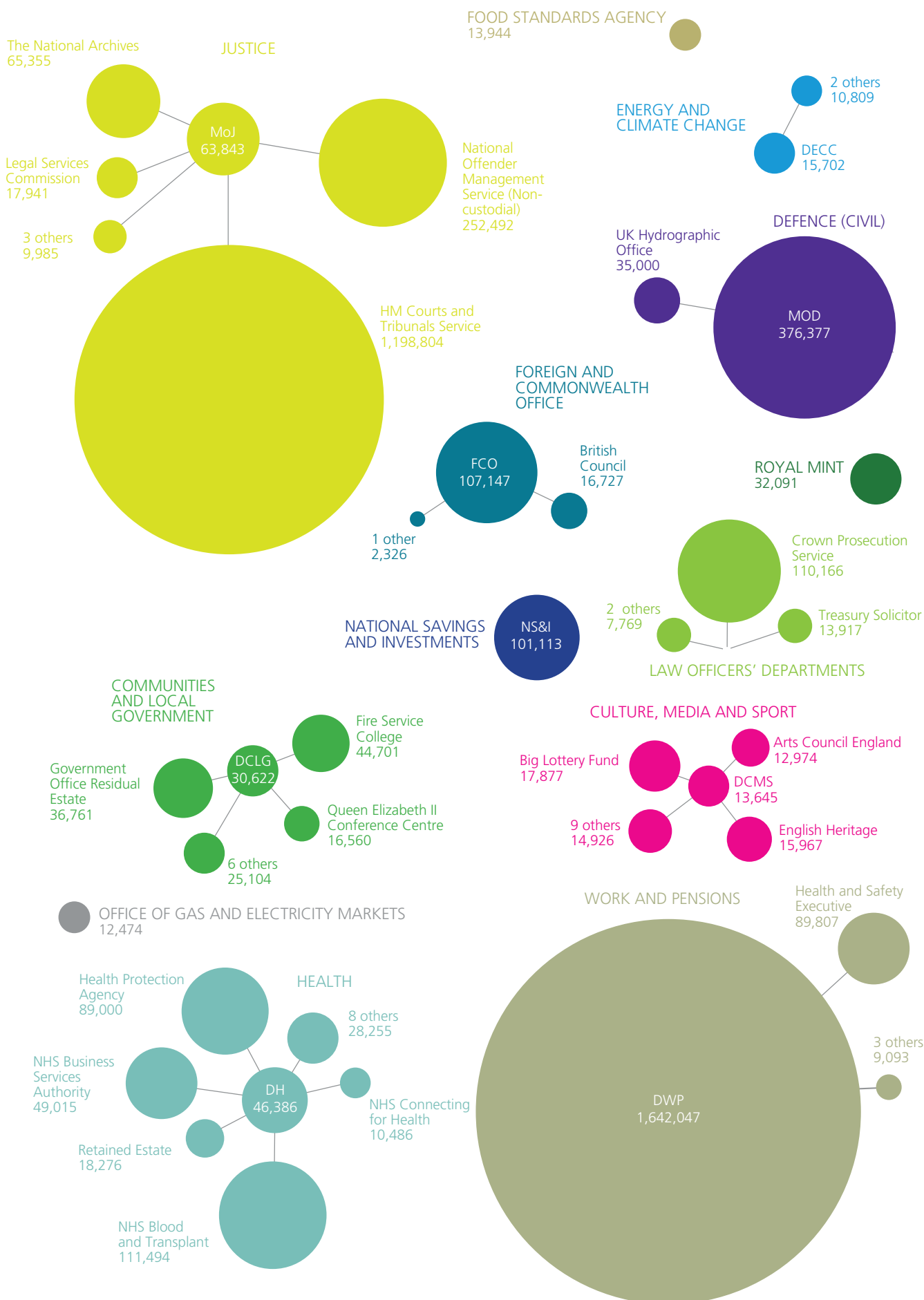
Efficiency: Efficiency performance data in this report comes from office occupations over 500 sq m submitted through the Property Benchmarking Service. This data specifically relates to the occupation, rather than ownership, of offices. Cost of space data is a subset of the total estate running costs and relates to the financial year 2011/12, and where appropriate as at 31 March 2012. This dataset is used in Chapter 3 and detailed at Appendix C.

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

¹ The IPD Cost Code is an established framework for the collection, measurement and analysis of property cost information. For more information visit www.ipd.com

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







Chapter 2

Reducing the size of the estate

Continuing the trend from previous years, 2012 saw a significant fall in the overall size of the mandated Civil Estate, from 9,719,531 sq m to 9,219,150 sq m, a reduction of 500,381 sq m (5.1%). The proportion of vacant space on the estate remains below the national average.

Area of the mandated estate

The latest space savings mean that the estate is 1 million sq m smaller since January 2011 and almost 3 million sq m smaller than in 2008. This trend reflects consistent efforts by departments to reduce their property holdings and increase the effectiveness and efficiency of the space they occupy, driven by the Government's National Property Controls (NPCs).

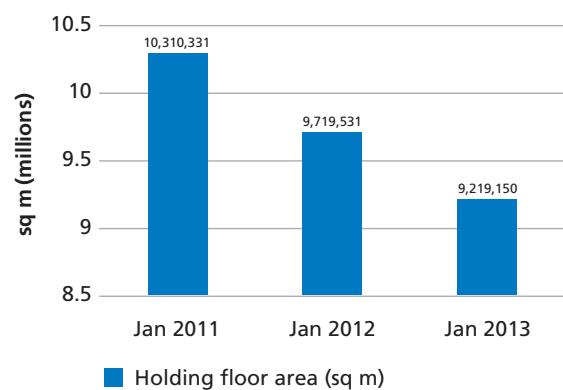
These Controls include a moratorium on the acquisition of new properties and a presumption that leases will be surrendered at the earliest contractual opportunity. Exemptions are allowed only with Cabinet Office approval if strict value or space saving criteria can be met.

Figure B1 shows the year-on-year reductions in the total size of the estate. Changes in the size of the mandated estate are recorded through e-PIMSTM as departments update their data to reflect disposals, sublettings, acquisitions and other changes.

Key achievements

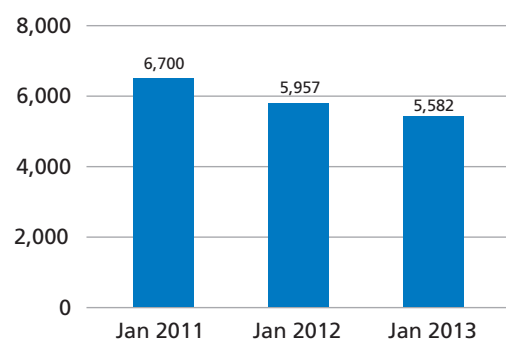
- The total area of the mandated Civil Estate fell by 5.1% in 2012 to 9,219,150 sq m
- The total cost of running the estate fell by £36 million in real terms, despite above inflation rises in rates and energy
- Vacant space amounts to 3.0% of total area, compared to a national average of 10.1%

Figure B1: Total size of the estate as at January 2013



Source: e-PIMSTM

Figure B2: Total number of holdings as at January 2013

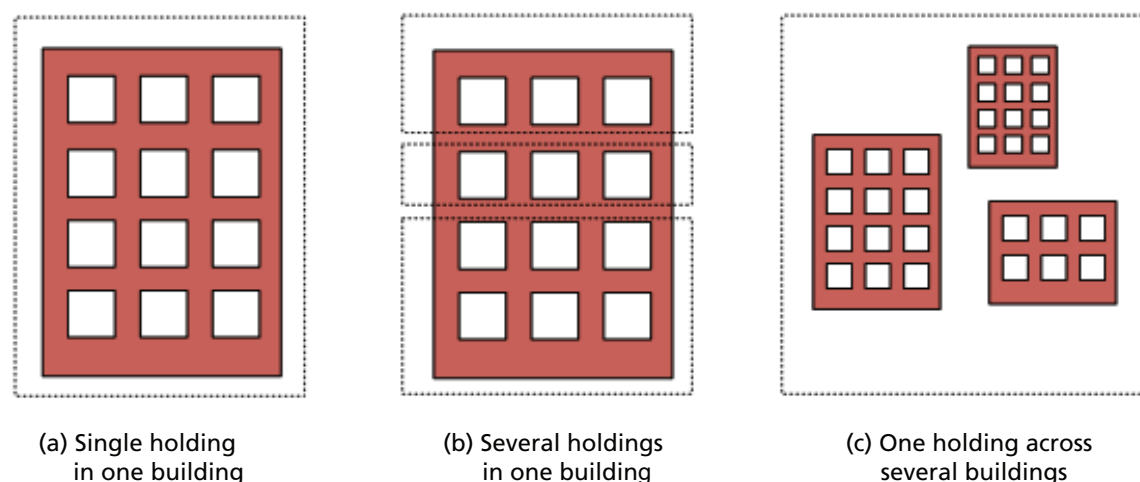


Source: e-PIMSTM

The number of holdings

The reduction in the overall size of the estate is clearly mirrored by a reduction in the total number of holdings, which fell by 6.3% to 5,582 in the year to 1 January 2013, as shown in Figure B2.

Figure B3: Definition of a holding



What is a holding?

The term 'holding' refers to the property held under a commercial lease. As shown in Figure B3, this can be a single building or several buildings, or one building might contain several holdings on different floors. A government organisation might have more than one holding in the same building or sublet space to others within a single building holding. A holding leaves the Civil Estate when the lease is broken or expires, or under the terms agreed within a private finance initiative (PFI) contract.

The total cost of running the estate

The total cost of running the mandated Civil Estate in the financial year 2011/12 was £3.135 billion, an increase of £107 million on 2010/11. However, adjusted for inflation, this represents a reduction of £36 million, despite an increase in spend on backlog maintenance and above inflation rises in rates and energy. Overall, this demonstrates that costs are being well managed.

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

Appendix B contains the total cost data for each department.

Total area by department/region

Figure B4 shows the size of the mandated Civil Estate held by each department, including their executive agencies and other arm's-length bodies, over the last three years. In most cases there has been a reduction in space, but in a few cases the total area has increased – this is largely due to machinery of government changes which involve a transfer of property from one department to another.

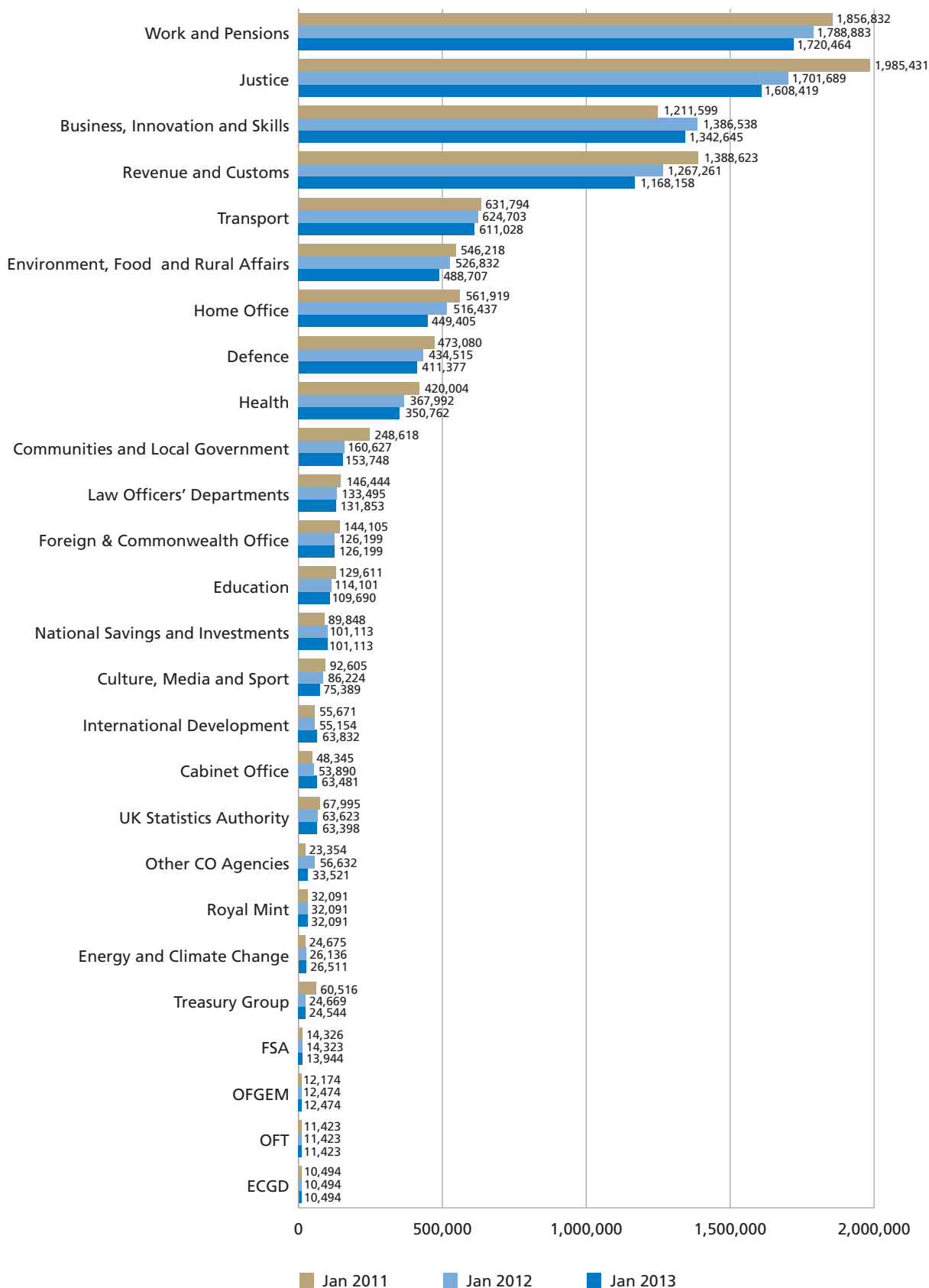
The four largest departments have all reduced the size of their estates from the previous year, but still make up more than 63% of the total: the Department for Work and Pensions (DWP) holds 18.7% of the total estate; the Ministry of Justice (MoJ) 17.4%; the Department for Business, Innovation and Skills (BIS) 14.6%; and HM Revenue and Customs (HMRC) 12.7%. This reflects the relative size of these departments within government and the importance of property to delivering their services, for example through jobcentres, courts, tax offices and laboratories. The remaining departments occupy less than 7% each.

The holdings profile varies considerably between departments. For example, the Department for Transport (DfT) holds an area of approximately 611,000 sq m, split into 1,235 holdings; BIS has a larger estate at over 1.34 million sq m but only 290 holdings. This is because BIS operates fewer, larger sites, whereas DfT holdings are spread across Britain's transport infrastructure.

By region, London has the largest amount of occupied space at 1,787,292 sq m, as shown in Figure B5. This is a reduction of 100,000 sq m over the previous year but still represents 19.4% of the total estate, a similar proportion to 2011. The two next largest regions are the South East and the North West, which contain 13.8% and 12.6% of the total estate respectively.

Although London has the largest estate by size, only 10.5% of all holdings are located in the region. This indicates larger occupations in London compared to elsewhere, including departmental headquarters concentrated in and around Whitehall.

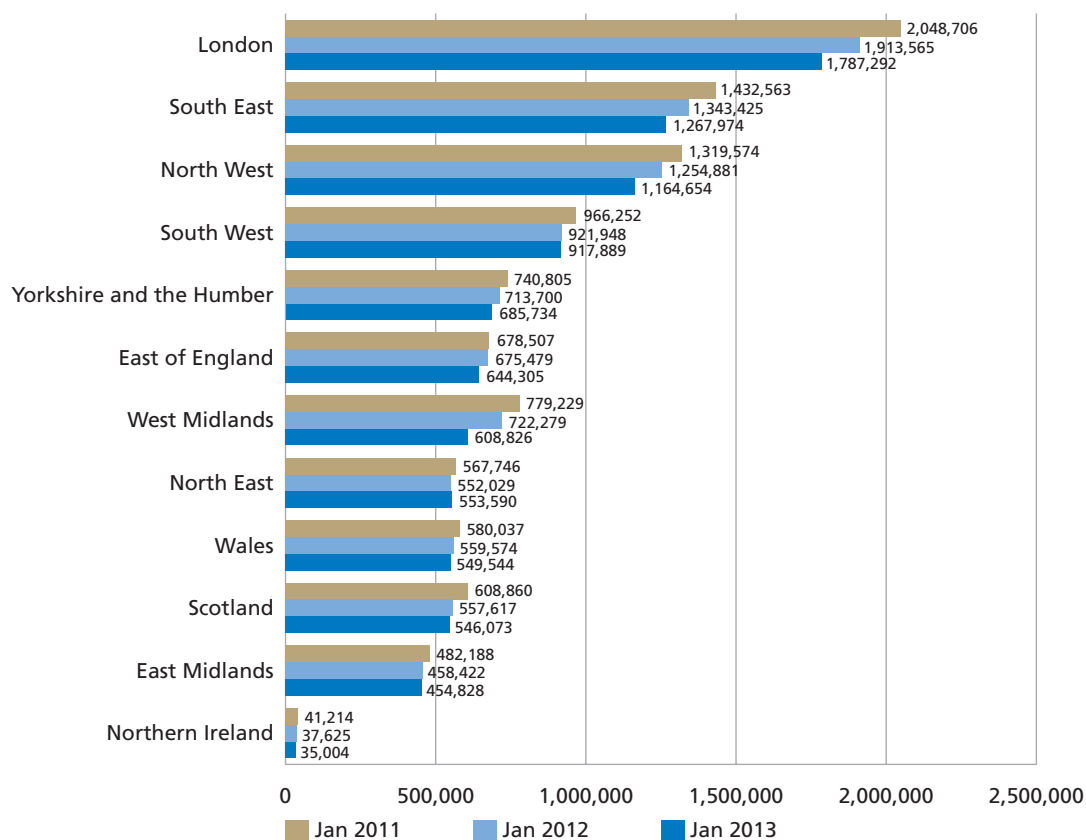
Figure B4: Total area by department (over 10,000 sq m)* as at January 2013



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

Source: e-PIMS™

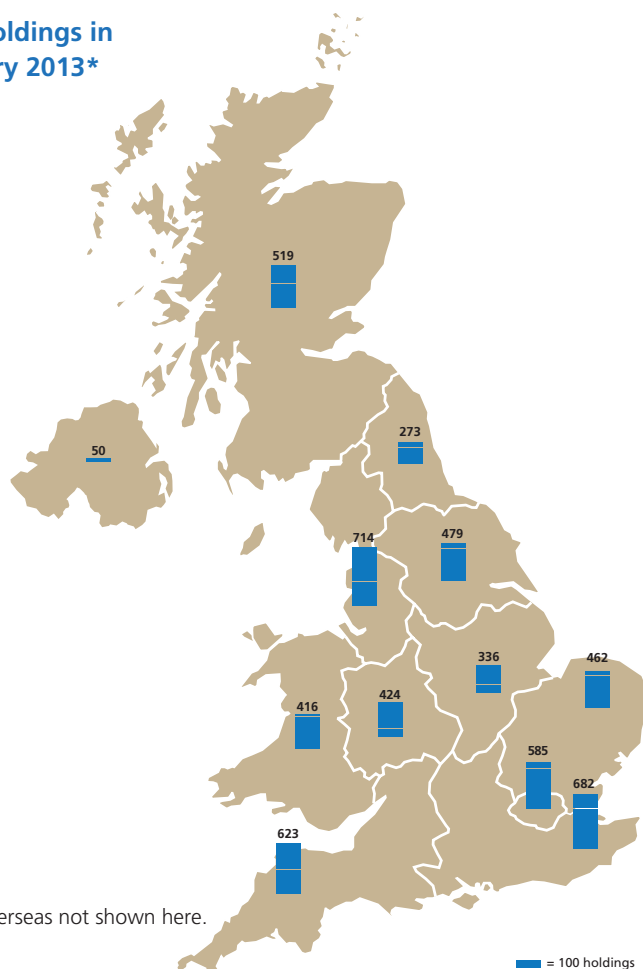
Figure B5: Regional distribution of total floor area (sq m)* as at January 2013



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

Source: e-PIMSTM

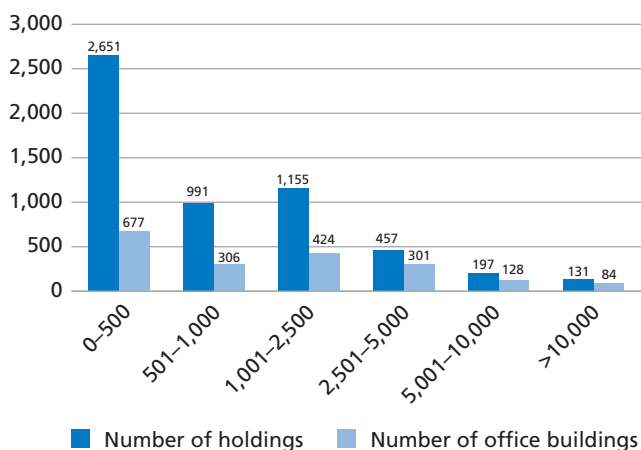
Figure B6: Number of holdings in each region as at January 2013*



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

Source: e-PIMSTM

Figure B7: Number of holdings/office buildings by size (sq m) as at January 2013



Source: e-PIMSTM

Figure B6 shows that the regions with the largest numbers of holdings are the North West and the South East, which both have 12.7% of the total mandated Civil Estate. There are also 19 overseas holdings related to borders and customs activities.

Building uses on the Civil Estate

Buildings are used in a variety of ways across the estate, reflecting the diverse nature of government activities. Offices are the largest single use category with 4,831,161 sq m or 52.7% of the total mandated estate, down from 56% in 2011. However, there are a wide range of other occupation types, such as research establishments and laboratories, courts and coastguards' stations.

