

The State of the Estate in 2013/14

The State of the Estate in 2013/14

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

HM Government

Cover photographs



1, 6, 8 © Bluegoose Photography

Building

1. 70 Whitehall, London
2. Polaris House, Swindon
3. Temple Quay House, Bristol
4. Bridgewater Place, Leeds
5. Lateral, Leeds
6. 102 Petty France, London
7. 1 Piccadilly Gate, Manchester
8. 1 Horse Guards Road, London
9. Walker House, Liverpool
10. Bridgewater Place, Leeds

Occupants/users at end of March 2014

- CO
BIS (including 7 research organisations)
DCLG, DEFRA, DfT
DH (HSCIC)
DCLG, DEFRA, DH, DfT, DWP, EA
MoJ (including TNA, YJB)
BIS, DfE, DfT, MOD, OFSTED
CO, HMT, NIO, Royal Mint, UKEF
MOD
As for 4

© Crown copyright 2015

You may reuse this information (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence.

To view this licence, go to:

www.nationalarchives.gov.uk/doc/open-government-licence

or write to: The Information Policy Team,
The National Archives, Kew, London TW9 4DU,
email: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

If you have an enquiry regarding this publication, please contact: 0845 000 4999 or servicedesk@cabinetoffice.gov.uk

This publication is available from www.official-documents.gov.uk and www.cabinetoffice.gov.uk

Contents

Foreword	5
Executive Summary	7
Chapter 1 About this report	9
Chapter 2 Size and cost of the estate	13
Chapter 3 Efficiency of use	17
Chapter 4 A sustainable estate	21
Chapter 5 Forward look	25
Appendices	
Appendix A. Climate Change Act 2008 (extract)	27
Appendix B. Size of the mandated estate	28
Appendix C. Machinery of Government changes in 2013/14	35
Appendix D. Cost of the estate, by organisation	36
Appendix E. How benchmarking was measured in 2013/14	37
Appendix F. Benchmarked offices: efficiency data and KPIs	38
Glossary	
Organisations and abbreviations	40
Definitions and acronyms	41

List of Tables

Table 1: Performance against KPIs	7
Table 2: Number of holdings across the UK	14
Table 3: Vacant space across the UK	15

List of Figures

Figure 1: The scope of the government estate	11
Figure 2: Benchmarked Civil Estate Offices in the UK	12
Figure 3: Size of the mandated estate, 2010–14	13
Figure 4: Size of the estate, 2013–14, by organisation	14
Figure 5: Percentage of total floor area across the UK	15
Figure 6: Sq m per FTE across the UK	17
Figure 7: Sq m per FTE, 2013–14, by organisation	18
Figure 8: Sq m per workstation across the UK	18



70 Whitehall, London, and Downing Street entrance

© Bluegoose Photography

Foreword

Francis Maude, Minister for the Cabinet Office and Paymaster General



Driving efficiency and reducing waste in the government estate has been, and will remain, an important part of our long-term economic plan. Reducing and modernising the estate doesn't just save money: it allows us to transform how the Civil Service works, stimulate the economy and free up land for housing. The fewer buildings we use, and the more efficiently we use them, the more sustainable our estate.

Over the course of the current Parliament, departments have exited unnecessary leases and sold vacant buildings. As a result, we've **generated £1.4 billion** in capital receipts, and **saved £625 million** by reducing the annual running cost of the estate.

We've reduced the size of the estate by disposing of surplus property and are using the remaining estate more efficiently, driving a 'smarter working' culture. Departments are implementing **The Way We Work**, a programme that is reshaping patterns of work through technology and behavioural change, and reducing the amount of space each person needs. We're on track to meet our target of providing an average 10 square metres of space per person by the end of 2015.

We've also increased co-operation between central government and the wider public sector. In 2013, the Cabinet Office and the Local Government Association came together to launch the **One Public Estate** programme, supporting local authorities in making efficiencies. The 12 pilot areas expect to save running costs in the order of **£21 million** and to obtain **£88 million** in capital receipts by 2018. In 2014 I announced that a further 20 areas were joining the programme.