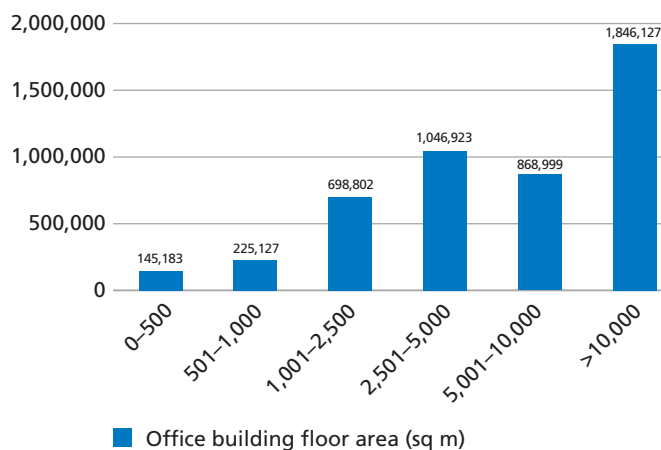
Size, age and tenure distribution

The building stock on the mandated Civil Estate varies considerably in size and age. The number of holdings in each size band is shown at Figure B7. Around 56% of all office space is held in the largest 212 buildings which are each greater than 5,000 sq m in size. There are 677 buildings which are 500 sq m or less in size each, and these make up approximately 3% of the total office area. Figure B8 shows the total amount of office space held in each building size band.

Only 42% of buildings on the estate have a date of construction recorded; the age distribution of these is shown at Figure B9.

Figure B10 shows the breakdown of tenure between freehold, leasehold and PFI contracts on the estate. While there have been space reductions across all tenures during 2012, the highest proportion has come from the leasehold and PFI estates. NPCs presume that

Figure B8: Total area (sq m) comprised in offices in each size (sq m) as at January 2013



Source: e-PIMSTM

all leases will be surrendered at the earliest lease break opportunity or lease expiry and departments have also surrendered space where possible under PFI contract terms. These reductions mean that, from a fairly equal distribution in tenure type only a few years ago, freehold now clearly makes up the greatest proportion of the mandated Civil Estate.

Vacant space

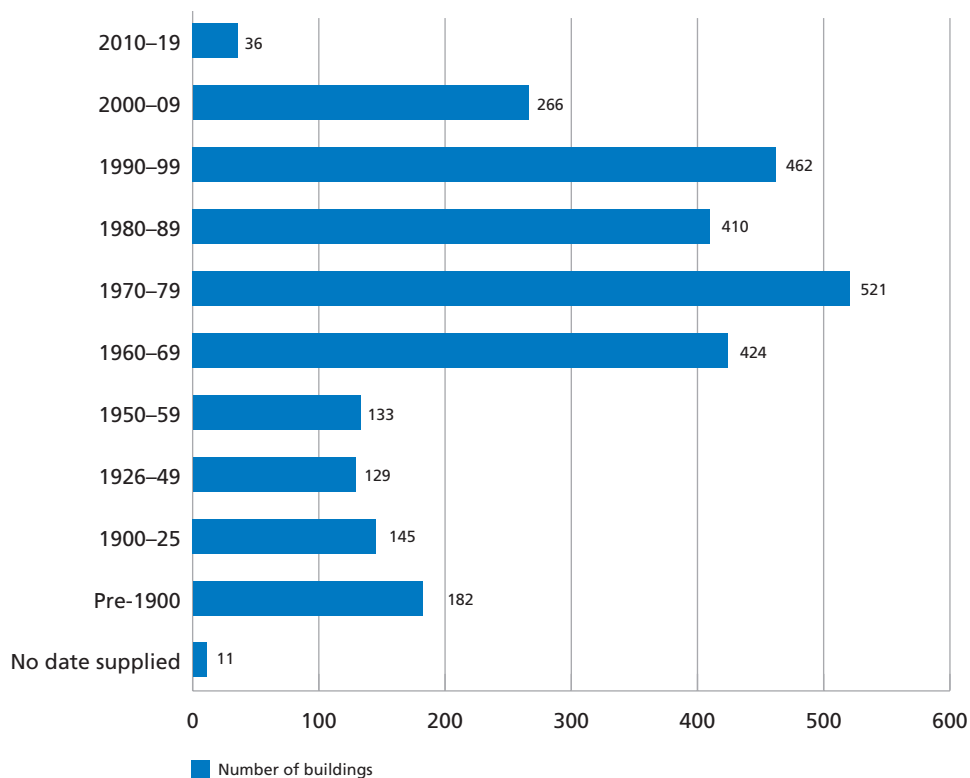
Vacant space is the amount of vacated space ready for release or disposal. Total vacant space on the mandated Civil Estate was 274,119 sq m or 3% of total area at 1 January 2013. Although still well below the reported national average (public and private sector) of 10.1%,¹ this represents only a marginal decrease of 0.1% in vacant space over the last year. This means that vacant space across the estate has remained static at around 3% for the last three years.

The South West and the East of England have the highest amount of vacant space as a proportion of total area, with Wales the lowest. Although London has the fourth largest area of vacant space, this represents just 1.8% of the London estate, compared with the average vacancy rate (public and private sector) for London of 7.2%.

Figure B11 shows the breakdown of vacant space as a percentage of total space in each region. Figure B12 shows the vacant space in each region as a proportion of total vacant space on the whole estate.

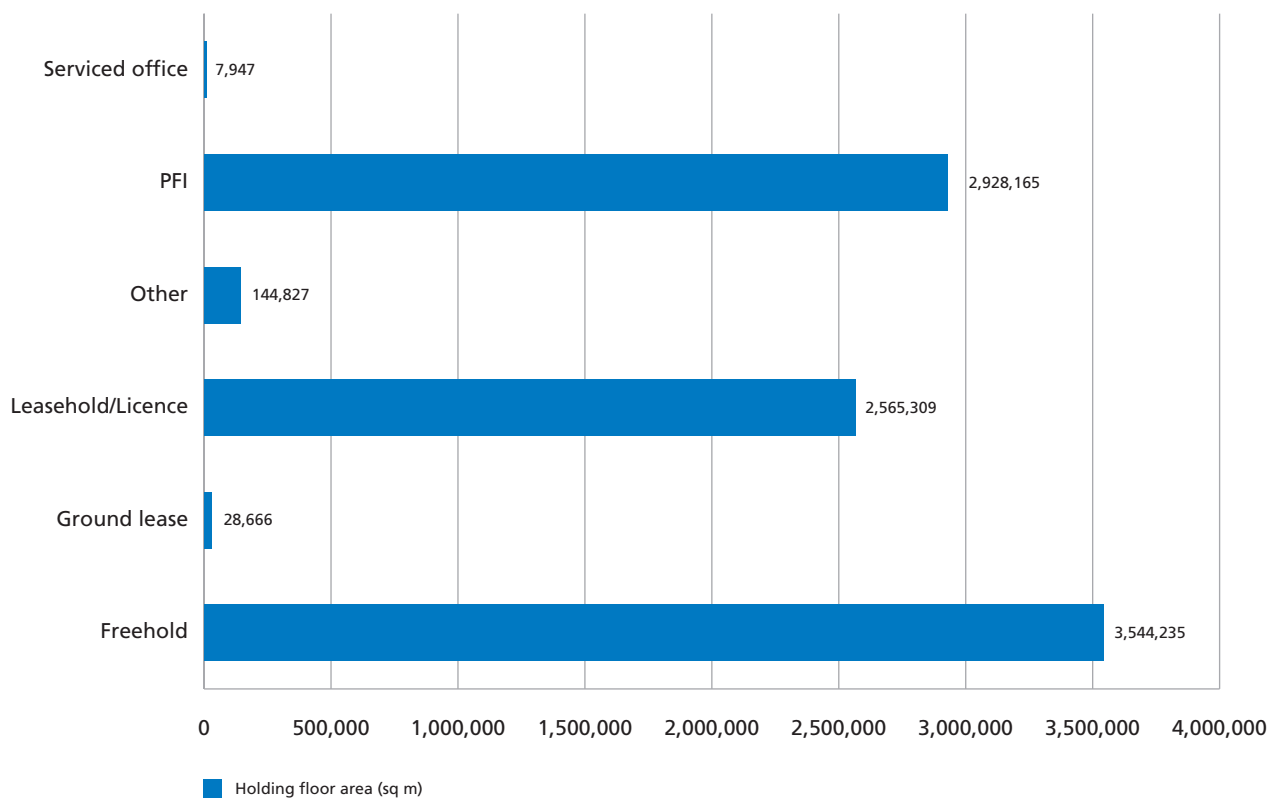
¹ Source: Knight Frank

Figure B9: Age profile of buildings as at January 2013



Source: e-PIMSTM

Figure B10: Breakdown of size of estate by tenure as at January 2013



Source: e-PIMSTM

Estate rationalisation in action

The Government Property Unit's (GPU's) estate rationalisation teams help departments, executive agencies and arm's-length bodies to identify space reduction and relocation opportunities across the Civil Estate.

During 2012 the GPU focused on producing place-based strategies for London and the key metropolitan areas, including: Birmingham/Solihull; Bristol; Croydon to the south coast; Leeds/Bradford; Liverpool; Manchester; North West corridor; Nottingham and Derby; South Yorkshire; and Tyne and Wear.

The teams work with departments to identify appropriate vacant space which can be used as a catalyst for a series of moves within an area which, in turn, enable larger buildings to be vacated and returned to commercial use, benefiting the local economy.

This has resulted in major successes in cities from London to Leeds with landmark properties freed up for private investment and staff relocated to more modern, attractive offices better suited to their operational needs.

Example: Environment Agency Leeds

The Environment Agency occupied three properties in Leeds. These included an area office and a human resources centre, one due for lease break, the other with a lease about to expire. It owned the third property, Rivers House, but this was an outdated building that would have been very costly to renovate to meet current needs.

The Agency wanted to bring all its Leeds-based staff together in one location that supported modern working practices and reduced the amount of space it occupied overall. The GPU identified appropriate space in Lateral, a large, modern open plan office building, which could be freed up with some minor internal moves by its existing government tenants.

As a result, the Environment Agency leased 3,600 sq m from the Department for Communities and Local Government and 270 sq m from the Highways Agency. This is almost 2,500 sq m less than they occupied in the three previous buildings. The space was re-fitted to create a bright, welcoming feel with breakout areas and a clean, modern design which supported the implementation of modern working practices.

The project has delivered on time with the first staff moving into Lateral in September 2012 and the last staff moving from Rivers House in March 2013. The new office houses 593 FTEs in 3,870 sq m giving a space efficiency of 6.5 sq m/FTE and saving £2.1 million a year in running costs. Management and staff feedback has been excellent with staff enjoying their new environment and adopting new ways of working.

Benefits:

- Staff located together in bright, modern offices
- Reduction of almost 2,500 sq m in the size of the estate
- Space efficiency almost doubled from 12 sq m/FTE to 6.5 sq m/FTE
- Saving of more than £2 million a year in running costs

Example: DFID London

The Department for International Development (DFID) had its headquarters at 1 Palace Street, London, occupying more than 15,000 sq m. However, the building was expensive and inefficient at a cost per FTE of £8,748.

Working with the GPU, DFID identified a smaller building at 22/26 Whitehall which was owned by the Cabinet Office and had been recently vacated. An internal review in DFID found that by adopting flexible working practices and relocating around 5% of London-based staff, it could move to the smaller freehold building, saving more than £60 million on its existing lease.

This not only delivered a 35% reduction in space to just 8,678 sq m, it also brought an empty freehold building back into government use, moving DFID closer to other Whitehall departments, while freeing up a major leasehold for commercial use.

The GPU led a project to negotiate an early surrender of the lease at 1 Palace Street, which will be returned to the landlord from December 2013 and is expected to be redeveloped for residential use.

Benefits

- Reduction of 15,273 sq m in the size of the estate
- £62.5 million saved over the life of the lease
- Freehold property returned to productive government use
- Leasehold freed up for redevelopment in the heart of London, promoting jobs and growth

Benefits of rationalisation

As well as creating a smaller, more efficient estate for government that promotes modern ways of working, rationalisation is also bringing benefits for both the economy and the environment.

Boosting growth

When government vacates office buildings, it gives the private sector the opportunity to redevelop or refurbish them, bringing them back into use and generating a quantifiable stimulus to the economy. This is especially the case in London where the Civil Estate includes leased properties in prime locations. Recent independent research by international property consultants Knight Frank identified a £3 billion boost to the economy since the General Election from buildings previously occupied by government coming back into commercial use.

Estate rationalisation will also benefit regional economies with pilots starting in 2013/14 to explore how central and local government can work together to free up buildings and land to help spur growth across the country. Read more about these plans in Chapter 5.

Example: Admiralty Arch

Standing between Trafalgar Square and The Mall, Admiralty Arch is a world-famous landmark, commissioned by Edward VII as a memorial to the reign of his mother Queen Victoria. A review of the Cabinet Office's estate in 2011 decided that it would be too costly and difficult to renovate the Grade 1 listed building for modern offices. A worldwide marketing campaign started in late 2011 to find an innovative and imaginative design solution to bring the building into commercial use, while protecting its heritage, giving greater public access and offering value for money for the taxpayer. Government would retain the freehold to protect it for the nation and future generations.

The preferred bidder, Prime Investors Capital (PIC), was selected in July 2012. Pending the approval of funding and planning permission, they will transform the Arch into a hotel with 85 bedrooms, as well as restaurants and bars overlooking The Mall and Buckingham Palace.

Benefits:

- £3 million a year saving in running costs
- £60 million in proceeds to the Exchequer
- A reduction of 13,685 sq m in the size of the estate
- New commercial life for a Grade I listed building, boosting London's economy

Promoting sustainability

By reducing the number of buildings that government has to light and heat, estate rationalisation delivers a significant contribution to meeting carbon emission targets for the Civil Estate, as well as reducing energy and other property costs.

It also enables recycling of equipment such as office furniture. Helped by the GPU, departments across government are developing strategies to maximise re-use of existing stocks of furniture to both reduce costs and strip out waste.

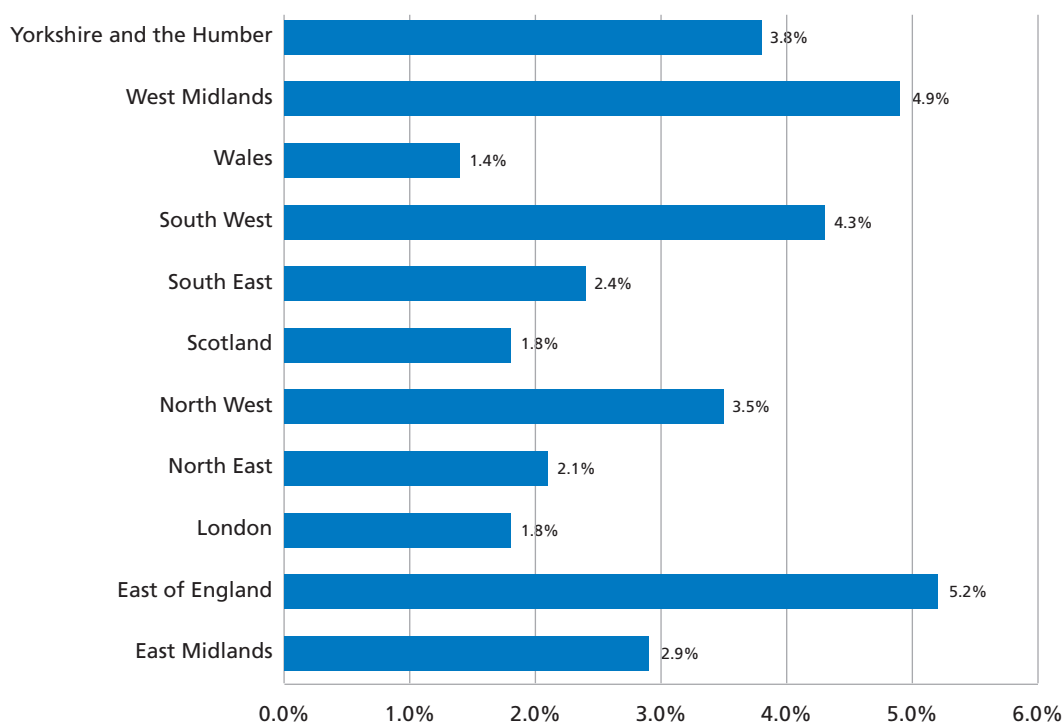
Overcoming obstacles

As estate rationalisation progresses, it becomes increasingly difficult to find space that can be easily vacated. In some cases the costs involved may result in a weak business case for the creation of aggregated vacant space schemes, such as those illustrated above.

Departments must ensure that the space they vacate can be delivered in manageable units for re-use by other tenants whether from the public or private sectors. Other questions that need to be addressed include: what are the IT and security implications for the proposed release of space?; are there limits on the capacity of the building services, such as power, heating and cooling?; or any statutory restrictions that limit the department's ability to create vacant space?

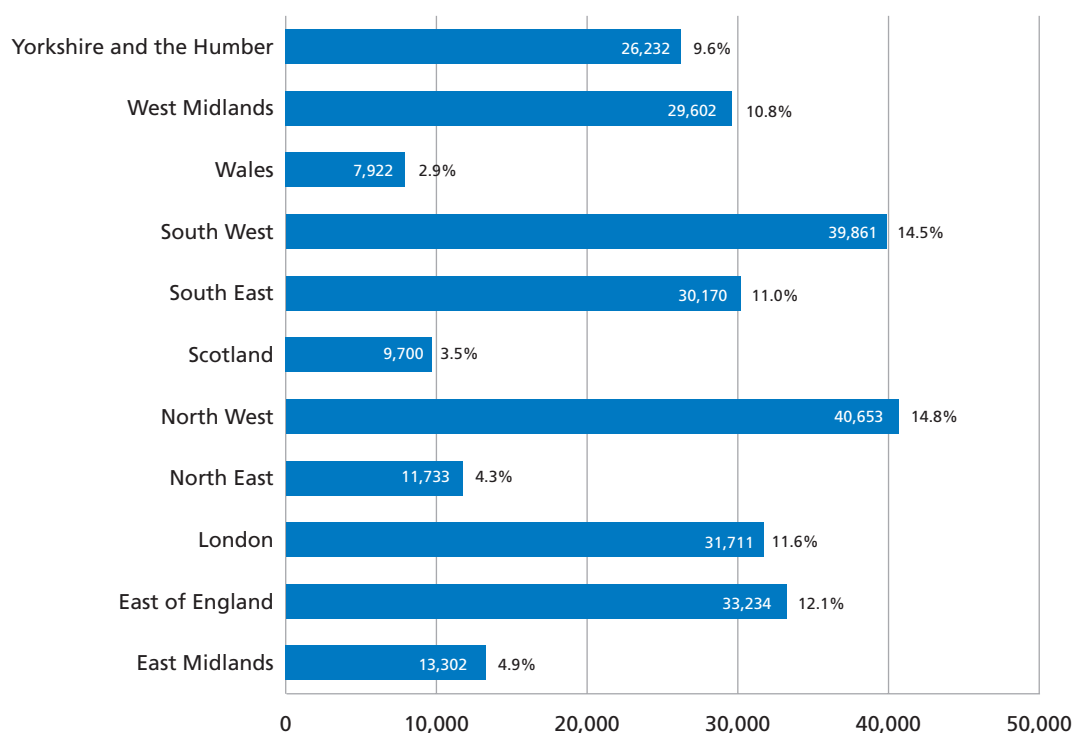
The GPU is currently working with departments on a pan-government strategy to overcome these issues and drive the next generation of rationalisation projects. Other key initiatives that promote further rationalisation include workplace transformation (see page 35), a workspace standard of 10 sq m/FTE and more collaborative working with local authorities and the wider public sector. Read more about these plans in Chapter 5.

Figure B11: Vacant space as a percentage of total area in the region as at January 2013



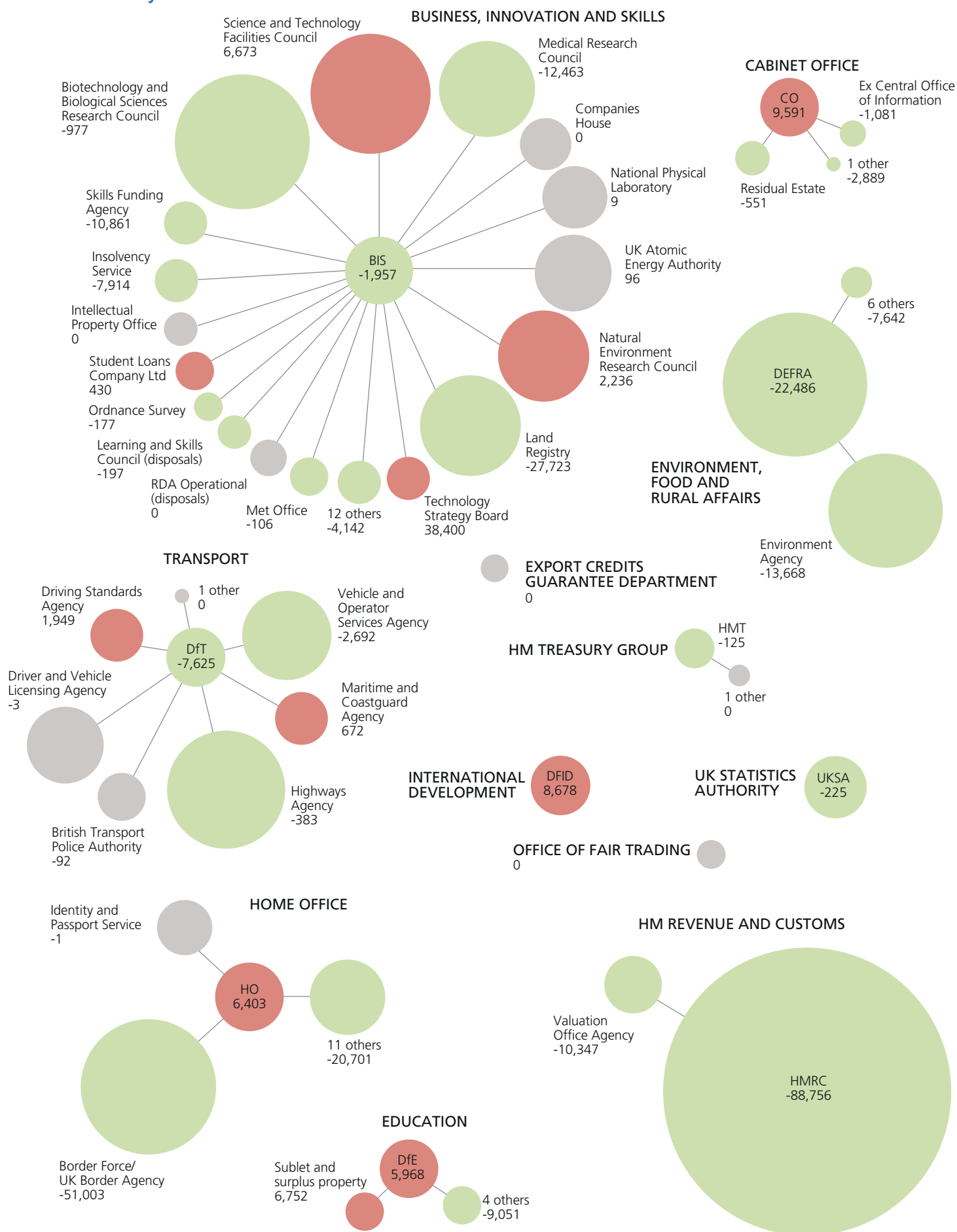
Source: e-PIMS™

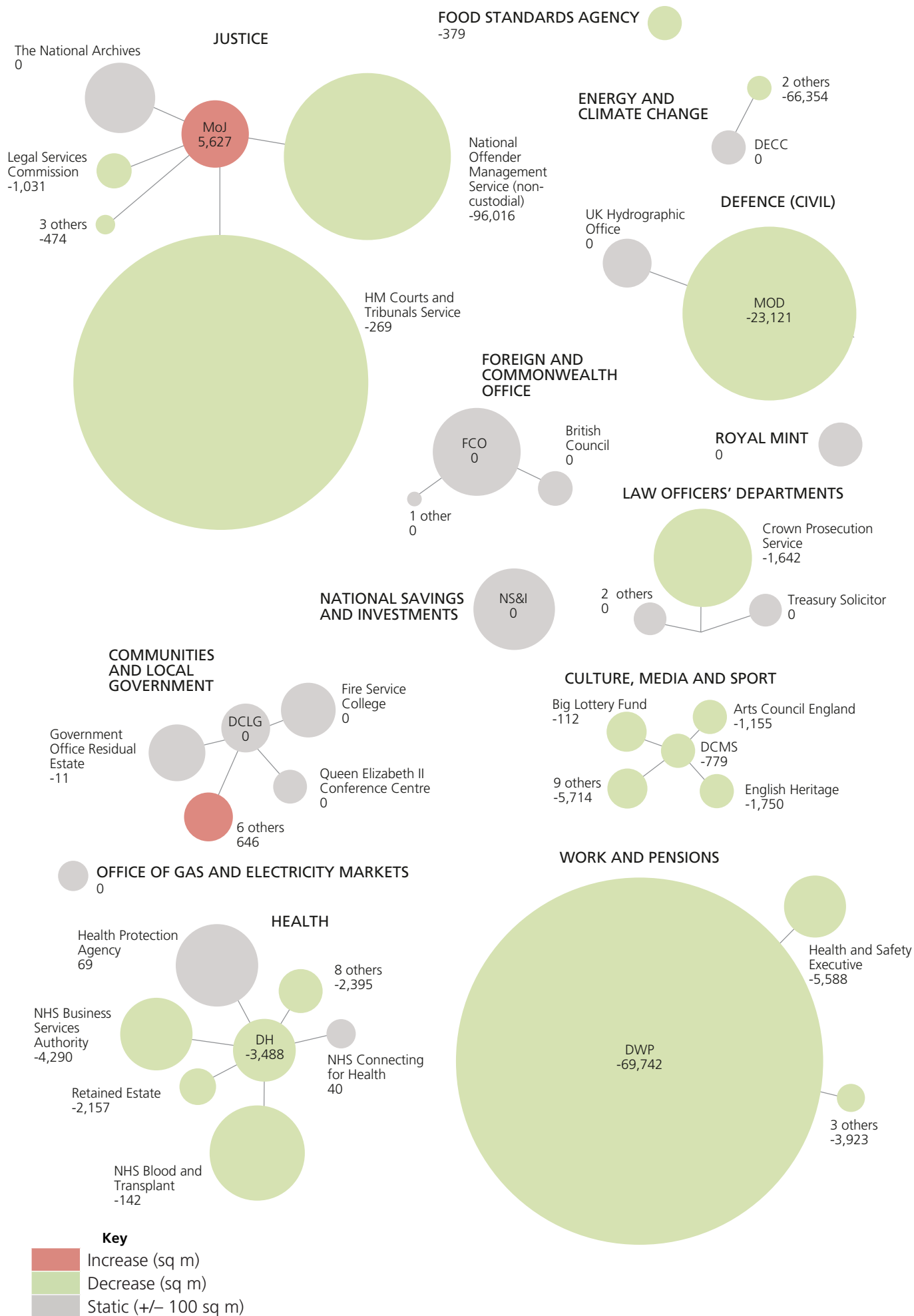
Figure B12: Distribution of vacant space (sq m) by region as at January 2013



Source: e-PIMS™

Figure B13: Space increases/reductions in departments with mandated estates over 10,000 sq m and their families as at January 2013







Chapter 3

Delivering efficiencies

The main measure of efficiency, cost of office space per employee, increased during the year, from £4,608 in 2010/11 to £5,324 in 2011/12. This was because property costs rose while the amount of space occupied per employee remained static due to rapid continuing staff reductions and short-term factors that delayed the disposal of vacant space. However, space per employee should progressively improve with the introduction of a new, more demanding workspace standard.

Reducing the size of the Civil Estate generated £200 million in savings from disposals and lease breaks during 2011/12. However, this was not yet matched by gains in efficiency. This is partly explained by continuing staff reductions: although the estate is smaller, there are also fewer people, so the average space occupied per employee remains the same.

Rising property costs compound this effect, making the cost of office space per employee more expensive. This is especially so in London, where there was a sharp rise in property costs during 2011/12. Previous consolidation also means that the London estate is increasingly focused on a core of departmental headquarters, which are expensive to run.

However, while space remains under-utilised, there is still considerable room for further rationalisation across the estate. To help drive this forward and accelerate improved efficiency, the Government has set new workplace standards of no more than 10 sq m per full-time equivalent employee (sq m/FTE) for existing buildings and 8 sq m/FTE for new occupations to be achieved by 2015.

Figure C1: Size of the benchmarked office estate

Benchmarked occupations	1,122
Participating property centres	184
Occupied space (sq m)	3,573,519
Office-based FTE	274,750
Annual property cost	£1.463 billion

Cost per full-time equivalent employee

Cost/FTE – key points

- The average cost per FTE (£/FTE) on the benchmarked office estate (see How performance is measured, page 28) increased in 2012 and, at £5,324, has risen above the private sector equivalent.
- Almost 60% of the benchmarked office estate reports a £/FTE which is above the private sector benchmark average.
- Most regions report a £/FTE close to the regional benchmark average. However, £/FTE in central London has risen far above the average for private sector space to £11,913.

The primary indicator used to report and assess building efficiency on the Civil Estate is the cost per FTE, expressed as £/FTE. This is measured as the cost of space divided by the number of FTEs.

During 2012, the average £/FTE rose by 16% to £5,324 and now stands above the private sector average. This is because property costs rose, especially in central London, while the space occupied per FTE remained static.

Key achievements

- Cost per FTE was better or the same in 30% of benchmarked offices compared to 2010/11, while space per FTE was better or the same in 44%
- Average cost of space was 3% lower than the private sector average across the estate
- The proportion of benchmarked offices with a space efficiency of 10 sq m/FTE or less increased from 18% to 21% during 2011/12

How performance is measured

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

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

The data is reported through the annual GPU Benchmarking Service which focuses departments on improving data accuracy to ensure that the outputs and knowledge that this generates are used to support and improve decision making.

Benchmarking

The Benchmarking Service measures the performance of the central government office portfolio against private sector benchmarks and against government targets and standards, providing a standardised basis for consistent reporting across the estate. Benchmarks come from comparable buildings in the private sector and industry best practice, based on a basket of typical cost elements. However, as benchmarking develops, it is expected to focus on the total cost of occupation including additional metrics on facilities management costs.

Benchmarking covers administrative office buildings, which account for around 52% of the total Civil Estate, as detailed in Figure C1. 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.

The Civil Estate retains a core of well-managed and efficient office space, with 41% of the benchmarked estate reporting £/FTE values which are equivalent or lower than the private sector. However, this is down from 52% in 2010/11 and a large amount of space is under-utilised.

Some of this under-use is because continuing staff reductions are creating surplus space at a faster rate than it can be disposed of. Meanwhile, a mix of contractual restrictions, market conditions and operational factors made it difficult to exit vacant space during the year. However, these are short-term trends. As staff reductions level off and consolidation initiatives increase, £/FTE is expected to improve over the longer term.

The central London estate

Central London accounts for 17% of the central civil office estate annual property cost. It contains the most expensive offices on the estate with a £/FTE of £11,913 and is the least efficient in comparison to the private sector.

The central London estate will therefore remain a priority for significant rationalisation to carefully manage cost and drive down space usage where possible. Other regions also contain pockets of under-utilised space which also provide opportunities for further rationalisation.

Figure C2 gives a snapshot of current efficiency performance against Key Performance Indicators (KPIs). Details and scores for each KPI at organisation level are shown in Appendix C.

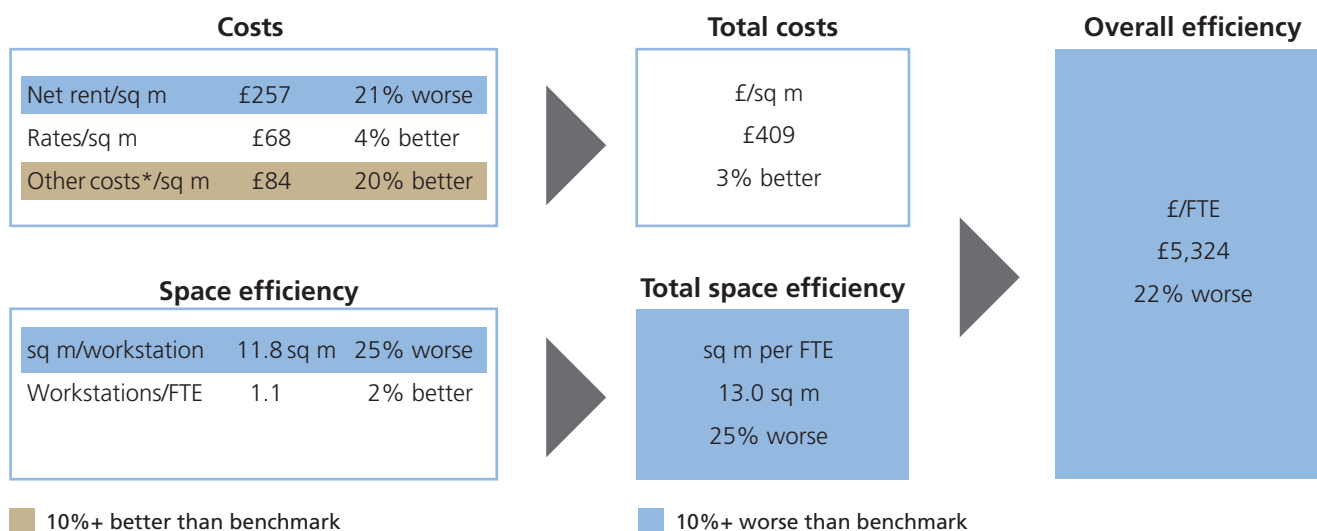
Figure C3 shows that most UK regions have seen cost increases per FTE since 2009/10, but remain lower than or very close to the private sector average in all regions except Central London.

Cost/sq m – key points

- Although the cost of benchmarked office space (£/sq m) increased during 2011/12, on average it remains 3% lower than the private sector benchmark.
- Average £/sq m of occupied office space is £409 across the estate.
- £/sq m is lower than the private sector average in all UK regions except Central London.

The average cost of space per sq m (£/sq m) in the benchmarked office estate increased by around 17% in 2011/12 to £409. This reflects a sharp increase in property costs in London, from £666/sq m in 2010/11 to £867/sq m. The rise is also affected by a change in accounting methods to more accurately reflect the cost of retaining freehold space within the estate.

Figure C2: Efficiency performance: how the central government estate compares with the private sector

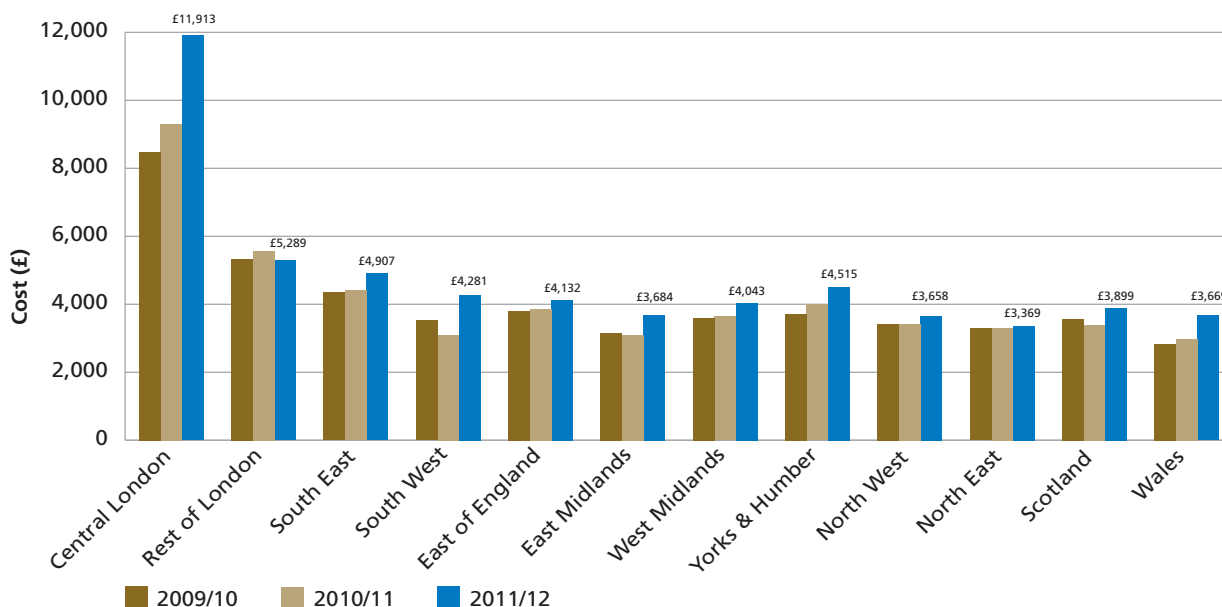


Source: IPD

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

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

Figure C3: Average cost/FTE across the country, 2011/12



Despite these changes, the average cost per sq m remains lower than the private sector average by 3%. The wide variations in £/sq m and in relative performance across the estate do, however, offer opportunities for improvement. Figure C4 illustrates the impact of cost in different locations.

Space efficiency

Sq m/FTE – key points

- The amount of office space occupied per employee (sq m/FTE) across the estate shows little change for the third successive year at 13.0 sq m/FTE.
- The proportion of buildings occupied at less than 10 sq m/FTE has increased to 21% but a significant share of the government office estate remains under-used.

Space efficiency is measured as the amount of space per FTE (sq m/FTE). Across the benchmarked Civil Estate, this has remained at around 13 sq m/FTE for the third successive year. While 40% of space operates at or less than 12 sq m/FTE, the majority is still occupied above this level.

However, there are some signs of progress. In 2011/12, 44% of benchmarked occupations reported sq m/FTE that was better or the same as in 2010/11, while 21% of office space achieved space efficiency better than 10 sq m/FTE, as shown in Figure C5.

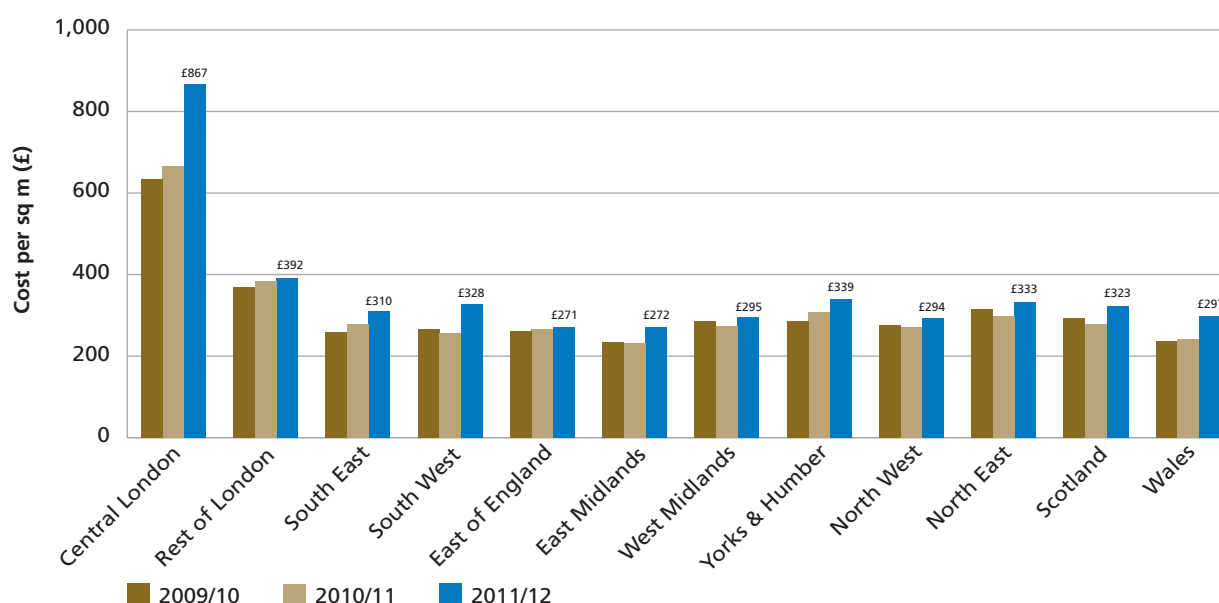
The space efficiency of the estate's smallest occupations also improved. This reflects the efforts made to rationalise and consolidate staff and organisations from small and under-used offices.

Focus on poor performance

Almost 30% of space suffered deterioration in space efficiency of more than 10%. Efforts will be concentrated on these poor performing pockets to understand where performance falls short.

Use of freehold office space has become more efficient since 2010/11 but at 14.2 sq m/FTE, it remains the least well used part of the benchmarked office estate. These owned buildings can therefore accommodate extra staff and offer a good opportunity to consolidate space in the future.

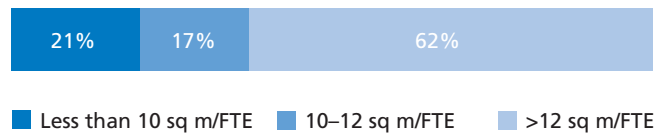
Figure C4: Average cost/sq m across the country, 2011/12



We also expect to see better gains in 2012/13 and over the longer term as a result of new workplace standards and efforts to create a more flexible working culture within the Civil Service (see Transforming the Way We Work, page 35).

Figure C6 illustrates the sq m/FTE performance of each main department. Figure C7 shows that there has been little notable change in the space efficiency reported by leased and private finance initiative (PFI) space.

Figure C5: Profile of space utilisation in 2011/12



Source: Property Benchmarking Service/IPD

Figure C6: Space occupation (sq m/FTE) in main departments in 2011/12

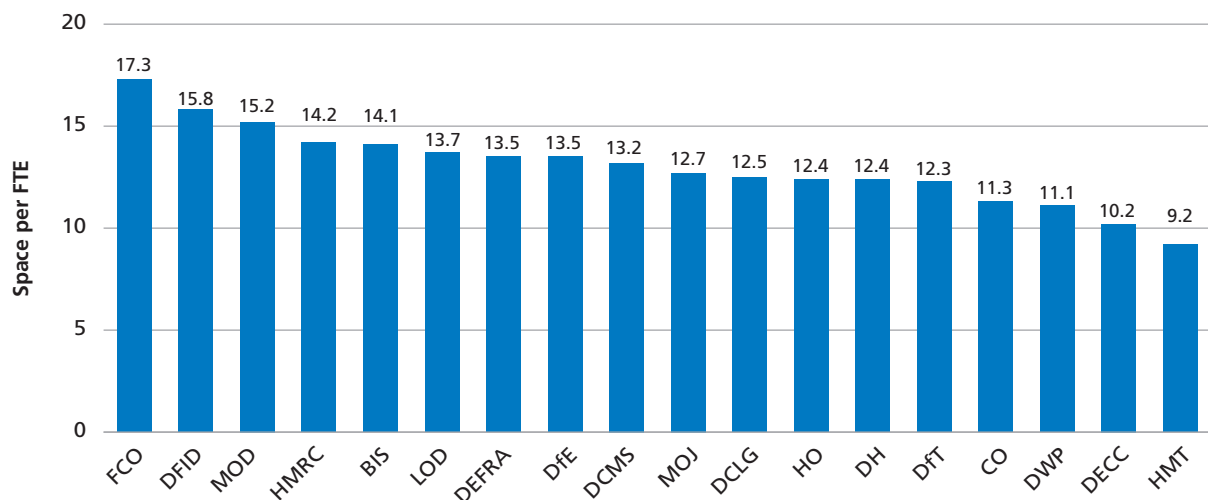


Figure C7: Variations and opportunities across the benchmarked estate in 2011/12

Tenure	Freehold	Leasehold	PFI
	14.2 sq m/FTE	13.1 sq m/FTE	12.8 sq m/FTE
Size	<500 sq m	500-2,500 sq m	>5,000 sq m
	13.0 sq m/FTE	14.0 sq m/FTE	13.1 sq m/FTE

Source: Property Benchmarking Service

Five-year trends

Over a five-year period the trend for offices, both in government and in the private sector, has been one of increasing £/FTE (Figure C8). However, as Figure C9 shows, sq m/FTE in the private sector has reduced annually since the start of the recession as employment levels have stabilised. Meanwhile, ongoing staff reductions and resulting surplus capacity have meant that sq m/FTE in the government office estate remains static. The effort to manage space and consolidate property holdings needs to be maintained to ensure that performance mirrors private sector improvements in efficiency over the longer term.