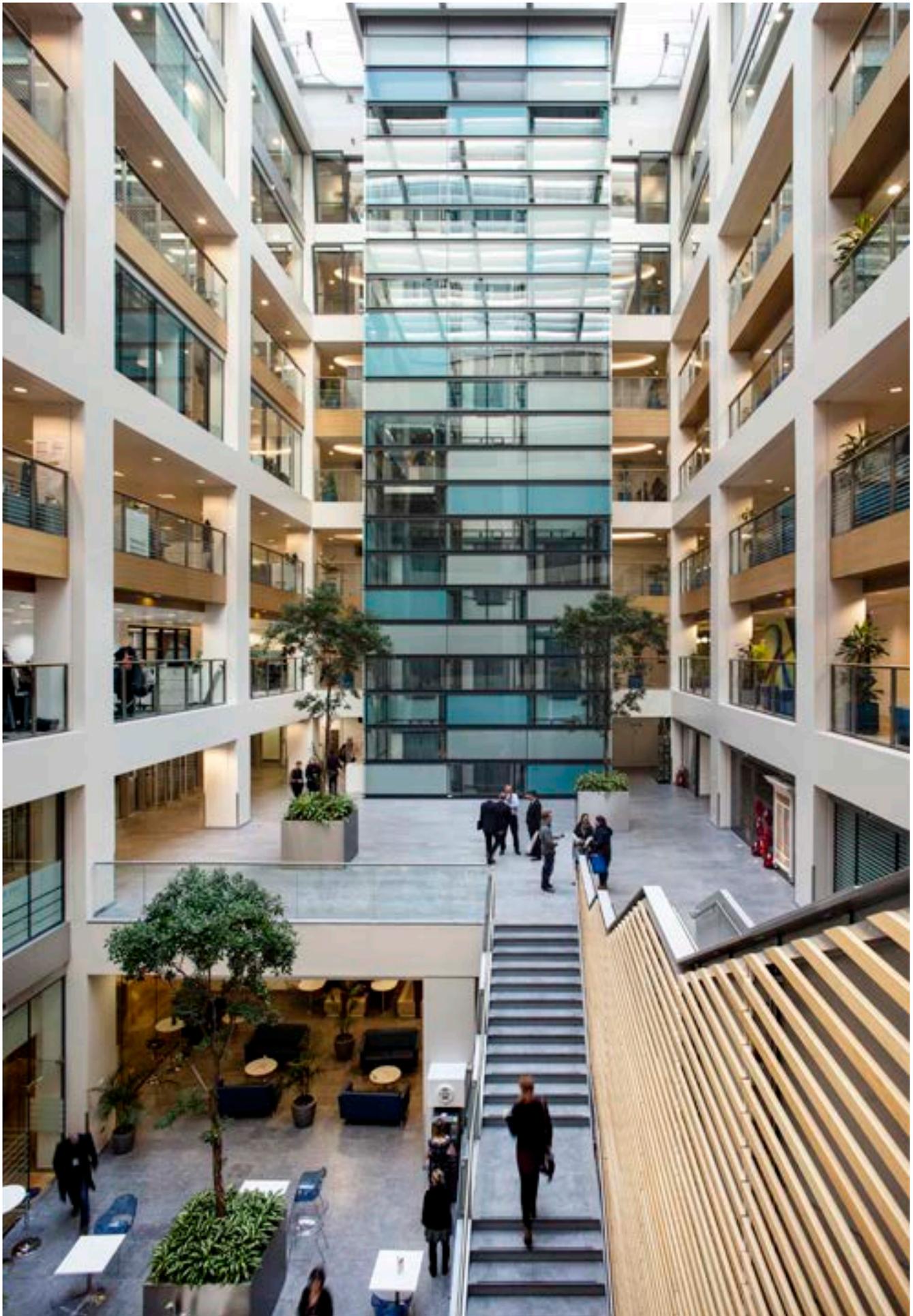
By introducing the **Right to Contest**, we've also enabled the public to challenge us to release land and property for sale if we cannot justify keeping hold of it. This also supports wider growth in the economy.

There's still much more to do. We announced in the **Autumn Statement** plans to release **up to £6 billion** through further disposals between now and 2020. We will continue to drive down office space, aiming for a new standard of 8 square metres per person by the end of March 2018. We've achieved our target of releasing enough public sector land by 2015 to build 100,000 homes, and between now and 2020 we expect to release even more: enough to build up to 150,000 more new homes.