Figure C8: Cost per FTE trend

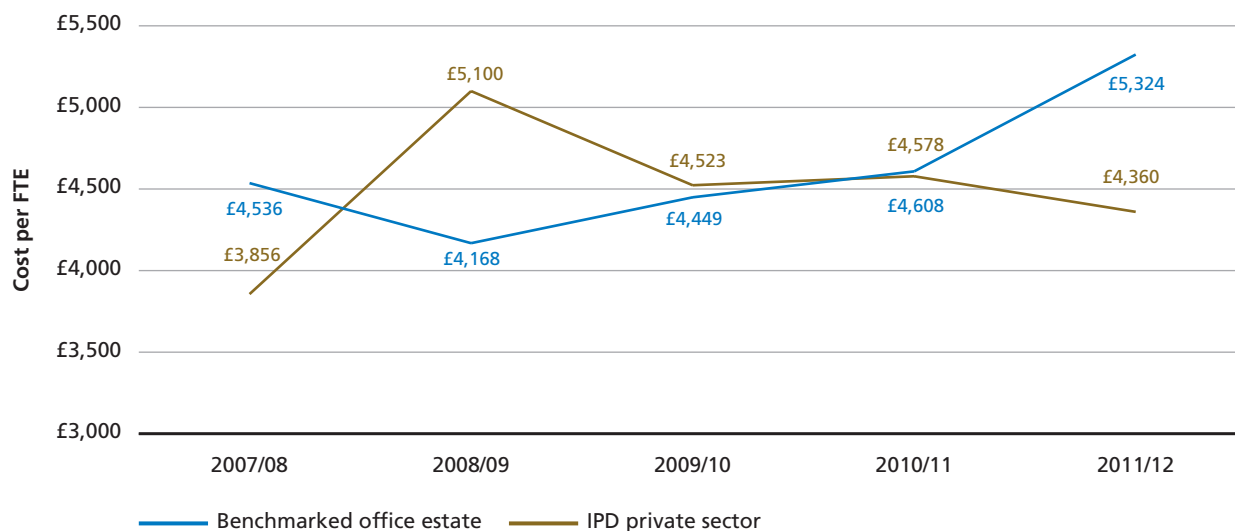


Figure C9: Sq m per FTE trend

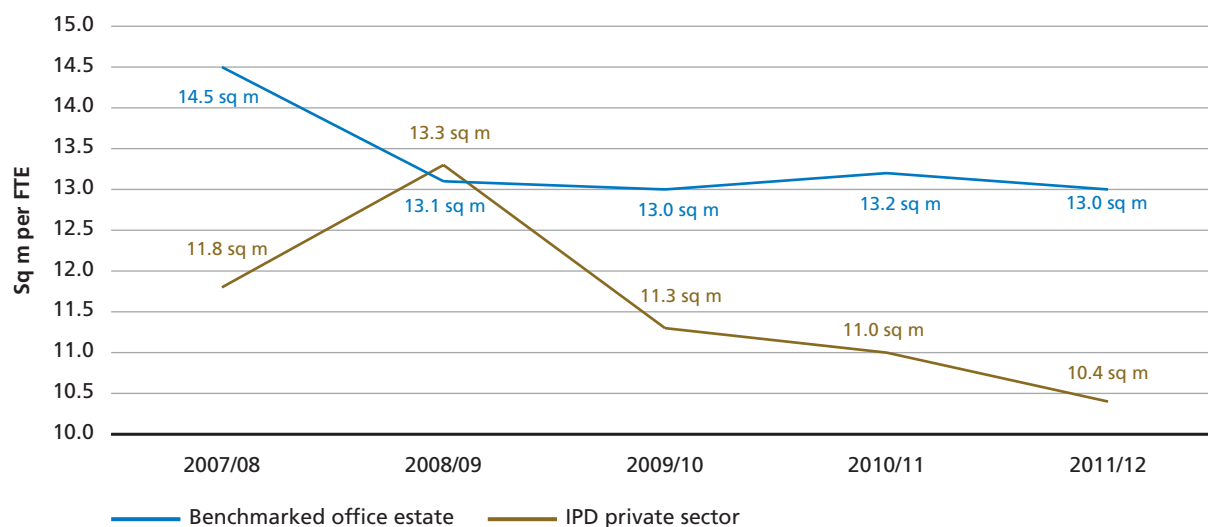
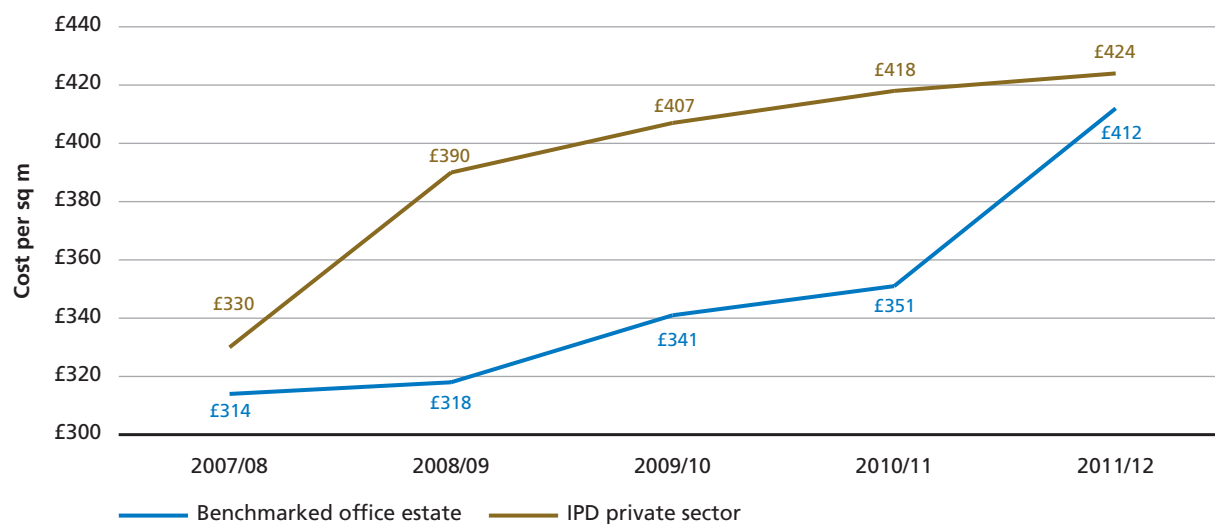


Figure C10: Cost per sq m trend



Source: Property Benchmarking Service/IPD

Efficient facilities management

In 2012, the Government Property Unit (GPU) began working with the Government Procurement Service (GPS) to develop a standard method for procuring facilities management (FM) across government, which would:

- deliver savings and better value for money through tighter cost and performance management
- give more control over FM provision, with the flexibility to consolidate contracts and adapt to future requirements
- standardise and simplify the procurement process
- deliver and share coherent, transparent and consistent management information
- exploit market capability, knowledge and innovation
- support small and medium-sized enterprises and promote growth in this sector
- improve data transparency to enable robust decision making and performance/contract management
- develop and apply common standards to enable benchmarking and consistency of data.

Individual departments have already been making good progress in rationalising their existing contracts and spend to deliver savings. They are supported by a tightened FM controls process driven by the Cabinet Office Central Controls team, which allows greater scrutiny of all new procurements or extensions to existing contracts. FM service standards introduced in 2011 have also produced some good early results, including an 8% saving by the Cabinet Office.

Standardising facilities management procurement

Supplier working groups have helped to identify common issues among departments who contracted with the same suppliers. This joined-up and collaborative approach to contract management has proved to be highly successful in driving better performance from our existing suppliers and enabling a more consistent approach to supplier relationship management.

At the end of 2012, the Government approved the creation of a pan-government FM contract model and the development of a central function to collect, collate and analyse cost data and management information.

Work on the delivery of this model started in early 2013 and a new procurement and category management solution will be up and running by the autumn of 2014.

Generating better quality data

A key part of this effort will be generating consistent and accurate cost data and management information. Total FM spend across the central government estate is around £3.2 billion (2010/11)¹ but the data generated has little transparency at a granular level. This has in the past resulted in the inability to identify the actual spend on each contract, benchmark costs, or assess the performance management of both supplier and client.

GPU staff are therefore helping departments collect data at a contract level and gain a better understanding of FM category spend across central government, improve data quality and enable effective benchmarking and comparison.

Integrating facilities management in building design

The Government Construction Strategy of May 2011 identified the need to integrate FM into the design process for buildings to 'align the interests of those who design and construct an asset with those who subsequently use it'. This reflects the fact that the ongoing maintenance and operational cost of a building during its lifecycle far outweighs the original capital cost of construction.

The resulting Government Soft Landings (GSL) policy was developed during 2011/12 by the GPU FM team, working with a task group of industry specialists. It will apply to all new central government projects and major refurbishments and should be implemented by departments during 2013.

Fundamental to the concept of GSL is collaborative working across the supply chain and key stakeholder engagement at all stages of the process. There will be a GSL Champion in every project team to represent the interests of the future occupiers of the building.

¹ Includes PFI total unitary charges



Transforming the Way We Work

Work in the 21st century is increasingly about what you do, not where you do it. The use of new technologies means that much of the work we do can be carried out from many locations other than offices.

Successful employers across all sectors are already using flexible and smarter ways of working to boost their performance and efficiency while driving down office costs.

In challenging times, government also needs to adopt this agile approach not only to improve efficiency but also to create a better working environment that is well equipped and fit for the future. The Civil Service Reform Plan published in 2012 promises ‘a decent working environment for all staff, with modern workplaces enabling flexible working, substantially improving IT tools and streamlining security requirements to be less burdensome for staff’.

A more dynamic culture

Through The Way We Work programme, government is encouraging the large-scale application of more agile forms of working, including changes in office culture, technology and layout, as well as providing more choice of work location. Ultimately this will reduce the need for space across the estate, increase professional productivity, reduce government’s carbon footprint and help to create a more dynamic culture in the Civil Service.

In practice, this means:

- work being done in a number of settings, not just at a desk, in an office
- desk-sharing and good workplace design to increase capacity and reduce costs
- IT that is usable (including away from the office)
- security and access arrangements that make it easy, yet safe, to work in a variety of settings
- behavioural and managerial changes that support flexibility, productivity and effectiveness in all work settings.

Choice of work location

In this vision of how we work, individual offices and ranks of workstations in open plan will be replaced by desk-sharing with touchdown areas for mobile staff, project areas for teamwork and breakout areas for informal meetings. Remote offices – including home – will also become part of the new working environment. As a first step the Government has put in place new workplace standards for the central government office estate. Read more about this in Chapter 5.

New workplace standards

Private sector experience suggests that organisations moving from a deskbound regime to a fully flexible working environment should expect to save 25–30% of office space, with a similar reduction in property costs. On the central government office estate, we are already shaping the long-term core estate. Moving to more agile working will make a significant contribution to driving efficiency savings. Other benefits should include increased productivity, better collaboration across departments and higher motivation among staff.



A more sustainable estate

The estate continues to reduce its greenhouse gas emissions. Many departments have already met their Greening Government Commitments to reduce emissions by 25% by 2015, with an average reduction of 12% across the estate. Almost two thirds of the estate now has better energy performance than the industry benchmark, up from a half last year.

The Civil Estate is a significant contributor to greenhouse gas emissions in the UK. Although good progress has been made in reducing emissions and other impacts such as waste and water use since the Climate Change Act in 2008, the challenge to further improve sustainability remains a high priority.

A key factor in the success achieved to date has been meeting the commitment in the Act to only acquire the most energy-efficient buildings onto the estate. However, estate rationalisation means that there will be fewer new acquisitions in future. Therefore, improvement activity will increasingly focus on managing the existing estate to reduce impacts and maximising the environmental benefits of estate rationalisation (refer to Chapter 2).

Emission cuts from reducing space

Consolidation of space is already beginning to contribute to reducing environmental impacts. For example, data from the Property Benchmarking Service shows that total emissions from central London government buildings are forecast to have reduced by 25% by 2014 and by 50% by 2018, as shown in Figure D1. The emissions reduction profiles for other major conurbations show smaller planned reductions, but all forecast emission savings of between 15% and 50%.

Key achievements

- Average emissions from the estate and associated transport activities showed a reduction of 12% from a 2009/10 baseline, good progress towards the target year of 2015
- 44% of new acquisitions met the commitment to procure only from the top quartile of energy performance
- More than 65% of central government buildings show a better energy performance than benchmark, an improvement of 12% on last year

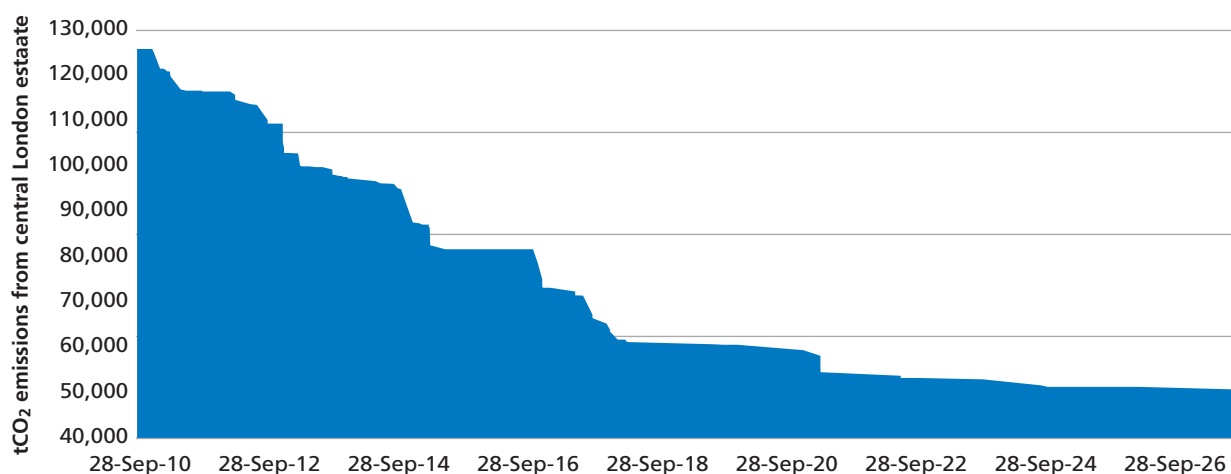
Sustainability in 2011/12

This chapter reports on the impact of both new and existing occupations during 2011/12 against three main measures:

- the Greening Government Commitments to reduce greenhouse gas emissions, waste and water use
- the requirement that departments only acquire buildings in the top quartile of energy performance as measured by the Energy Performance Certificate (EPC) rating
- Display Energy Certificates (DECs), which show how the profile of energy-efficient buildings has changed year on year, and across departments.

Results from the annual Property Benchmarking Service (see Chapter 3) are also used to pinpoint poorly performing buildings and challenge departments to understand why, and put appropriate improvement activities in place.

Figure D1: Forecast emissions from the central London estate



The Greening Government Commitments

A new set of comprehensive commitments was announced in 2011 to ensure sustainable operation of the government estate through to 2015. DEFRA, DECC, DfT and Cabinet Office collaborated on the Greening Government Commitments, which will ensure that departments make real and faster improvements in the priority areas of reducing emissions, waste and water use as well as improving sustainable procurement.

The Greening Government Commitments set challenging targets, across a wider range of activities than previous environmental standards, including a 25% cut in emissions from buildings and travel by 2015 against a 2009/10 baseline.

The scope of government operations reported is much wider than under the previous sustainability targets regime and now includes all central government departments, their executive agencies and executive non-departmental public bodies (NDPBs) and non-ministerial departments in England. The target applies to all buildings, including laboratories and research establishments, unless specifically exempted, and all staff UK business travel.

Cabinet sub-committee

In order to drive the necessary performance improvements, the Prime Minister established a formal sub-committee of the Cabinet to oversee departments' progress towards achieving the commitments.

The sub-committee is jointly chaired by the Minister for Government Policy and the Transport Secretary and acts as a 'star chamber', chasing progress and robustly challenging performance. The Minister for Government Policy also uses the business plan review process to ensure that departments are taking their commitments seriously. Departments have taken responsibility for publishing their own performance data and plans, which should ensure that they have greater ownership of their targets.

The targets, which are influenced by the decisions departments make about the way they manage their estate, are a subset of the commitments.

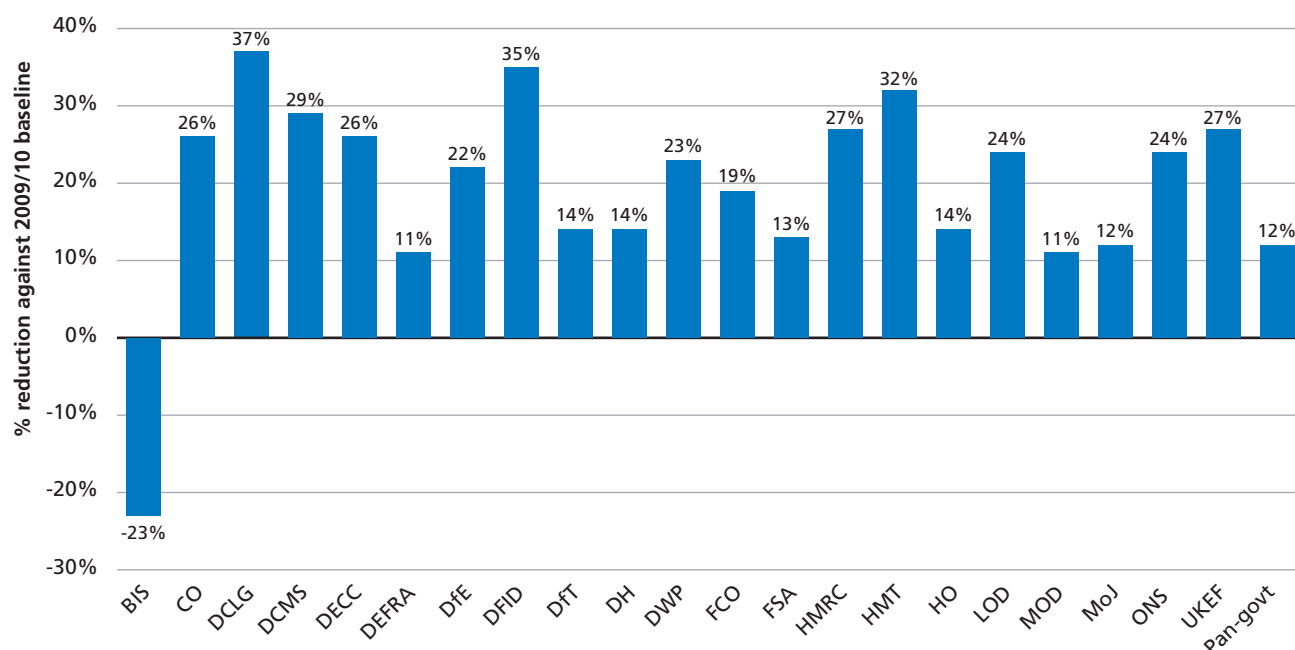
Reducing carbon emissions

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

A 12% reduction was reported across government up to March 2012, as shown in Figure D2. This represents good progress towards the 2015 target of 25%:

- Eight out of 21 departments are currently meeting or exceeding the 2015 target
- 20 departments have achieved reductions
- 2011/12 carbon reductions represent estimated energy and fuel cost savings of over £40 million across government against 2009/10 figures.

Figure D2: Greenhouse gas emissions, performance by department



BIS' overall increase in emissions can be attributed to the international scientific research being undertaken by the UK Atomic Energy Authority (UKAEA). BIS reports that if UKAEA were removed from BIS' figures, the department would show a reduction in carbon emissions compared to the baseline. However, UKAEA's energy use will continue to fluctuate depending on whether the specialised equipment is operational, and this will continue to have a significant impact on BIS' overall emissions.

CASE STUDIES

DECC, tackling emissions from IT

As When DECC moved into 3 Whitehall Place, the building had two large 60kW air chillers which cooled the entire building, including the department's IT servers. Because the servers require round-the-clock cooling, the chillers were on 24 hours a day, 365 days a year. But as cooling was not required constantly in the rest of the building, this was clearly wasteful.

In late 2010 the department installed a smaller 16kW dedicated server room chiller. This enabled the department to switch off the cooling to the whole of the building when not required. Despite the initial £91,000 cost, the size of the resulting savings means that the costs will be paid back in less than five years. The chiller is on track to deliver a saving of 80 to 90 tonnes of carbon a year.

BIS, using biomass to cut emissions

When boilers at BIS' Companies House reached the end of their life, the department recognised an opportunity to maximise financial and carbon savings. A biomass boiler with a thermal store system was installed at the same time as two new 1.3MW gas boilers, which were much smaller than the building's original gas boilers, and which are only used if the biomass boiler fails or on extremely cold days. The 500kW wood pellet boiler heats two 11,000 litre thermal stores, which delivered 84% of total heating requirements in 2011/12. This is expected to have been higher in 2012/13. The new boiler currently saves £30,000 a year on central heating bills, and the cost of the wood pellets is expected to remain lower than the cost of gas. Installation costs of the biomass part of the system are expected to be paid back in less than five years. The new system delivers a carbon saving of 227 tonnes per year, and the only by-product – ash – is used by staff as fertiliser.