So, in conclusion, we can be proud of what we've achieved. I'd like to thank my wonderful officials in the Government Property Unit and their colleagues right across Whitehall. The next Parliament will build on this success, continuing to modernise and reshape the estate to be more cost-effective for the future, stimulating growth and saving millions for the taxpayer. Fundamentally, we're making sure that we're on track to deliver a more efficient, effective and sustainable estate that meets the needs of future government.

A handwritten signature in black ink that reads "Francis Maude". The signature is written in a cursive style with a large, sweeping 'F' and 'M'.

Francis Maude



2 Marsham Street, London

© Redshift Photography

Executive Summary

Our diverse and often historic estate poses many challenges. *The State of the Estate in 2013/14* shows that, despite these challenges, we continue to make progress in improving the efficiency and sustainability of the Civil Estate since we published *The State of the Estate in 2010*.

Our achievements reflect a co-ordinated cross-government effort to consolidate space and to use it more efficiently.

A smaller, more effective estate

Since 2010 we have:

- vacated **more than 2,000** properties
- reduced the number of properties we use by **28 per cent**
- reduced our total square metres in use by **20 per cent** – we are now using 2 million square metres less than in 2010.

We have achieved this by identifying underused properties and modernising our buildings to make better use of a smaller number of properties and the space within them. This has enabled us to vacate surplus properties, both freehold and leasehold, and to support more efficient ways of working.

Summary of performance to 2013/14

Table 1 presents the key estate performance indicators for 2013/14 alongside indicators for 2010 and for 2012/13. The table shows progress over the last year, and progress since *The State of the Estate in 2010*.

Table 1: Performance against KPIs

	2010	FY 12/13	FY 13/14	Since 2012/13		Since 2010	
				Change	%	Change	%
Number of properties	7,213	5,469	5,195	-274	-5%	-2,018	-28%
Area (square metres NIA)	10.72m	9.04m	8.58m	-0.46m	-5%	-2.1m	-20%
Annual running cost	£3.15bn	£2.99bn	£2.92bn	-£147m*	-5%	-£644m*	-20%
Sq m per FTE	13.0	11.9	11.3	-0.6	-5%	-1.7	-13%
Sq m per workstation	12.3	10.7	10.7	0	0%	-1.6	-13%

* Adjusted for inflation

A more efficiently used estate

We have changed the culture of the office in government. By encouraging smarter, more flexible working, supported by a modern IT infrastructure, we have:

- reduced how much space we need, to **11.3 sq m per FTE**, down from 13.0 sq m in 2010
- reduced how much space we design for, operating at **10.7 sq m per workstation**, down from 12.3 sq m in 2010.

Both these key measures show that the public sector estate is now being used **more efficiently than the private sector** (operating at 12.6 sq m per FTE and 12.9 sq m per workstation).

Savings and the environment

Across government, our actions have generated the following:

- **£1.4 billion capital receipts** from freehold disposals in total since 2010
- **£625 million savings** in 2013/14 from sales and reducing the annual running cost of the estate.

And since 2010, we've reduced carbon emissions from the government estate by **20 per cent**.



2 Marsham Street, London

© Bluegoose Photography

Chapter 1

About this report

Aim of the report

The *State of the Estate* series of reports fulfils the requirement in the Climate Change Act (2008):

“... to lay before Parliament... an assessment of the progress made in the year towards improving the efficiency and contribution to sustainability of buildings that are part of the civil estate.”
(Appendix A)

Each annual *State of the Estate* report describes progress throughout the previous year in improving the efficiency and environmental sustainability of the central government Civil Estate.

The report focuses on three areas:

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

The reporting period for 2013/14

The State of the Estate in 2013/14 is the first report to cover a full financial year for all performance metrics. Previously, *The State of the Estate in 2013*¹ reported against the calendar year January to December 2013. As announced in that report, we are moving to describe performance across a complete financial year, to align with standard reporting practice. This change does not in any way affect our obligation under the Climate Change Act 2008.

The State of the Estate in 2013/14 therefore reports performance across the last 9 months covered by the previous report, plus an additional 3 months' previously unreported data, from January to March 2014.

Subsequent reports will continue to report by financial year.

Measuring our performance

This report shows that government has:

- **reduced the overall size** of the Civil Estate
- **improved how efficiently we use office space**
- **reduced the annual running cost** of the estate
- **reduced the amount of carbon emissions** from the estate.

The sustainability of the Civil Estate is reported in full by the Department for Environment, Food and Rural Affairs (DEFRA) in the Greening Government Commitments annual reports. We have summarised findings from the 2013/14 report in Chapter 4.

Comparison with 2010

As well as comparing performance with the previous financial year, *The State of the Estate in 2013/14* takes a long-term view, by including a comparison with performance reported in *The State of the Estate in 2010*.

e-PIMS™ and data collection

Government organisations own the property data used in this report, all of which is recorded on e-PIMS. e-PIMS (the Electronic Property Information Mapping Service) is the government's central database and online mapping tool for the public sector estate. e-PIMS enables organisations to store key information on their property holdings, including details of landlords, leases and a wide range of performance data. e-PIMS also underpins [Government Property Finder](#), an app developed in 2014, which enables public sector property professionals and the public to identify government property either for use or for disposal.

¹ www.gov.uk/government/publications/state-of-the-estate-2013

The Civil Estate

The Civil Estate comprises the workspace, offices and other property (land and buildings) used to deliver government activity which are owned, leased or occupied by organisations including:

- ministerial and non-ministerial departments
- executive agencies
- executive non-departmental public bodies (NDPBs).

The Civil Estate does *not* include the operational NHS estate, the custodial estate, the Foreign and Commonwealth Office (FCO) overseas estate, the DEFRA rural estate, the Ministry of Defence (MOD) military estate or public corporations.

The mandated estate

To facilitate reporting and planning, central government requires organisations to record and maintain up-to-date details for their *core property holdings* on e-PIMS. This is the 'mandated estate'.

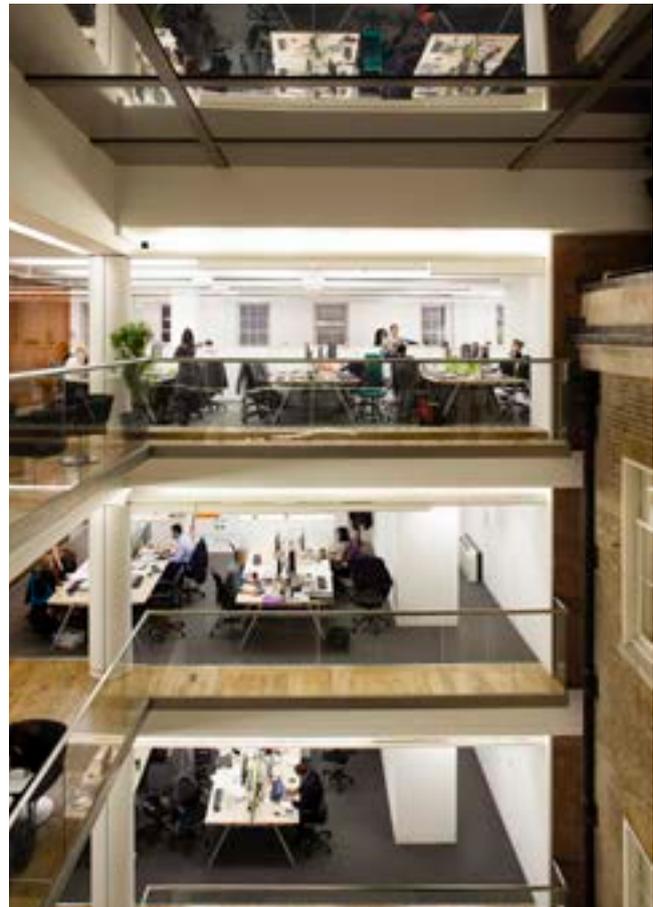
Figure 1 illustrates where the Civil Estate (both mandated and non-mandated) sits within the wider government and public sector estate. Figure 2 indicates the geographical distribution of our benchmarked Civil Estate holdings across the UK.

Datasets used in this report

Size: We obtained information about the size of organisations' estates by taking a snapshot of e-PIMS data for the mandated estate at the end of the financial year 2013/14. We have compared this with data for the end of 2012/13 and data used to report in *The State of the Estate in 2010*.



© Bluegoose Photography



© Redshift Photography

Cost: Organisations have provided us with the actual net cost of running their estates in 2013/14. We include a definition of 'Total annual operating cost' in the Glossary.