Reducing waste

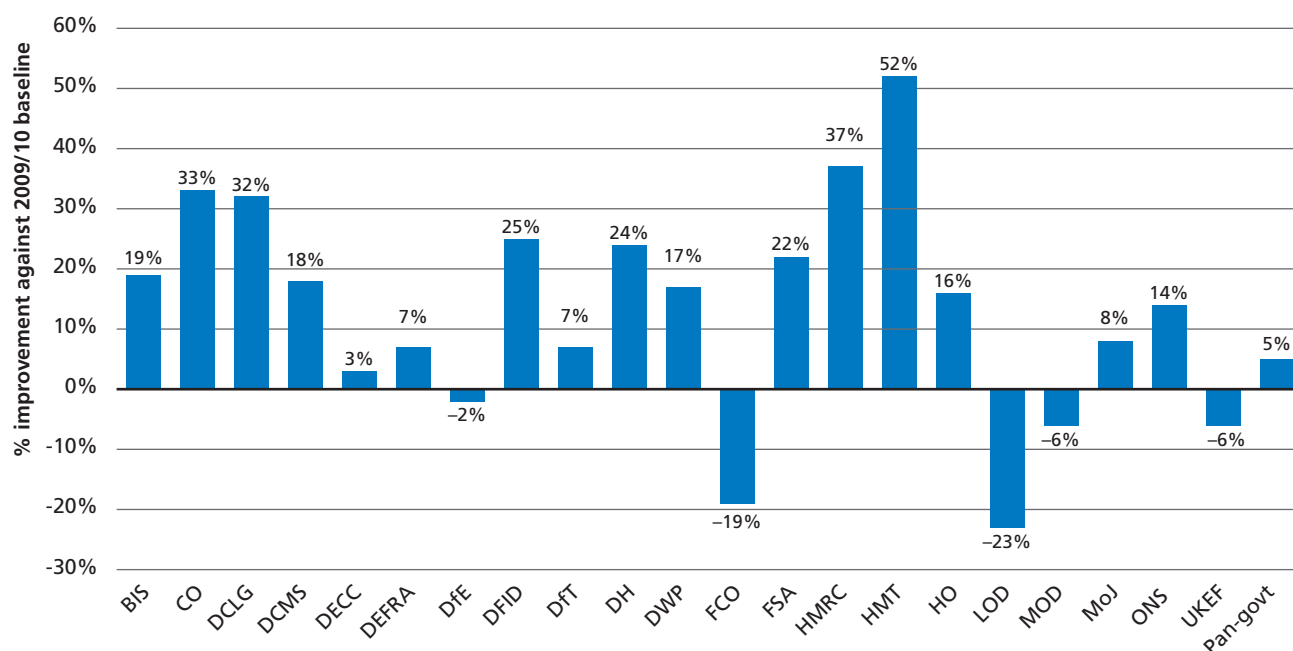
2. Reduce the amount of waste we generate by 25% from a 2009/10 baseline

A 5% reduction in waste was recorded across government in 2011/12, as shown in Figure D3.

- Five out of 21 departments are currently meeting or exceeding the 2015 target of cutting waste by 25%

- Waste reductions across government have generated estimated savings of almost £4.7 million against 2009/10 baseline figures.

Figure D3: Waste reduction, performance by department



CASE STUDY

Home Office, smart waste disposal

The Queen's Warehouses, run by the Home Office, provide secure facilities for receiving, storing and disposing of seized goods including tobacco, alcohol, oil, vehicles and counterfeit goods. To reduce the environmental impact of their disposal, the Warehouses:

- recycle all packaging materials
- shred tobacco products on site to generate electricity for the National Grid
- put alcohol products through anaerobic digestion to extract methane which is then used for electricity production

- use hydrocarbon oils to power cement furnaces
- scrap or sell vehicles locally, with proceeds returned to HM Treasury.

Innovative trials are under way for disposing of counterfeit goods; for example, instead of sending items such as trainers and boots to landfill, they have been shredded and used to surface racehorse training areas. Goods are also disposed of through government agencies, ensuring that items are put to good use or money raised.

The Home Office has also decided to display real-time waste information in the same way that it displays information on emissions from energy use in 10 Home Office buildings for the world to see via the web.

Reducing water consumption

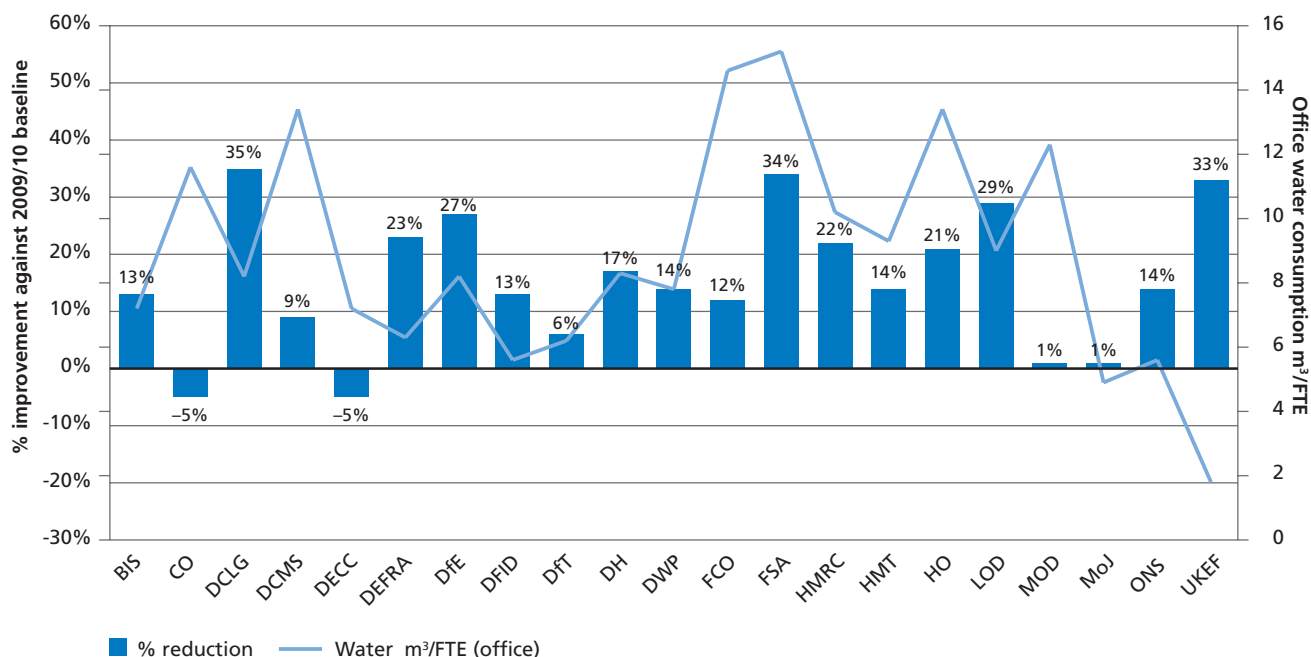
3. Reduce water consumption from a 2009/10 baseline, and report on office water use against best practice benchmarks

Government water consumption fell by 3% as shown in Figure D4:

- 19 departments made a reduction in their water use

- Individual departments have made reductions of up to 35%
- Three departments meet the challenging good practice benchmark, and one meets the best practice benchmark
- 2011/12 water figures add up to estimated savings of almost £4.2 million across government against the 2009/10 baseline.

Figure D4: Water reduction performance by department



CASE STUDY

MOD, Spend To Save water project

The MOD invested £80,000 to reduce water consumption and delivered savings in excess of £400,000 per year. Initial costs were paid back on average in two months. The project focused on its military estate, aimed at reducing domestic water consumption and waste by installing efficient

replacement shower heads and new showers as well as low-flow taps restricting water flow to less than five litres per minute. Toilets were retrofitted with dual flush and water-saving urinals were installed.

This led the department to expand the project across a further five sites between 2010 and 2012, where savings are expected to add up to £527,000 per year for an investment of £166,000.

More information on the progress made towards the Greening Government Commitments can be found in the *Greening Government Commitments Annual Report* (December 2012) (www.gov.uk/government/publications/greening-government-commitments).

Acquiring only energy-efficient buildings

The target for energy-efficient buildings, set out in the Climate Change Act 2008, is that central government will only procure buildings in the top quartile of energy performance. In 2012, 44% (four out of nine) administrative buildings added to the Civil Estate were procured from within the top quartile range of energy performance. This compares with 44% in 2009, 65% in 2010 and 63% in 2011.

Government defines a new top quartile level each year, based on the minimum EPC level achieved by the most energy-efficient 25% of office buildings nationally. The top quartile level for buildings acquired during 2009 was 64; in 2010 it was 68 and during 2011 and 2012 it was 69, as shown in Figure D5.

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

The level set for 2013 is the same as that for 2011 and 2012 at a score better than 69, reflecting a stabilisation in the data. As the property industry responds to the demand for offices that consume less energy, the top quartile level can be expected to become more stringent in future years.

Comply or explain

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

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

BIS, Nottingham Land Registry (D80, subsequently assessed as C74 post fit-out)

Castle Wharf House was the only available building in Nottingham capable of both accommodating the Nottingham operation and being fitted out within the timetable necessary for relocation from and disposal of the previous property.

DCMS, Consort House, Leeds (E111)

The Big Lottery Fund acquired a small amount of space in Consort House to house operations while the long-term requirement for regional offices was resolved. This was the best value short-term option available in Leeds of an appropriate size in the necessary timeframe.

HO, Office 7/8, Newcastle Airport Freight Village, Newcastle (C73)

This acquisition was for a small (118 sq m), short-term lease pending wider consolidation plans in 2014. The property is used for border control purposes for which it has particular operational suitability.

MoJ, Bell House, Sittingbourne (C72)

This property has an EPC rating marginally worse than the top quartile. It was the only property in the vicinity at that time that was suitable for operational requirements.

MoJ, Derwent Court, Derby (D83)

This property was acquired after extensive studies found this option to provide best value for the taxpayer for this essential facility in Derby. It was acquired with the recommendation that improvement works would lower the EPC rating closer to the top quartile.

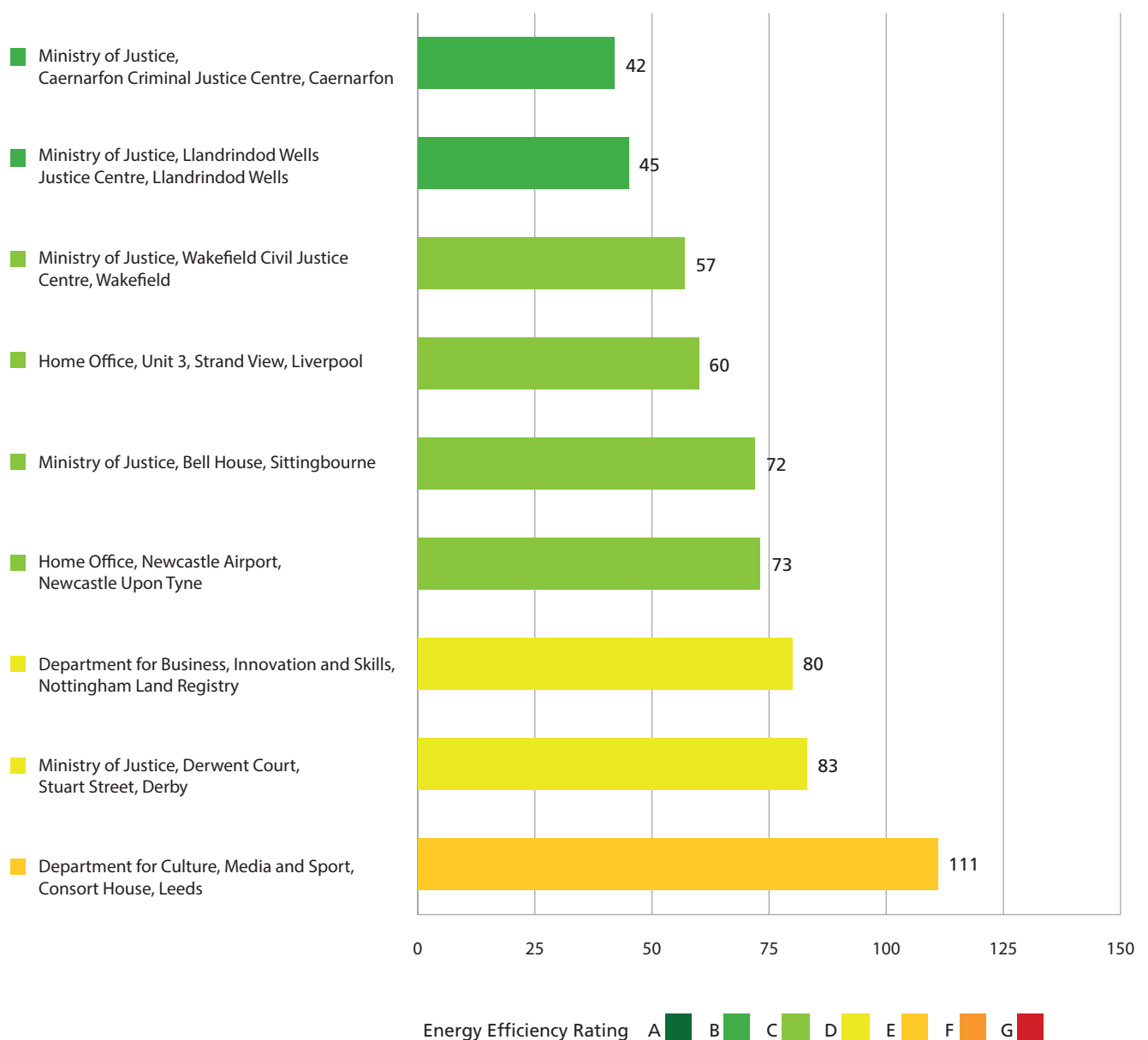
Energy Performance Certificates

EPCs were introduced in 2008 and are required for almost all commercial buildings that are being sold or leased, or on completion of construction, which use energy for heating or cooling.

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

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

Figure D5: Energy performance of new acquisitions



Display Energy Certificates

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

DECs, which are reassessed annually, must be prominently displayed where all visitors can see them. They provide a 'snapshot' of energy efficiency with

details of individual building records and departmental summary statistics. DEC's are useful in measuring overall performance but they are only produced annually. This means that their value in monitoring and managing the effectiveness of energy efficiency improvements is limited, especially when compared with half-hourly data in buildings that have real-time displays.

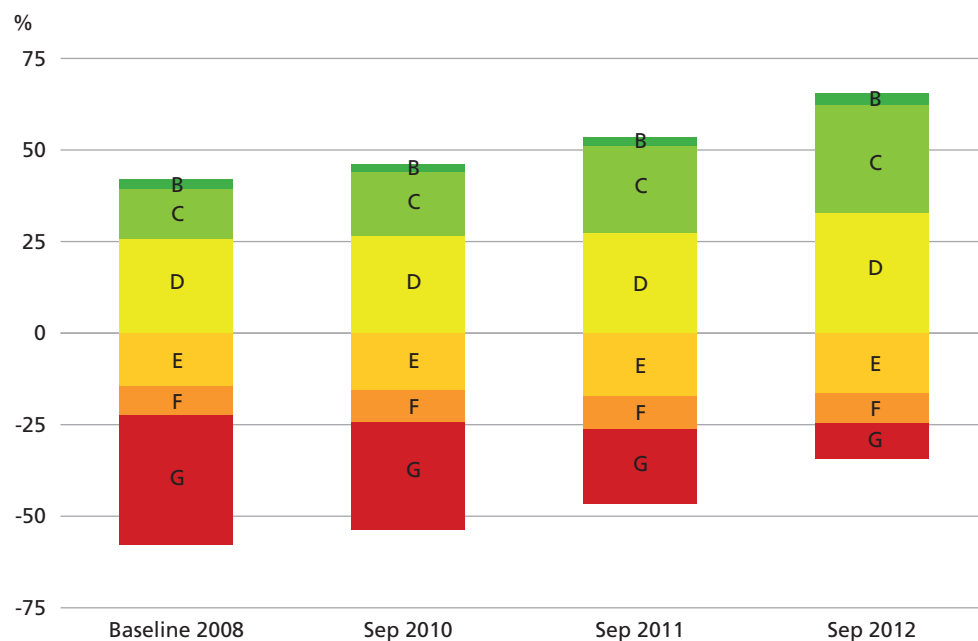
From January 2013, DEC's are required for all government buildings over 500 sq m. DEC's for buildings sized between 500 and 1,000 sq m will be valid for 10 years.

Performance against Display Energy Certificate benchmark

The trend towards significant improvement in the pan-government DEC profile continued in 2012, with almost two thirds of certificates issued to central government having an energy performance better than the benchmark of D(100). There has been a 12% increase in buildings assessed as performing between A and D, with a big decrease in G-rated buildings matched by a similar increase in C-rated buildings. This improvement reflects the Government's focus on energy efficiency and emissions reduction since 2011.

Figure D6 shows the rising proportion of government office buildings with a good DEC rating since 2008. The 2012 snapshot includes DEC's produced with data from the 10% emissions reduction period (May 2010 – May 2011) and is a good illustration of the full effect of the 10% carbon reduction target on the energy performance across the estate.

Figure D6: Proportion of office buildings in each DEC rating category 2008–12



Source: e-PIMSTTM September 2012

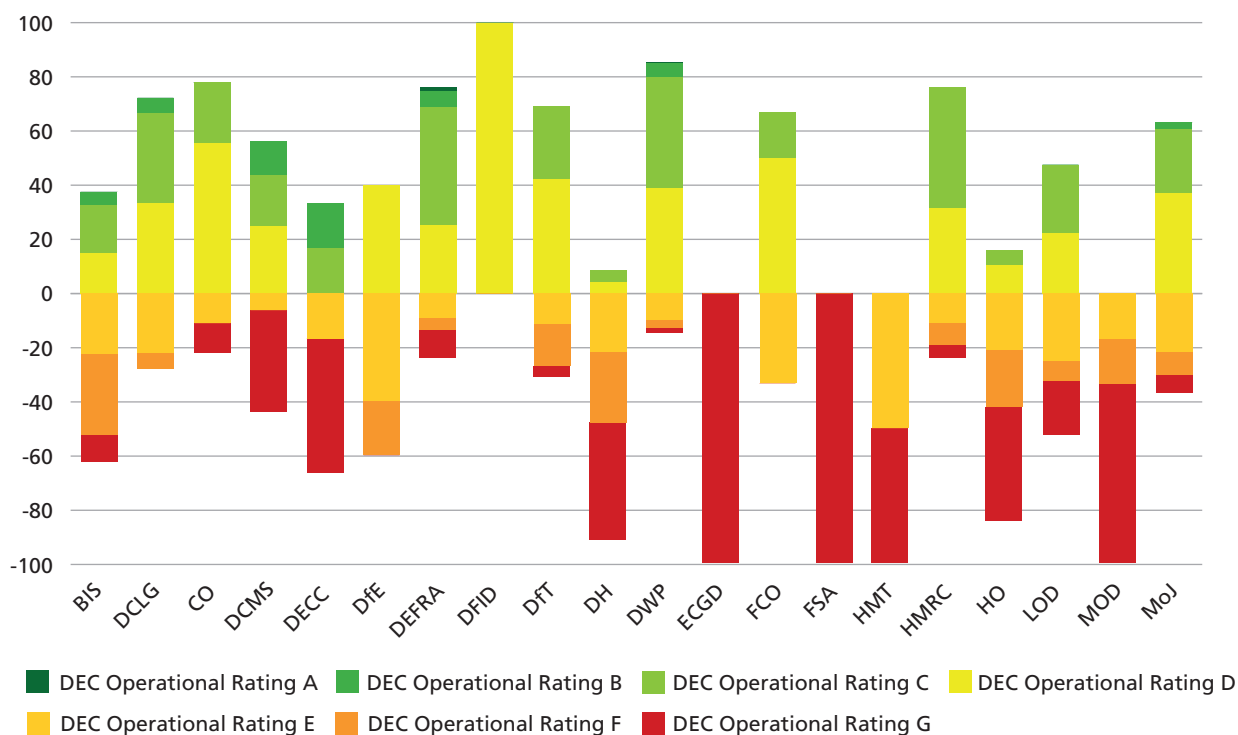
Figure D7: Proportion of office buildings in each DEC rating category by department

Figure D7 shows the DEC profile by department. While the data is a useful illustration of the spread of performance, it is highly sensitive to the number of certificates held by the department in question. The Export Credit Guarantee Department and Food Standards Agency, for example, have single buildings whereas DWP and MoJ hold more than 250 DEC certificates each.

Better quality data

Following the removal, in 2011, of the default DEC rating, a transitional rating was created to support those buildings that could not provide the requisite data for a full DEC. There was concern that this might affect compliance. Compliance has instead improved, but still falls short of 100%.

Departments have been reminded of their obligation to obtain and display current certificates.

Worst 100 Buildings initiative

Departments with the worst 100 performing buildings, identified through the Property Benchmarking Service, have been challenged to improve. This has caused them to look afresh at the reasons behind poor performance. For some, it has strengthened the resolve to consolidate out of poor buildings, while for others it has prompted a more comprehensive approach to sustainability. HMRC, for example, has built a Sustainable Estate Change programme around tackling the issues this challenge highlighted for the effective management of their PFI estate. The 2013 *State of the Estate* report will track the impact of these activities and the change in performance of the worst 100 buildings.



Chapter 5

Forward look

The Government is committed to creating an efficient, fit-for-purpose and sustainable estate that delivers value for money for the taxpayer and facilitates flexible working.

This report highlights progress made in reducing the size of the central Civil Estate and improving its sustainability in 2012. However, reduction in cost and space efficiency has been harder to achieve. The Government therefore recognises that it needs to do more to accelerate progress in this area and promote the best use of space across the estate.

Driving efficiency

The Government Property Unit (GPU) is already working with departments to find ways to increase savings and drive better performance. In 2013, this will lead to a new pan-government estate strategy, with clear strategic objectives, and savings.

Improving the way the Civil Service works

A key element of this new strategy will be a cross-Whitehall drive to change the way the Civil Service uses space:

- Enhancing productivity by allowing people to work flexibly from a number of different locations as appropriate
- Using space more efficiently with increased co-location of departments within buildings, and use of hub buildings shared by all departments
- Re-configuring offices to support joined-up working with more emphasis on collaboration and less on individual desk space
- Using space more intensely through hot-desking and a focus on reducing overall space per full-time equivalent employee (FTE).

This work will be driven by new workplace standards for the central government office estate agreed by ministers

in December 2012, designed to encourage more flexible working. The standards require that:

- Departments and their agencies occupy no more than 10 sq m/FTE in existing office buildings and 8 sq m/FTE in new space by the end of 2015
- Employees have a variety of work settings available, such as headquarters, hub buildings, being hosted by another department or organisation, or working from home
- Fewer desks are allocated than there are FTEs
- Staff are encouraged to work flexibly.

Vacant space

Moving to a target of 10 sq m/FTE would not only help to introduce modern ways of working, but also increase the amount of space government can dispose of as and when the property market picks up, maximising value for the taxpayer. However, in the medium term, it may also lead to an increase in unused space outside London. The GPU is therefore working with government departments to reach an agreement by the end of 2013 on how to make productive use of such space which is not required by government.

Working with the wider public sector

As part of this drive, a new public marketing portal (Find Me Some Government Space) was launched in January 2013 to promote the availability of surplus assets to the wider public sector, as well as voluntary and commercial organisations around the country.

The GPU and the Local Government Association have also identified 12 local authority pilot areas where the surplus assets of central and local government can be brought together in a programme to increase the value of asset disposals, generate economic growth and use space for the benefit of local communities. These pilots will commence in 2013/14, working closely with existing local initiatives such as Community Budgets and City Deals.

The pilots will take place in Bristol, Chester and Cheshire West, Essex, Hampshire, Hull, Leeds, Nottingham, Portsmouth, Sheffield, Surrey, Warrington and Worcestershire. They will explore the potential to:

- generate efficiencies from sharing assets between central government and the wider public sector
- maximise the value of surplus assets by combining space into a strategic disposal programme
- use surplus assets for wider economic and social purposes
- support local growth and enterprise
- encourage co-operation by channelling a small percentage of capital receipts into a local growth fund to invest in regeneration and skills.

The Government intends to learn the lessons from these pilots and extend them to other areas across the country, where considerable benefits can be shown, including value for money for the taxpayer.

In addition, the GPU is working to identify surplus and derelict land in the wider public sector so that it can be brought back into use to generate growth.

Efficient facilities management (FM)

As well as delivering long-term value for money, it is vital that government improves the way it procures facilities management (FM) contracts. In central government, departments and their arm's-length bodies tend to procure FM in isolation, with no standardisation of terms, Key Performance Indicators or pricing, and with little transparency of spend.

In December 2012, ministers agreed a new standardised FM contracting model for central government, with departments joining as their current contracts expire. The model will start operating from September 2014 with financial modelling suggesting savings of at least 15%. Read more about efficient FM on page 33.



Appendices

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

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills	1,386,538	1,342,645	-43,893	-3.17%	Business, Innovation and Skills
Cabinet Office	110,523	97,002	-13,520	-12.23%	Cabinet Office
Charity Commission	5,301	5,301	0	0.00%	Charity Commission
Communities and Local Government	160,627	153,748	-6,880	-4.28%	Communities and Local Government
Culture, Media and Sport	86,224	75,389	-10,834	-12.57%	Culture, Media and Sport
Defence	434,614	411,377	-22,237	-5.35%	Defence
Education	114,101	109,690	-4,411	-3.87%	Education
Energy and Climate Change	26,136	26,511	375	1.43%	Energy and Climate Change
Environment, Food and Rural Affairs	526,832	488,707	-38,125	-7.24%	Environment, Food and Rural Affairs
Export Credits Guarantee Department	10,494	10,494	0	0.00%	Export Credits Guarantee Department
Food Standards Agency	14,323	13,944	-379	-2.64%	Food Standards Agency
Foreign and Commonwealth Office	126,199	126,199	0	0.00%	Foreign and Commonwealth Office
Government Actuary's Department	2,874	2,874	0	0.00%	Government Actuary's Department
Health	367,992	350,762	-17,229	-4.68%	Health
HM Revenue and Customs	1,267,261	1,168,158	-99,103	-7.82%	HM Revenue and Customs
HM Treasury	24,669	24,544	-125	-0.50%	HM Treasury
Home Office	516,437	449,045	-67,392	-13.05%	Home Office
International Development	55,154	63,832	8,678	15.73%	International Development
Justice	1,700,583	1,608,419	-92,163	-5.42%	Justice
Law Officers' Departments	133,495	131,853	-1,642	-1.23%	Law Officers' Departments
National Savings and Investments	101,113	101,113	0	0.00%	National Savings and Investments
Office of Fair Trading	11,423	11,423	0	0.00%	Office of Fair Trading
Office of Gas and Electricity Markets	12,474	12,474	0	0.00%	Office of Gas and Electricity Markets
Office of Rail Regulation	2,907	2,907	0	0.00%	Office of Rail Regulation
Royal Mint	32,091	32,091	0	0.00%	Royal Mint
	N/A	2,653	N/A	N/A	Scotland Office
Transport	624,703	611,028	-13,675	-2.19%	Transport
UK Statistics Authority	63,623	63,398	-225	-0.35%	UK Statistics Authority
Wales Office	1,106	1,106	0	0.00%	Wales Office
Work and Pensions	1,799,716	1,720,464	-79,252	-4.40%	Work and Pensions
Total	9,719,531	9,219,150	-500,381	-5.15%	

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

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills					Business, Innovation and Skills
BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL ³	1,156		N/A	N/A	
BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE	11,142	8,098	-3,044	-27.32%	BIS – ADVISORY, CONCILIATION AND ARBITRATION SERVICE
BIS – ARTS AND HUMANITIES RESEARCH COUNCIL	850	850	0	0.00%	BIS – ARTS AND HUMANITIES RESEARCH COUNCIL
BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL	250,267	249,290	-977	-0.39%	BIS – BIOTECHNOLOGY AND BIOLOGICAL SCIENCES RESEARCH COUNCIL
BIS – CAPITAL FOR ENTERPRISE LTD	232	232	0	0.00%	BIS – CAPITAL FOR ENTERPRISE LTD
BIS – COMPANIES HOUSE	34,268	34,268	0	0.00%	BIS – COMPANIES HOUSE
BIS – COMPETITION COMMISSION	8,258	8,258	0	0.00%	BIS – COMPETITION COMMISSION
BIS – CONSUMER FOCUS	1,688	1,688	0	0.00%	BIS – CONSUMER FOCUS
BIS – CORE	85,074	83,118	-1,957	-2.30%	BIS – CORE
BIS – EAST MIDLANDS DEVELOPMENT AGENCY – OPERATIONAL ³	3,440		N/A	N/A	
BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – OPERATIONAL ³	2,442		N/A	N/A	
BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL	1,325	1,325	0	0.00%	BIS – ECONOMIC AND SOCIAL RESEARCH COUNCIL
BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL	3,633	3,633	0	0.00%	BIS – ENGINEERING AND PHYSICAL SCIENCES RESEARCH COUNCIL
BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND	4,145	4,145	0	-0.01%	BIS – HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND
BIS – INSOLVENCY SERVICE	33,043	25,130	-7,914	-23.95%	BIS – INSOLVENCY SERVICE
BIS – INTELLECTUAL PROPERTY OFFICE	21,179	21,179	0	0.00%	BIS – INTELLECTUAL PROPERTY OFFICE
BIS – LAND REGISTRY AGENCY ESTATES DIVISION	170,746	143,023	-27,723	-16.24%	BIS – LAND REGISTRY AGENCY ESTATES DIVISION
BIS – LEARNING AND SKILLS COUNCIL – DISPOSALS	20,532	20,335	-197	-0.96%	BIS – LEARNING AND SKILLS COUNCIL – DISPOSALS
BIS – MEDICAL RESEARCH COUNCIL	131,223	118,760	-12,463	-9.50%	BIS – MEDICAL RESEARCH COUNCIL
BIS – MET OFFICE	26,448	26,342	-106	-0.40%	BIS – MET OFFICE
BIS – NATIONAL ENDOWMENT FOR SCIENCE, TECHNOLOGY AND THE ARTS ²	30		N/A	N/A	
BIS – NATIONAL MEASUREMENT OFFICE	4,482	4,482	0	0.00%	BIS – NATIONAL MEASUREMENT OFFICE
BIS – NATIONAL PHYSICAL LABORATORY	48,422	48,431	9	0.02%	BIS – NATIONAL PHYSICAL LABORATORY
BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL	117,426	119,662	2,236	1.90%	BIS – NATURAL ENVIRONMENT RESEARCH COUNCIL
BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL ³	8,475		N/A	N/A	

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Business, Innovation and Skills (continued)					Business, Innovation and Skills (continued)
BIS – ONE NORTH EAST – OPERATIONAL ³	5,517		N/A	N/A	
BIS – ORDNANCE SURVEY HQ ESTATES SERVICE	14,781	14,604	-177	-1.20%	BIS – ORDNANCE SURVEY HQ ESTATES SERVICE
		10,226	N/A	N/A	BIS – RDA OPERATIONAL DISPOSALS
BIS – RESEARCH COUNCILS UK	4,582	4,582	0	0.00%	BIS – RESEARCH COUNCILS UK
BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL	204,137	210,811	6,673	3.27%	BIS – SCIENCE AND TECHNOLOGY FACILITIES COUNCIL
BIS – SKILLS FUNDING AGENCY	34,373	23,512	-10,861	-31.60%	BIS – SKILLS FUNDING AGENCY
BIS – SOUTH EAST ENGLAND DEVELOPMENT AGENCY – OPERATIONAL ³	4,064		N/A	N/A	
BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – OPERATIONAL ³	3,785		N/A	N/A	
BIS – STUDENT LOANS COMPANY LTD	21,104	21,534	430	2.04%	BIS – STUDENT LOANS COMPANY LTD
BIS – TECHNOLOGY STRATEGY BOARD	1,215	39,615	38,400	3,160.49%	BIS – TECHNOLOGY STRATEGY BOARD
BIS – UK ATOMIC ENERGY AUTHORITY	94,656	94,751	96	0.10%	BIS – UK ATOMIC ENERGY AUTHORITY
BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS	1,525	427	-1,098	-72.00%	BIS – UK COMMISSION FOR EMPLOYMENT AND SKILLS
		335	N/A	N/A	BIS – UK SPACE AGENCY
BIS – YORKSHIRE FORWARD – OPERATIONAL ³	6,873		N/A	N/A	
Cabinet Office					Cabinet Office
CO – GOVERNMENT PROCUREMENT SERVICE	5,632	2,743	-2,889	-51.30%	CO – GOVERNMENT PROCUREMENT SERVICE
CO – FINANCIAL AND ESTATE MANAGEMENT	53,890	63,481	9,591	17.80%	CO – FINANCIAL AND ESTATE MANAGEMENT
Other Cabinet Office agencies					Other Cabinet Office agencies
CO – RESIDUAL ESTATE	21,328	20,777	-551	-2.58%	CO – RESIDUAL ESTATE
COI – CENTRAL OFFICE OF INFORMATION	11,082	10,001	-1,081	-9.75%	CO – EX COI
NSG – NATIONAL SCHOOL OF GOVERNMENT ¹	18,591		N/A	N/A	
Charity Commission					Charity Commission
CHAR – CHARITY COMMISSION	5,301	5,301	0	0.00%	CHAR – CHARITY COMMISSION

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Communities and Local Government					Communities and Local Government
DCLG – CENTRAL	30,622	30,622	0	0.00%	DCLG – CENTRAL
DCLG – FIRE SERVICE COLLEGE	44,701	44,701	0	0.00%	DCLG – FIRE SERVICE COLLEGE
DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE	36,772	36,761	-11	-0.03%	DCLG – GOVERNMENT OFFICE RESIDUAL ESTATE
DCLG – HOMES AND COMMUNITIES AGENCY	8,605	9,489	884	10.27%	DCLG – HOMES AND COMMUNITIES AGENCY (OPERATIONAL)
DCLG – INDEPENDENT HOUSING OMBUDSMAN	628	628	0	0.00%	DCLG – INDEPENDENT HOUSING OMBUDSMAN
DCLG – LOCAL GOVERNMENT OMBUDSMAN	4,070	4,070	0	0.00%	DCLG – LOCAL GOVERNMENT OMBUDSMAN
DCLG – LONDON THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL ¹	644		N/A	N/A	
DCLG – PLANNING INSPECTORATE	9,177	9,177	0	0.00%	DCLG – PLANNING INSPECTORATE
DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE	16,560	16,560	0	0.00%	DCLG – QUEEN ELIZABETH II CONFERENCE CENTRE
DCLG – RESIDENTIAL PROPERTY TRIBUNAL SERVICE ¹	3,405		N/A	N/A	
DCLG – STANDARDS BOARD FOR ENGLAND ¹	1,143		N/A	N/A	
DCLG – TENANT SERVICES AUTHORITY ¹	2,324		N/A	N/A	
DCLG – VALUATION TRIBUNAL SERVICE	1,563	1,325	-238	-15.22%	DCLG – VALUATION TRIBUNAL SERVICE
DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	415	0	0.00%	DCLG – WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION
Culture, Media and Sport					Culture, Media and Sport
DCMS – ARTS COUNCIL ENGLAND	14,129	12,974	-1,155	-8.18%	DCMS – ARTS COUNCIL ENGLAND
DCMS – BIG LOTTERY FUND	17,990	17,877	-112	-0.62%	DCMS – BIG LOTTERY FUND
DCMS – CHURCHES CONSERVATION TRUST	233	233	0	0.00%	DCMS – CHURCHES CONSERVATION TRUST
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	14,424	13,645	-779	-5.40%	DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT
DCMS – ENGLISH HERITAGE	17,718	15,968	-1,750	-9.88%	DCMS – ENGLISH HERITAGE
DCMS – GAMBLING COMMISSION	2,414	2,414	0	0.00%	DCMS – GAMBLING COMMISSION
DCMS – HORSERACE BETTING LEVY BOARD	520	520	0	0.00%	DCMS – HORSERACE BETTING LEVY BOARD
DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL	736		N/A	N/A	
DCMS – NATIONAL HERITAGE MEMORIAL FUND	4,362	3,795	-567	-13.00%	DCMS – NATIONAL HERITAGE MEMORIAL FUND
DCMS – NATIONAL LOTTERY COMMISSION ¹	587		N/A	N/A	

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Culture, Media and Sport (continued)					Culture, Media and Sport (continued)
DCMS – OLYMPIC DELIVERY AUTHORITY	4,857	1,448	-3,410	-70.20%	DCMS – OLYMPIC DELIVERY AUTHORITY
DCMS – PUBLIC LENDING RIGHT	372	372	0	0.00%	DCMS – PUBLIC LENDING RIGHT
DCMS – SPORT ENGLAND	4,926	4,240	-686	-13.93%	DCMS – SPORT ENGLAND
DCMS – UK SPORT	1,369	1,369	0	0.00%	DCMS – UK SPORT
DCMS – VISIT BRITAIN	1,587	536	-1,052	-66.26%	DCMS – VISIT BRITAIN
Defence					Defence
MOD – MINISTRY OF DEFENCE	399,498	376,377	-23,121	-5.79%	MOD – MINISTRY OF DEFENCE
MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE ⁴	35,116	35,000	116	-0.33%	MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE ⁴
Education					Education
DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – CENTRAL	6,015	4,732	-1,283	-21.33%	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – CENTRAL
DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – NORTH	7,797	6,377	-1,420	-18.21%	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – NORTH
DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – SOUTH	6,265	5,545	-719	-11.48%	DFE – CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE – SOUTH
DFE – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL ¹	1,951		N/A	N/A	
DFE – NATIONAL COLLEGE FOR LEADERSHIP OF SCHOOLS AND CHILDREN'S SERVICES	10,303	7,015	-3,288	-31.91%	DFE – NATIONAL COLLEGE FOR SCHOOL LEADERSHIP
DFE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION	1,961	1,989	28	1.43%	DFE – OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION
DFE – OPERATIONAL PROPERTIES	48,826	54,794	5,968	12.22%	DFE – OPERATIONAL PROPERTIES
DFE – QUALIFICATIONS AND CURRICULUM DEVELOPMENT AGENCY ¹	6,129		N/A	N/A	
DFE – SUBLET AND SURPLUS PROPERTIES	14,934	21,686	6,752	45.21%	DFE – SUBLET AND SURPLUS PROPERTIES
OFSTED – OFFICE FOR STANDARDS IN EDUCATION, CHILDREN'S SERVICES AND SKILLS	9,921	7,552	-2,369	-23.88%	OFSTED – OFFICE FOR STANDARDS IN EDUCATION
Energy and Climate Change					Energy and Climate Change
DECC – COAL AUTHORITY	4,930	4,965	35	0.71%	DECC – COAL AUTHORITY
DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE	15,702	15,702	0	0.00%	DECC – DEPARTMENT OF ENERGY AND CLIMATE CHANGE
DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OFFICE	5,504	5,844	340	6.17%	DECC – NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Environment, Food and Rural Affairs					Environment, Food and Rural Affairs
		5,672	N/A	N/A	DEFRA – AGRICULTURE AND HORTICULTURE DEVELOPMENT BOARD
DEFRA – CONSUMER COUNCIL FOR WATER	1,301	1,025	-276	-21.22%	DEFRA – CONSUMER COUNCIL FOR WATER
DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	302,816	280,330	-22,486	-7.43%	DEFRA – DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
DEFRA – ENVIRONMENT AGENCY (all regions including Head Office)	196,500	182,832	-13,668	-6.96%	DEFRA – ENVIRONMENT AGENCY (all regions including Head Office)
DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE	7,089	7,089	0	0.00%	DEFRA – ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE
DEFRA – JOINT NATURE CONSERVATION COMMITTEE	1,329	1,329	0	0.00%	DEFRA – JOINT NATURE CONSERVATION COMMITTEE
FC – FORESTRY COMMISSION ENGLAND	15,109	7,743	-7,366	-48.75%	FC – FORESTRY COMMISSION ENGLAND
WSRA – WATER SERVICES REGULATION AUTHORITY	2,688	2,688	0	0.00%	WSRA – WATER SERVICES REGULATION AUTHORITY
ECGD					ECGD
ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT	10,494	10,494	0	0.00%	ECGD – EXPORT CREDITS GUARANTEE DEPARTMENT
Food Standards Agency					Food Standards Agency
FSA – FOOD STANDARDS AGENCY	14,323	13,944	-379	-2.64%	FSA – FOOD STANDARDS AGENCY
Foreign and Commonwealth Office					Foreign and Commonwealth Office
FCO – BRITISH COUNCIL	16,727	16,727	0	0.00%	FCO – BRITISH COUNCIL
FCO – FOREIGN AND COMMONWEALTH OFFICE	107,147	107,147	0	0.00%	FCO – FOREIGN AND COMMONWEALTH OFFICE
FCO – WILTON PARK	2,326	2,326	0	0.00%	FCO – WILTON PARK

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Government Actuary's Department					Government Actuary's Department
GAD – GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.00%	GAD – GOVERNMENT ACTUARY'S DEPARTMENT
Health					Health
DH – APPOINTMENTS COMMISSION	481		N/A	N/A	
DH – CARE QUALITY COMMISSION	10,934	9,628	-1,306	-11.94%	DH – CARE QUALITY COMMISSION
DH – GENERAL SOCIAL CARE COUNCIL	1,669		N/A	N/A	
DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE	4,365	4,365	0	0.00%	DH – HEALTH AND SOCIAL CARE INFORMATION CENTRE
DH – HEALTH PROTECTION AGENCY	88,931	89,000	69	0.08%	DH – HEALTH PROTECTION AGENCY
DH – HQ	49,874	46,386	-3,488	-6.99%	DH – HQ
DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT	3,028	1,800	-1,228	-40.55%	DH – INSTITUTE FOR INNOVATION AND IMPROVEMENT
DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	2,214	1,357	-857	-38.73%	DH – MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY
DH – MONITOR	1,644	1,644	0	0.00%	DH – MONITOR
DH – NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE	6,315	7,311	996	15.78%	DH – NATIONAL INSTITUTE FOR HEALTH AND CLINICAL EXCELLENCE
DH – NATIONAL PATIENT SAFETY AGENCY	2,717		N/A	N/A	
DH – NHS BLOOD AND TRANSPLANT	111,637	111,495	-142	-0.13%	DH – NHS BLOOD AND TRANSPLANT
DH – NHS BUSINESS SERVICES AUTHORITY	53,305	49,015	-4,290	-8.05%	DH – NHS BUSINESS SERVICES AUTHORITY
DH – NHS CONNECTING FOR HEALTH	10,446	10,486	40	0.38%	DH – NHS CONNECTING FOR HEALTH
DH – RETAINED ESTATE	20,432	18,276	-2,157	-10.55%	DH – RETAINED ESTATE
HM Revenue and Customs					HM Revenue and Customs
HMRC – HM REVENUE AND CUSTOMS	1,215,532	1,126,776	-88,756	-7.30%	HMRC – HM REVENUE AND CUSTOMS
HMRC – VALUATION OFFICE AGENCY	51,729	41,382	-10,347	-20.00%	HMRC – VALUATION OFFICE AGENCY

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Home Office					Home Office
GEO – EQUALITY AND HUMAN RIGHTS COMMISSION	6,600	5,647	-953	-14.44%	HO – EQUALITY AND HUMAN RIGHTS COMMISSION
HO – IDENTITY AND PASSPORT SERVICE	54,206	54,205	-1	0.00%	HO – IDENTITY AND PASSPORT SERVICE
HO – NATIONAL POLICING IMPROVEMENT AGENCY	93,226	72,378	-20,848	-22.36%	HO – NATIONAL POLICING IMPROVEMENT AGENCY
HO – NDPB ¹	955	3,724	2,769	290.08%	HO – NDPB ¹
HO PROPERTY GENERAL (HOPG) – ANIMALS IN SCIENCE REGULATION UNIT	909	909	0	0.00%	HOPG – ANIMALS IN SCIENCE REGULATION UNIT
HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY	8,434	8,434	0	0.00%	HOPG – CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY
HOPG – CORE HOME OFFICE	65,738	72,142	6,403	9.74%	HOPG – CORE HOME OFFICE
HOPG – CRIMINAL RECORDS BUREAU ¹	5,271		N/A	N/A	
		6,156	N/A	N/A	HOPG – DISCLOSURE AND BARRING SERVICE ¹
HOPG – HM INSPECTORATE OF CONSTABULARY	727	471	-256	-35.21%	HOPG – HM INSPECTORATE OF CONSTABULARY
HOPG – HOME OFFICE PAY AND PENSIONS SERVICE	1,560	1,560	0	0.00%	HOPG – HOME OFFICE PAY SERVICE
HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION	7,655	6,242	-1,413	-18.46%	HOPG – INDEPENDENT POLICE COMPLAINTS COMMISSION
HOPG – INDEPENDENT SAFEGUARDING AUTHORITY ¹	2,975		N/A	N/A	
HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER	912	912	0	0.00%	HOPG – OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER
HOPG – OLYMPIC AND PARALYMPIC SECURITY DIRECTORATE	1,666	1,666	0	0.00%	HOPG – OLYMPIC AND PARALYMPIC SECURITY DIRECTORATE
HOPG – UK BORDER AGENCY	265,603	214,600	-51,003	-19.20%	HOPG – UK BORDER AGENCY
International Development					International Development
DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	55,154	63,832	8,678	15.73%	DFID – DEPARTMENT FOR INTERNATIONAL DEVELOPMENT
Justice					Justice
MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY	4,933	4,509	-424	-8.60%	MOJ – CRIMINAL INJURIES COMPENSATION AUTHORITY
MOJ – HMCTS (all property centres)	1,199,073	1,198,804	-269	-0.02%	MOJ – HMCTS (all property centres)
MOJ – INFORMATION COMMISSIONER'S OFFICE	5,436	5,436	0	0.00%	MOJ – INFORMATION COMMISSIONER'S OFFICE
MOJ – LEGAL SERVICES COMMISSION	18,972	17,941	-1,031	-5.43%	MOJ – LEGAL SERVICES COMMISSION
MOJ – MINISTRY OF JUSTICE HQ	58,216	63,843	5,627	9.67%	MOJ – MINISTRY OF JUSTICE HQ
MOJ – NOMS (NON-CUSTODIAL PROPERTY)	348,508	252,492	-96,016	-27.55%	MOJ – NOMS (NON-CUSTODIAL PROPERTY)

Department/organisation @ 01/01/12	Size				Department/organisation @ 01/01/13
	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	
Justice (continued)					Justice (continued)
MOJ – YOUTH JUSTICE BOARD	90	40	-50	-55.56%	MOJ – YOUTH JUSTICE BOARD
TNA – THE NATIONAL ARCHIVES	65,355	65,355	0	0.00%	TNA – THE NATIONAL ARCHIVES
Law Officers' Departments					Law Officers' Departments
AGO – ATTORNEY GENERAL'S OFFICE	1,157	1,157	0	0.02%	AGO – ATTORNEY GENERAL'S OFFICE
AGO – CROWN PROSECUTION SERVICE (all property centres)	111,809	110,166	-1,642	-1.47%	AGO – CROWN PROSECUTION SERVICE (all property centres)
SFO – SERIOUS FRAUD OFFICE	6,612	6,612	0	0.00%	SFO – SERIOUS FRAUD OFFICE
AGO – TREASURY SOLICITOR	13,917	13,917	0	0.00%	AGO – TREASURY SOLICITOR
National Savings and Investments					National Savings and Investments
NS&I – NATIONAL SAVINGS AND INVESTMENTS	101,113	101,113	0	0.00%	NS&I – NATIONAL SAVINGS AND INVESTMENTS
Office of Fair Trading					Office of Fair Trading
OFT – OFFICE OF FAIR TRADING	11,423	11,423	0	0.00%	OFT – OFFICE OF FAIR TRADING
OFGEM					OFGEM
OFGEM – OFFICE OF GAS AND ELECTRICITY MARKETS	12,474	12,474	0	0.00%	OFGEM – OFFICE OF GAS AND ELECTRICITY MARKETS
Office of Rail Regulation					Office of Rail Regulation
ORR – OFFICE OF RAIL REGULATION HQ	2,907	2,907	0	0.00%	ORR – OFFICE OF RAIL REGULATION HQ
Royal Mint					Royal Mint
ROYAL MINT	32,091	32,091	0	0.00%	ROYAL MINT
Scotland Office					Scotland Office
SO – SCOTLAND OFFICE ¹		2,653	N/A	N/A	SO – SCOTLAND OFFICE ¹
HM Treasury Group					HM Treasury Group
HMT – HM TREASURY	22,990	22,865	-125	-0.54%	HMT – HM TREASURY
HMT – UK DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.00%	HMT – UK DEBT MANAGEMENT OFFICE

Size					
Department/organisation @ 01/01/12	@ 01/01/12 (sq m)	@ 01/01/13 (sq m)	Change (sq m)	Change (%)	Department/organisation @ 01/01/13
Transport					Transport
DFT – BRITISH TRANSPORT POLICE AUTHORITY (not previously included in the mandated estate)	41,185	41,094	-92	-0.22%	DFT – BRITISH TRANSPORT POLICE AUTHORITY (not previously included in the mandated estate)
DFT – DFT CENTRAL	55,058	47,432	-7,625	-13.85%	DFT – DFT CENTRAL
DFT – DRIVER AND VEHICLE LICENSING AGENCY	91,515	91,512	-3	0.00%	DFT – DRIVER AND VEHICLE LICENSING AGENCY
DFT – DRIVING AND STANDARDS AGENCY	49,143	51,092	1,949	3.97%	DFT – DRIVING AND STANDARDS AGENCY
DFT – GOVERNMENT CAR AND DESPATCH AGENCY ¹	5,500		N/A	N/A	
DFT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)	201,337	200,954	-383	-0.19%	DFT – HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)
DFT – MARITIME AND COASTGUARD AGENCY	60,182	60,854	672	1.12%	DFT – MARITIME AND COASTGUARD AGENCY
DFT – VEHICLE AND OPERATOR SERVICES AGENCY	118,759	116,067	-2,692	-2.27%	DFT – VEHICLE AND OPERATOR SERVICES AGENCY
DFT – VEHICLE CERTIFICATION AGENCY	2,024	2,024	0	0.00%	DFT – VEHICLE CERTIFICATION AGENCY
UK Statistics Authority					UK Statistics Authority
ONS – OFFICE FOR NATIONAL STATISTICS	63,623	63,398	-225	-0.35%	ONS – OFFICE FOR NATIONAL STATISTICS
Wales					Wales
WALES OFFICE ¹	1,106	1,106	0	0.00%	WO – WALES OFFICE ¹
Work and Pensions					Work and Pensions
DWP – All GORs	1,469,054	1,412,655	-56,399	-3.84%	DWP – All GORs
DWP – CHILD MAINTENANCE ENFORCEMENT COMMISSION	6,221	5,272	-949	-15.25%	DWP – CHILD MAINTENANCE ENFORCEMENT COMMISSION
DWP – HEAD OFFICE	242,734	229,392	-13,342	-5.50%	DWP – HEAD OFFICE
DWP – HEALTH AND SAFETY EXECUTIVE	74,912	69,324	-5,588	-7.46%	DWP – HEALTH AND SAFETY EXECUTIVE
DWP – THE PENSIONS REGULATOR	3,366	3,366	0	0.00%	DWP – PENSIONS REGULATOR
DWP – RESIDUAL RENT SERVICE ESTATE	3,429	455	-2,974	-86.73%	DWP – RESIDUAL RENT SERVICE ESTATE
Total	9,719,531	9,219,150	500,381	-5.15%	

¹ Machinery of government change occurred during 2012, with the organisation moving from one parent department to another, being merged or being closed down – please refer to Table 1A for further details.

² Organisation is no longer part of the central Civil Estate – please refer to Table 1A for further details.

³ Regional development agencies abolished, residual properties now under 'BIS – RDA OPERATIONAL DISPOSALS' Property Centre.

⁴ Reclassified as mandated and in scope for *State of the Estate*.

Table 1A: Machinery of government changes during 2012

Organisation name	Detail of organisation change
CO – BUYING SOLUTIONS	Name change to CO – GOVERNMENT PROCUREMENT SERVICE
NSG – NATIONAL SCHOOL OF GOVERNMENT	NATIONAL SCHOOL OF GOVERNMENT closed on 31/03/2012, records transferred to Cabinet Office – CO – FINANCIAL AND ESTATE MANAGEMENT
COI – CENTRAL OFFICE OF INFORMATION	Abolished – properties transferred to CO – EX COI
BIS – ADVANTAGE WEST MIDLANDS – OPERATIONAL, BIS – EAST MIDLANDS DEVELOPMENT AGENCY – OPERATIONAL, BIS – EAST OF ENGLAND DEVELOPMENT AGENCY – OPERATIONAL, BIS – NORTH WEST DEVELOPMENT AGENCY – OPERATIONAL, BIS – ONE NORTH EAST – OPERATIONAL, BIS – SOUTH EAST ENGLAND DEVELOPMENT AGENCY – OPERATIONAL, BIS – SOUTH WEST REGIONAL DEVELOPMENT AGENCY – OPERATIONAL, BIS – YORKSHIRE FORWARD – OPERATIONAL	Regional development agencies abolished, residual properties now under BIS – RDA OPERATIONAL DISPOSALS Property Centre
BIS – NATIONAL ENDOWMENT FOR SCIENCE, TECHNOLOGY AND THE ARTS	Charity, no longer part of the central Civil Estate
DCLG – LONDON THAMES GATEWAY DEVELOPMENT CORPORATION – OPERATIONAL	Abolished – no longer part of the central Civil Estate
DCLG – RESIDENTIAL PROPERTY TRIBUNAL SERVICE	Merged with HM Courts and Tribunals Service, properties transferred to MoJ – HMCTS Property Centres
DCLG – STANDARDS BOARD FOR ENGLAND	Abolished – no longer part of the central Civil Estate
DCLG – TENANT SERVICES AUTHORITY	Closed, properties transferred to DCLG – HCA Operational Property Centre
DCMS – FOOTBALL LICENSING AUTHORITY	Renamed DCMS – SPORTS GROUND SAFETY AUTHORITY
DCMS – MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL	Abolished, properties transferred to main DCMS Property Centre
DCMS – NATIONAL LOTTERY COMMISSION	Merged with DCMS – GAMBLING COMMISSION
DFE – CHILDREN'S WORKFORCE DEVELOPMENT COUNCIL	Abolished – records transferred to DFE Sublet and Surplus
DFE – QUALIFICATIONS AND CURRICULUM DEVELOPMENT AGENCY	Abolished – records transferred to DFE Operational Properties
DFT – BRITISH TRANSPORT POLICE AUTHORITY	Not previously included the mandated estate
DFT – GOVERNMENT CAR AND DESPATCH AGENCY	GCDA ceased to operate as a separate executive agency in October and their functions transferred to DFT Central
DH – APPOINTMENTS COMMISSION	Abolished – no longer part of the central Civil Estate
DH – GENERAL SOCIAL CARE COUNCIL	Abolished – property transferred to DH Retained Estate
DH – NATIONAL PATIENT SAFETY AGENCY	Key functions transferred, no longer has presence on e-PIMS
HOPG – CRIMINAL RECORDS BUREAU, HOPG – INDEPENDENT SAFEGUARDING AUTHORITY	Merged to form HOPG – DISCLOSURE AND BARRING SERVICE
MOD – UNITED KINGDOM HYDROGRAPHIC OFFICE	Reclassified as mandated and in scope for <i>State of the Estate</i>
MOJ – CRIMINAL CASES REVIEW COMMISSION	No longer has a presence on e-PIMS
MOJ – SCOTLAND OFFICE	Transferred to Scotland Office, SO – SCOTLAND OFFICE
MOJ – WALES OFFICE	Transferred to Wales Office

Appendix B – Total cost of the estate in 2011/12

Departments (alphabetical)	Total reported annual running costs 2011/12
Business, Innovation and Skills	£249,739,597
Cabinet Office	£29,123,607
Charity Commission	£2,672,482
Communities and Local Government	£53,051,542
Culture, Media and Sport	£39,398,363
Defence	£169,487,324
Education	£52,352,735
Energy and Climate Change	£17,497,203
Environment, Food and Rural Affairs	£122,821,260
Export Credits Guarantee Department	£3,816,469
Food Standards Agency	£5,932,837
Foreign and Commonwealth Office	£39,462,509
Government Actuary's Department	£1,680,781
Health	£116,084,822
HM Revenue and Customs	£332,078,790
HM Treasury Group	£24,292,474
Home Office	£266,880,000
International Development	£10,432,814
Justice	£604,794,925
Law Officers' Departments ^s	£60,110,002
National Savings and Investments	£1,419,943
Office of Fair Trading	£5,973,296
Office of Gas and Electricity Markets	£6,645,264
Office of Rail Regulation	£2,298,256
Royal Mint	£61,342
Transport	£161,858,767
UK Statistics Authority	£9,908,322
Work and Pensions	£743,935,568
Total reported operating costs	£3,133,811,293
Estimated total for 2011/12	£3,135,360,001
Reported total for 2010/11	£3,028,049,055

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

Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff	Total property cost per FTE	Total property cost per FTE score
Department for Business, Innovation and Skills	99	292,108	20,670	£5,065	75
Charity Commission	3	4,749	343	£6,549	61
Department for Communities and Local Government	20	39,907	3,192	£8,367	36
Cabinet Office	5	15,441	1,362	£9,627	46
Other Cabinet Office agencies	2	2,137	266	£5,077	97
Department for Culture, Media and Sport	33	51,719	3,910	£9,031	20
Department of Energy and Climate Change	8	19,984	1,950	£5,955	93
Department for Environment, Food and Rural Affairs	168	244,930	18,143	£4,640	89
Department for Education	23	56,489	4,172	£6,173	68
Department for International Development	2	24,078	1,523	£7,517	54
Department for Transport	52	151,484	12,352	£6,003	50
Department of Health	44	132,854	10,738	£6,070	76
Department for Work and Pensions	189	741,357	66,985	£3,583	109
Export Credits Guarantee Department	1	3,984	217	£13,571	0
Foreign and Commonwealth Office	9	62,412	3,624	£11,154	19
Food Standards Agency	5	7,990	687	£10,369	10
Chancellor's Other Departments	1	1,443	137	£11,673	17
HM Revenue and Customs	229	910,797	64,038	£4,492	93
HM Treasury	2	13,445	1,457	£9,729	54
Home Office	70	249,755	20,197	£6,128	72
Ministry of Defence	14	232,194	15,241	£10,011	0
Ministry of Justice	60	128,675	10,110	£6,028	81
Law Officers' Departments	66	108,135	7,861	£5,210	80
Office of Gas and Electricity Markets	2	7,424	599	£10,381	42
Office for Standards In Education	4	8,957	845	£6,228	62
Office of Fair Trading	1	9,636	635	£8,825	62
UK Statistics Authority	2	39,789	2,648	£4,033	89
Office of Rail Regulation	1	2,354	202	£7,895	80
Water Services Regulation Authority	1	2,688	202	£5,746	34
National Savings and Investments	1	2,149	183	£7,521	87

Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£358	109	14.1	64	1.2	72	12.2	96	£104,703,838
£472	93	13.9	70	1.1	110	12.1	55	£2,243,649
£669	69	12.5	75	1.2	84	10.4	94	£26,704,648
£849	70	11.3	83	0.9	109	13.1	72	£13,112,478
£632	79	8.0	115	1	90	8.1	123	£1,350,463
£683	65	13.2	67	1.1	81	11.8	91	£35,309,119
£581	92	10.2	100	0.9	120	11.2	77	£11,612,260
£344	114	13.5	72	1.1	107	12.0	61	£84,203,225
£456	105	13.5	61	1.1	79	11.8	86	£25,750,507
£475	112	15.8	33	1.1	81	14.8	59	£11,448,030
£490	79	12.3	76	1.1	93	11.5	87	£74,153,182
£491	101	12.4	76	1.1	87	10.8	92	£65,178,065
£324	113	11.1	96	1.1	114	10.2	77	£240,029,613
£738	85	18.4	6	1.3	61	14.7	60	£2,939,390
£648	99	17.2	20	1.3	61	13.0	71	£40,421,797
£892	40	11.6	84	1.2	90	10.1	95	£7,123,574
£1,108	35	10.5	89	1.1	81	9.8	107	£1,599,185
£316	119	14.2	68	1.1	108	12.6	57	£287,653,317
£1,055	50	9.2	103	1.1	83	8.7	117	£14,179,365
£496	95	12.4	80	1.1	103	11.0	77	£123,762,166
£657	59	15.2	44	1	101	15.8	43	£152,571,412
£474	109	12.7	70	1.1	90	12.0	84	£60,945,916
£380	109	13.7	69	0.9	84	14.9	89	£41,118,038
£838	79	12.4	70	1.1	78	11.1	94	£6,218,370
£588	67	10.6	98	1.1	106	9.5	92	£5,265,073
£582	114	15.2	40	0.9	95	16.1	48	£5,604,037
£268	125	15.0	51	1.4	71	10.8	86	£10,679,186
£678	102	11.7	77	1.2	63	9.5	110	£1,594,700
£432	82	13.3	60	1.3	53	10.0	105	£1,160,759
£640	109	11.7	76	1.1	74	10.3	102	£1,376,427

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

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Department for Business, Innovation and Skills	Advisory, Conciliation and Arbitration Service	7	6,646	449
	Biotechnology and Biological Sciences Research Council	1	2,379	200
	Consumer Focus	3	2,081	171
	Companies House	4	17,243	1,209
	Competition Commission	1	1,642	135
	Engineering and Physical Sciences Research Council	1	2,066	232
	Economic and Social Research Council	1	1,327	125
	Department for Business, Innovation and Skills	7	35,077	2,996
	Higher Education Funding Council for England	1	3,727	247
	Insolvency Service	34	27,125	1,819
	Land Registry Agency Estates Division	14	79,362	4,233
	Medical Research Council	2	2,624	193
	Natural Environment Research Council	3	12,727	732
	Ordnance Survey HQ Estates Service	1	13,898	920
	Research Councils UK	2	6,126	778
	Skills Funding Agency	8	21,414	1,062
	Student Loans Company Ltd	2	16,328	2,453
	Science and Technology Facilities Council	1	1,315	101
	Technology Strategy Board	1	1,215	184
	UK Intellectual Property Office	1	15,170	831
	Met Office	2	21,432	1,490
	UK Space Agency	1	335	36
	Arts and Humanities Research Council	1	850	75
	Department for Business, Innovation and Skills	99	292,108	20,670
Charity Commission	Charity Commission	3	4,749	343
	Charity Commission	3	4,749	343
Department for Communities and Local Government	Communities and Local Government	2	14,890	1,500
	Homes and Communities Agency (Operational)	9	12,599	854
	Valuation Tribunal Service	1	876	37
	Independent Housing Ombudsman	1	628	37
	Local Government Ombudsman	3	4,070	203
	Planning Inspectorate	1	4,463	424
	Government Office Residual Estate	3	2,381	137
	Department for Communities and Local Government	20	39,907	3,192
Cabinet Office	Cabinet Office	5	15,441	1,362
	Cabinet Office	5	15,441	1,362

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£8,150	27	£550	75	14.8	61	1.1	117	14.1	30	£3,657,116
£2,887	111	£242	129	11.9	75	1.2	64	9.7	108	£576,557
£4,308	112	£354	127	12.2	82	1.3	91	9.7	93	£736,638
£4,186	71	£293	112	14.3	54	1.1	90	13.0	70	£5,060,727
£12,765	2	£1,049	45	12.2	72	1.1	73	10.7	99	£1,723,261
£2,158	134	£242	129	8.9	106	1.1	73	7.8	126	£500,556
£2,573	121	£242	129	10.6	88	1.1	76	9.5	110	£321,642
£6,905	90	£590	111	11.7	78	1	93	11.9	86	£20,688,188
£6,079	29	£403	92	15.1	41	1.1	73	13.2	75	£1,501,493
£5,403	62	£362	100	14.9	62	1.5	40	9.9	119	£9,828,552
£4,416	88	£236	129	18.7	41	1.4	23	13.8	109	£18,691,538
£2,261	141	£167	156	13.6	65	1.2	87	11.3	82	£437,277
£4,203	79	£242	134	17.4	17	1.1	82	16.4	45	£3,076,430
£5,304	67	£351	116	15.1	41	1.2	62	12.2	84	£4,879,832
£2,193	147	£278	119	7.9	135	1.1	77	7.0	145	£1,706,085
£7,441	0	£369	99	20.2	0	1.4	73	14.7	43	£7,902,771
£2,680	120	£403	92	6.7	125	0.9	108	7.4	118	£6,574,436
£2,345	136	£179	148	13.1	78	1.2	102	10.5	73	£235,908
£1,309	160	£198	142	6.6	130	0.5	144	13.2	75	£240,875
£5,019	38	£275	116	18.3	8	1	85	17.7	32	£4,170,676
£7,991	0	£556	55	14.4	49	1	88	14.1	66	£11,906,040
£2,254	138	£242	129	9.3	113	1	121	9.3	88	£81,136
£2,748	116	£242	129	11.3	81	1.1	74	10.0	105	£206,104
£5,065	75	£358	109	14.1	64	1.2	72	12.2	96	£104,703,838
£6,549	61	£472	93	13.9	70	1.1	110	12.1	55	£2,243,649
£6,549	61	£472	93	13.9	70	1.1	110	12.1	55	£2,243,649
£9,483	52	£955	58	9.9	95	1.2	70	8.5	120	£14,225,332
£7,218	31	£489	80	14.8	58	1.1	105	13.1	52	£6,163,802
£9,682	0	£409	0	23.7	0	1	0	23.7	0	£358,247
£9,518	55	£561	119	17.0	21	1.1	80	15.7	51	£352,165
£8,983	17	£448	109	20.0	3	1.4	73	14.2	46	£1,823,908
£6,273	24	£596	41	10.5	89	1.3	55	8.0	124	£2,659,899
£8,210	0	£471	70	17.4	37	1.5	83	11.7	58	£1,121,295
£8,367	36	£669	69	12.5	75	1.2	84	10.4	94	£26,704,648
£9,627	46	£849	70	11.3	83	0.9	109	13.1	72	£13,112,478
£9,627	46	£849	70	11.3	83	0.9	109	13.1	72	£13,112,478

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Other Cabinet Office agencies	Government Procurement Service	1	977	103
	Government Digital Service	1	1,160	163
	Other Cabinet Office agencies	2	2,137	266
Department for Culture, Media and Sport	Arts Council England	8	9,269	590
	Big Lottery Fund	6	11,181	869
	English Heritage	11	13,715	1,098
	Department for Culture, Media and Sport	1	6,371	552
	National Heritage Memorial Fund	1	1,937	147
	Sport England	1	2,823	155
	Visit Britain	1	1,876	165
	Horse Race Betting Levy Board	1	520	14
	Gambling Commission	1	2,314	188
	UK Anti-Doping Agency	1	568	49
	UK Sport	1	1,146	83
	Department for Culture, Media and Sport	33	51,719	3,910
Department of Energy and Climate Change	Department of Energy and Climate Change	3	11,886	1,475
	The Coal Authority	1	2,358	125
	Nuclear Decommissioning Authority Operational	4	5,740	350
	Department of Energy and Climate Change	8	19,984	1,950
Department for Environment, Food and Rural Affairs	Consumer Council for Water	6	1,560	58
	Department for Environment, Food and Rural Affairs	84	130,703	8,325
	Environment Agency	71	106,631	9,285
	Agriculture and Horticulture Development Board	2	1,799	199
	Joint Nature Conservation Committee	1	1,329	108
	Forestry Commission England	4	2,908	168
	Department for Environment, Food and Rural Affairs	168	244,930	18,143
Education	Children and Family Court Advisory and Support Service – Central	5	2,932	295
	Children and Family Court Advisory and Support Service – North	4	1,549	193
	Children and Family Court Advisory and Support Service – South	2	833	96
	Department for Education	10	47,797	3,264
	National College for School Leadership	1	1,494	140
	Office of Qualifications and Examinations Regulation	1	1,883	183
	Department for Education	23	56,489	4,172

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£2,006	133	£211	133	9.5	100	1	92	9.8	107	£206,625
£7,017	93	£986	58	7.1	125	1	89	7.1	132	£1,143,838
£5,077	97	£632	79	8.0	115	1	90	8.1	123	£1,350,463
£5,554	84	£354	125	15.7	50	1	69	15.1	86	£3,276,805
£6,724	30	£523	71	12.9	68	1.3	71	10.1	99	£5,843,093
£4,916	85	£394	109	12.5	75	1.2	86	10.5	91	£5,398,997
£12,616	11	£1,093	44	11.5	78	0.9	99	12.7	80	£6,964,303
£7,017	95	£533	124	13.2	61	1	89	13.2	75	£1,031,497
£53,616	0	£2,944	0	18.2	33	1.1	54	16.6	85	£8,310,557
£7,237	92	£636	109	11.4	80	1	92	11.7	89	£1,194,101
£35,961	0	£934	67	38.5	0	1.5	35	26.0	0	£485,480
£7,292	0	£593	38	12.3	70	1.1	75	10.9	96	£1,370,923
£9,510	57	£820	83	11.6	78	1	87	11.4	92	£465,999
£11,655	39	£844	75	13.8	71	1.2	106	11.6	60	£967,365
£9,031	20	£683	65	13.2	67	1.1	81	11.8	91	£35,309,119
£6,285	110	£780	83	8.1	123	0.8	134	9.9	85	£9,271,544
£6,350	0	£337	81	18.9	1	1.3	56	14.6	62	£793,812
£4,420	82	£269	128	16.4	36	1.2	87	13.6	58	£1,546,904
£5,955	93	£581	92	10.2	100	0.9	120	11.2	77	£11,612,260
£14,014	0	£522	75	26.9	0	1.5	59	17.5	14	£814,238
£6,376	59	£406	107	15.7	50	1.2	99	12.9	52	£53,082,718
£3,063	119	£267	126	11.5	92	1	117	11.1	69	£28,454,833
£3,688	92	£408	87	9.0	105	1	89	9.0	114	£733,997
£2,909	113	£237	133	12.3	71	1.1	81	11.5	91	£314,513
£4,779	79	£276	128	17.3	33	1.3	62	13.8	84	£802,927
£4,640	89	£344	114	13.5	72	1.1	107	12.0	61	£84,203,225
£4,326	81	£436	71	9.9	108	1.4	65	7.3	136	£1,277,882
£3,042	122	£379	96	8.0	125	1.1	93	7.0	134	£587,143
£6,691	73	£774	55	8.6	114	0.9	118	9.8	97	£644,587
£6,780	60	£463	108	14.6	47	1.1	79	13.0	75	£22,129,996
£3,875	81	£363	81	10.7	100	1.3	94	7.9	104	£542,543
£3,106	99	£302	107	10.3	92	1.1	79	9.4	111	£568,355
£6,173	68	£456	105	13.5	61	1.1	79	11.8	86	£25,750,507

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Department for International Development	Department for International Development	2	24,078	1,523
	Department for International Development	2	24,078	1,523
Department for Transport ¹	Department for Transport	2	24,861	1,792
	Driving Standards Agency	2	7,049	587
	Driver and Vehicle Licensing Agency	28	73,103	6,060
	Highways Agency	16	36,048	3,080
	Maritime and Coastguard Agency	1	4,850	344
	Vehicle Certification Agency	1	1,039	94
	Vehicle and Operator Services Agency	2	4,534	396
	Department for Transport	52	151,484	12,352
Department of Health	Care Quality Commission	4	11,117	1,097
	NHS Connecting for Health	7	10,489	1,374
	Department of Health	6	58,899	3,349
	Health Protection Agency	5	4,409	373
	Health and Social Care Information Centre	2	5,315	576
	NHS Litigation Authority	1	847	125
	Medicines and Healthcare Products Regulatory Agency	2	2,496	167
	Monitor	1	1,455	149
	Human Tissue Authority	1	645	44
	NHS Business Services Authority	8	25,971	2,511
	NHS Blood and Transplant	3	3,786	258
	National Institute for Health and Clinical Excellence	2	6,088	591
	Council for Healthcare Regulatory Excellence	1	506	19
	National Treatment Agency	1	830	105
	Department of Health	44	132,854	10,738

¹ The figures in this report include some properties procured for Operational Transport purposes. These properties comprise:

8 Highways Agency Regional Control Centres

23 Driver and Vehicle Licensing Local Offices.

The exclusion of these 31 Operational Transport properties would mean that the following revised key figures would apply to DfT:

21 properties

114,885 m² occupied space

9,686 office-based FTE and

11.9 m²/FTE

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£7,517	54	£475	112	15.8	33	1.1	81	14.8	59	£11,448,030
£7,517	54	£475	112	15.8	33	1.1	81	14.8	59	£11,448,030
£9,859	44	£711	93	13.9	54	1	88	13.8	69	£17,667,426
£3,125	102	£260	119	12.0	78	1.2	80	9.8	100	£1,835,100
£6,329	11	£525	46	12.1	76	1.2	71	10.3	106	£38,351,222
£3,947	101	£337	110	11.7	90	0.8	137	14.8	23	£12,156,733
£6,497	37	£460	90	14.1	51	1.5	38	9.7	108	£2,233,421
£2,487	130	£225	140	11.0	84	0.6	129	17.3	36	£233,739
£4,231	73	£370	95	11.4	79	1.3	56	8.8	116	£1,675,540
£6,003	50	£490	79	12.3	76	1.1	93	11.5	87	£74,153,182
£5,190	90	£512	95	10.1	96	1.1	79	9.6	114	£5,693,730
£5,304	66	£695	18	7.6	127	1.1	109	7.1	120	£7,287,736
£9,419	25	£536	106	17.6	15	1.3	58	13.8	69	£31,542,608
£6,091	80	£516	98	11.8	84	1.1	94	10.7	94	£2,273,588
£3,964	85	£430	81	9.2	103	1.4	47	6.7	136	£2,283,498
£5,350	120	£790	88	6.8	129	0.7	118	9.2	113	£669,240
£10,408	27	£695	88	15.0	47	1.2	78	12.4	76	£1,733,962
£7,007	95	£718	98	9.8	97	1	89	9.8	107	£1,044,012
£10,986	54	£750	93	14.7	63	1.5	80	9.6	84	£483,373
£2,732	134	£264	130	10.3	106	1	112	9.9	95	£6,860,806
£4,909	82	£335	114	14.7	63	1.2	109	12.6	48	£1,266,552
£5,227	100	£507	96	10.3	104	1	121	10.3	76	£3,089,306
£21,449	0	£802	86	26.7	0	1.6	18	16.3	45	£406,027
£5,160	111	£655	93	7.9	117	1	88	7.8	126	£543,627
£6,070	76	£491	101	12.4	76	1.1	87	10.8	92	£65,178,065

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Department for Work and Pensions	Child Maintenance Enforcement Commission	25	79,309	8,034
	Health and Safety Executive	14	39,260	2,513
	Department for Work and Pensions	150	622,789	56,438
	Department for Work and Pensions	189	741,357	66,985
Export Credits Guarantee Department	Export Credits Guarantee Department	1	3,984	217
	Export Credits Guarantee Department	1	3,984	217
Foreign and Commonwealth Office	British Council	5	15,627	908
	Foreign and Commonwealth Office	4	46,785	2,716
	Foreign and Commonwealth Office	9	62,412	3,624
Food Standards Agency	Food Standards Agency	5	7,990	687
	Food Standards Agency	5	7,990	687
Chancellor's Other Departments	Government Actuary's Department	1	1,443	137
	Government Actuary's Department	1	1,443	137
HM Revenue and Customs	HM Revenue and Customs	192	874,303	61,740
	Valuation Office Agency	37	36,495	2,299
	HM Revenue and Customs	229	910,797	64,038
HM Treasury Group	Debt Management Office	1	1,679	117
	HM Treasury	1	11,766	1,340
	HM Treasury Group	2	13,445	1,457
Home Office	UK Border Agency	48	148,647	12,187
	Home Office	2	49,201	3,494
	Criminal Records Bureau	1	2,949	486
	Independent Police Complaints Commission	5	4,669	414
	Identity and Passport Service	11	39,278	3,135
	Office of the Immigration Services Commissioner	1	903	62
	Security Industry Authority	1	1,133	148
	Independent Safeguarding Authority	1	2,975	271
	Home Office	70	249,755	20,197
Ministry of Defence	Ministry of Defence	14	232,194	15,241
	Ministry of Defence	14	232,194	15,241
Ministry of Justice	Criminal Injuries Compensation Authority	1	4,509	400
	Ministry of Justice	10	63,789	5,108
	Information Commissioner's Office	1	2,921	362
	Legal Services Commission	12	14,292	1,055
	HM Inspectorate of Probation	1	511	27
	National Offender Management Service (Non-custodial)	24	25,800	1,727
	HM Courts and Tribunals Service	11	16,854	1,430
	Ministry of Justice	60	128,675	10,110

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£3,083	119	£312	112	9.9	108	1.1	117	9.3	87	£24,765,416
£6,762	23	£433	86	15.6	44	1.1	94	13.8	55	£16,996,927
£3,513	112	£318	114	11.0	97	1.1	115	10.2	77	£198,267,269
£3,583	109	£324	113	11.1	96	1.1	114	10.2	77	£240,029,613
£13,571	0	£738	85	18.4	6	1.3	61	14.7	60	£2,939,390
£13,571	0	£738	85	18.4	6	1.3	61	14.7	60	£2,939,390
£5,766	94	£335	139	17.2	29	1.4	68	12.0	73	£5,235,409
£12,955	0	£752	89	17.2	17	1.3	59	13.4	71	£35,186,388
£11,154	19	£648	99	17.2	20	1.3	61	13.0	71	£40,421,797
£10,369	10	£892	40	11.6	84	1.2	90	10.1	95	£7,123,574
£10,369	10	£892	40	11.6	84	1.2	90	10.1	95	£7,123,574
£11,673	17	£1,108	35	10.5	89	1.1	81	9.8	107	£1,599,185
£11,673	17	£1,108	35	10.5	89	1.1	81	9.8	107	£1,599,185
£4,351	96	£307	121	14.2	69	1.1	110	12.6	53	£268,655,958
£8,264	17	£521	74	15.9	54	1.3	24	12.0	117	£18,997,359
£4,492	93	£316	119	14.2	68	1.1	108	12.6	57	£287,653,317
£10,524	42	£733	95	14.4	49	1.1	77	12.9	77	£1,231,323
£9,660	55	£1,100	43	8.8	108	1.1	83	8.3	121	£12,948,042
£9,729	54	£1,055	50	9.2	103	1.1	83	8.7	117	£14,179,365
£4,252	107	£349	119	12.2	85	1.1	111	10.8	70	£51,821,257
£13,592	0	£965	63	14.1	52	1	91	14.1	65	£47,488,927
£5,110	62	£842	0	6.1	136	1.1	77	5.5	148	£2,483,390
£6,223	72	£552	87	11.3	89	1.5	67	7.7	117	£2,576,195
£5,229	80	£417	100	12.5	81	1.3	94	9.8	89	£16,394,165
£11,899	0	£817	67	14.6	47	1	89	14.6	62	£737,713
£7,991	76	£1,044	46	7.7	119	1	86	7.5	129	£1,182,733
£3,977	65	£362	83	11.0	84	0.4	158	28.9	0	£1,077,786
£6,128	72	£496	95	12.4	80	1.1	103	11.0	77	£123,762,166
£10,011	0	£657	59	15.2	44	1	101	15.8	43	£152,571,412
£10,011	0	£657	59	15.2	44	1	101	15.8	43	£152,571,412
£5,521	62	£490	84	11.3	81	1.2	62	9.1	114	£2,208,405
£7,530	83	£603	111	12.5	68	1	86	12.2	84	£38,462,231
£2,484	128	£308	116	8.1	115	1	90	8.1	123	£900,245
£6,348	62	£469	92	13.5	72	1	121	13.7	38	£6,697,132
£4,662	93	£246	139	18.9	26	1.1	52	17.0	82	£125,861
£3,991	85	£267	122	14.9	53	1.2	58	12.8	98	£6,891,907
£3,957	87	£336	106	11.8	79	1.1	113	11.1	59	£5,660,135
£6,028	81	£474	109	12.7	70	1.1	90	12.0	84	£60,945,916

Main department	Organisation	Number of buildings	Occupied net internal area (sq m)	Office-based FTE staff
Law Officers' Departments	Attorney General's Office	1	910	44
	Treasury Solicitor	2	9,048	774
	Crown Prosecution Service	63	98,177	7,043
	Law Officers' Departments	66	108,135	7,861
Office of Gas and Electricity Markets	Office of Gas and Electricity Markets	2	7,424	599
	Office of Gas and Electricity Markets	2	7,424	599
Office for Standards in Education	Office for Standards in Education	4	8,957	845
	Office for Standards in Education	4	8,957	845
Office of Fair Trading	Office of Fair Trading	1	9,636	635
	Office of Fair Trading	1	9,636	635
UK Statistics Authority	Office for National Statistics	2	39,789	2,648
	Office for National Statistics	2	39,789	2,648
Office of Rail Regulation	Office of Rail Regulation HQ	1	2,354	202
	Office of Rail Regulation HQ	1	2,354	202
Water Services Regulation Authority	Water Services Regulation Authority	1	2,688	202
	Water Services Regulation Authority	1	2,688	202
National Savings and Investments	National Savings and Investments	1	2,149	183
	National Savings and Investments	1	2,149	183

Total property cost per FTE	Total property cost per FTE score	Total property cost per sq m	Total property cost per sq m score	Occupied space/FTE (sq m)	Occupied space/FTE score	Workstations/FTE	Workstations/FTE score	Occupied space/workstation (sq m)	Occupied space/workstation score	Total property costs
£19,724	0	£951	65	20.7	0	1	84	19.8	12	£865,502
£7,078	92	£623	108	11.0	84	1	88	10.8	96	£5,636,350
£4,915	80	£353	110	13.9	68	0.9	83	15.4	88	£34,616,186
£5,210	80	£380	109	13.7	69	0.9	84	14.9	89	£41,118,038
£10,381	42	£838	79	12.4	70	1.1	78	11.1	94	£6,218,370
£10,381	42	£838	79	12.4	70	1.1	78	11.1	94	£6,218,370
£6,228	62	£588	67	10.6	98	1.1	106	9.5	92	£5,265,073
£6,228	62	£588	67	10.6	98	1.1	106	9.5	92	£5,265,073
£8,825	62	£582	114	15.2	40	0.9	95	16.1	48	£5,604,037
£8,825	62	£582	114	15.2	40	0.9	95	16.1	48	£5,604,037
£4,033	89	£268	125	15.0	51	1.4	71	10.8	86	£10,679,186
£4,033	89	£268	125	15.0	51	1.4	71	10.8	86	£10,679,186
£7,895	80	£678	102	11.7	77	1.2	63	9.5	110	£1,594,700
£7,895	80	£678	102	11.7	77	1.2	63	9.5	110	£1,594,700
£5,746	34	£432	82	13.3	60	1.3	53	10.0	105	£1,160,759
£5,746	34	£432	82	13.3	60	1.3	53	10.0	105	£1,160,759
£7,521	87	£640	109	11.7	76	1.1	74	10.3	102	£1,376,427
£7,521	87	£640	109	11.7	76	1.1	74	10.3	102	£1,376,427

Appendix D – New procurements

Dept	Property centre	Address	Area (sq m)	Acquisition date	EPC rating	
BIS	Land Registry	Castle Wharf House Nottingham NG1 4AB	3,716.0	01/07/2012	D	80
DCMS	Big Lottery Fund	Consort House Leeds LS1 5QS	121.7	02/02/2012	E	111
HO	UK Border Agency	Newcastle Freight Village Newcastle Airport NE13 8BH	118.0	01/11/2012	C	73
HO	UK Border Agency	Unit 3, Strand View Liverpool L21 1AS	602.0	14/06/2012	C	60
MoJ	NOMS	Derwent Court Stuart Street Derby DE1 2EZ	1,418.3	16/02/2012	D	83
MoJ	NOMS	Bell House Sittingbourne ME10 4DH	325.5	12/06/2012	C	72
MoJ	HM Courts And Tribunals Service	Civil Justice Centre Wakefield WF1 2QN	1,000.0	01/09/2012	C	57
MoJ	HM Courts And Tribunals Service	Justice Centre Llandrindod Wells LD1 5DF	1,000.0	10/11/2012	B	45
MoJ	HM Courts And Tribunals Service	Criminal Justice Centre Caernarfon LL55 2DF	3,000.0	01/04/2012	B	42

86. Report on the civil estate

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

Glossary

Abbreviated department names

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

Civil Estate/Central Civil Estate

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

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

Climate Change Act 2008

Two key aims are to:

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

Copies of the Climate Change Act 2008 can be obtained at www.legislation.gov.uk.

Cost efficiency

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

DECs

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

EPC

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

e-PIMS™

Electronic Property Information Mapping Service. The central database of government's Civil Estate properties and land. It is mandatory for all government departments (including non-ministerial departments) and their executive agencies, arm's-length bodies and NDPBs to capture and maintain their property information in e-PIMS™, which also covers property-related activities for the devolved administrations and for some parts of the public sector outside central government, as well as the collection of sustainability data for the Sustainable Development Commission (HM Treasury instruction to Accounting Officers DAO (Gen) 08/05).

ERG

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

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

FTE

Full-time equivalent (staff)

£/FTE

Cost per person

Sq m/FTE

Space per person

KPI

Key Performance Indicator

Mandated estate

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

MOTO

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

NDPBs

Non-departmental public bodies

Operational ratings

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

PAM

Property asset management

PFI

Private finance initiative

Property holding

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

Top quartile commitment

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

Total annual operating cost

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

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

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

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

CA4: Rates and Local Property Taxes.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

CC15: Energy – The annual operating expenditure on energy supply to the building. This includes the costs of electricity, gas, fuel, district heating and all other energy, but excludes the costs of fit-out and improvement and mechanical and electrical repair and maintenance of energy facilities.

CD2: Catering – General catering, vending and hospitality.

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

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

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

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

CD7: Disaster Recovery – Alternative premises and related equipment.

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

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

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

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

CE1b: Real Estate Management (Outsourced) – The annual operating expenditure on real estate management for all activities associated with property occupation. This includes the costs of strategic planning and reporting, valuations, acquisitions and disposals, contract negotiations and real estate charges as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of facilities management, project management and other management.

CE2a: Facilities Management (In-house) – The annual operating expenditure on day-to-day facilities management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of workplace management, design and layout, health and safety, helpdesks, concierge services and condition surveys as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, project management and other management.

CE2b: Facilities Management (Outsourced) – The annual operating expenditure on day-to-day facilities management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of workplace management, design and layout, health and safety, helpdesks, concierge services and condition surveys as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, project management and other management.

CE3a: Project Management (In-house) – The annual operating expenditure on intended project management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of project management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and other management.

CE3b: Project Management (Outsourced) – The annual operating expenditure on intended project management of all activities associated with adaptation and equipment, building operation and business support. This includes the costs of project management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and other management.

CE4a: Other Management (In-house) – The annual operating expenditure of other management associated with the building. This includes the costs of environmental management, information management and quality management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and project management.

CE4b: Other Management (Outsourced) – The annual operating expenditure of other management associated with the building. This includes the costs of environmental management, information management and quality management as well as contractor costs and the full costs of employment, special equipment, materials and other associated costs, but excludes the costs of real estate management, facilities management and project management.

Facilities Hire, Sublets and MOTOs – Receipts from the letting or subletting of specialist, occasional-use or surplus accommodation.

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



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