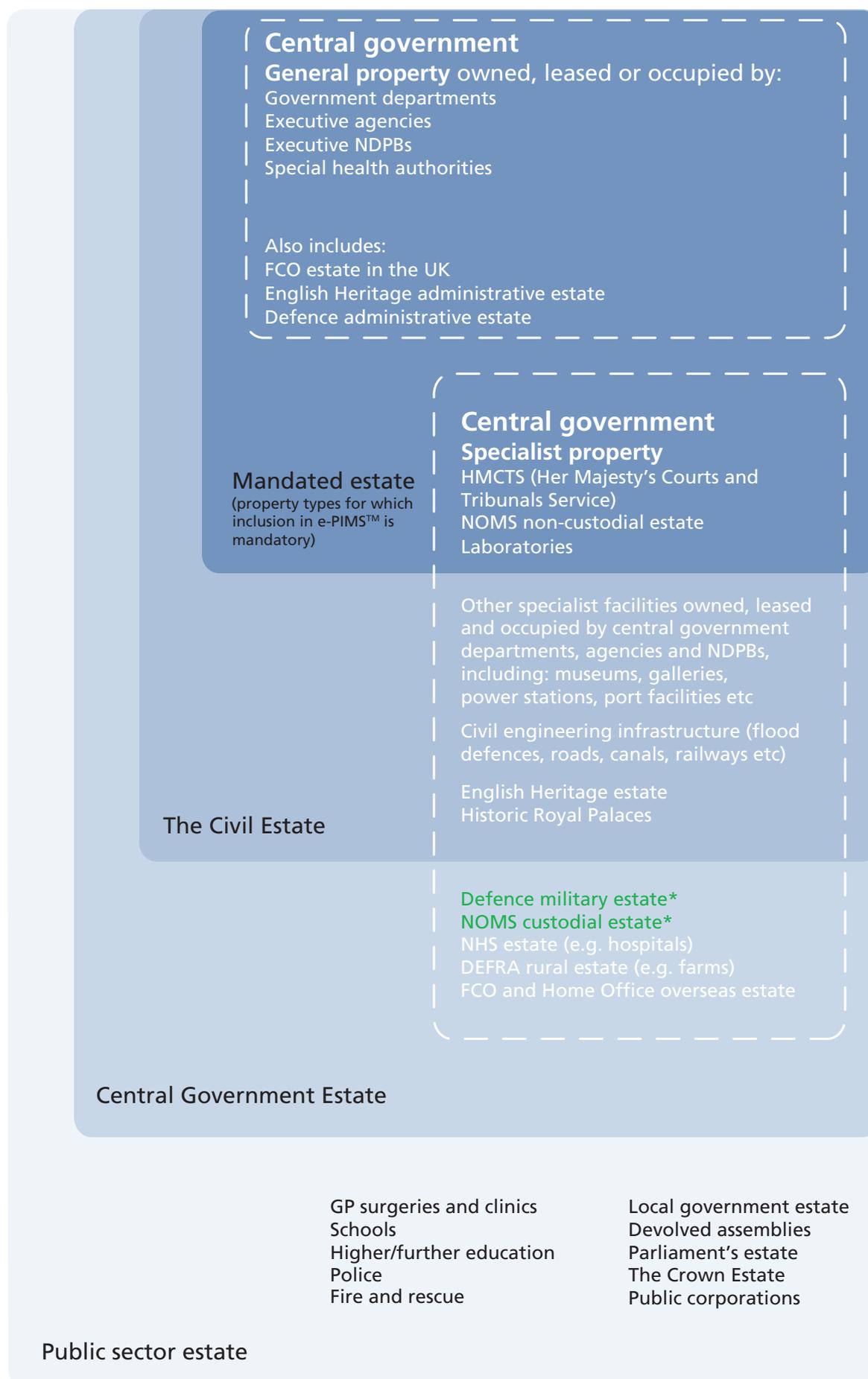
Efficiency: The Government Property Benchmarking Service collates efficiency performance data in relation to properties performing an office function. Properties covering more than 500 sq m are all included, and some organisations additionally include properties under 500 sq m.

Efficiency benchmarking now considers the *occupation*, rather than *ownership*, of offices. In this way, we can demonstrate directly the achievements of organisations, rather than the owners, in using space efficiently.

Unit costs are calculated from total estate running costs and relate to the financial year 2013/14.

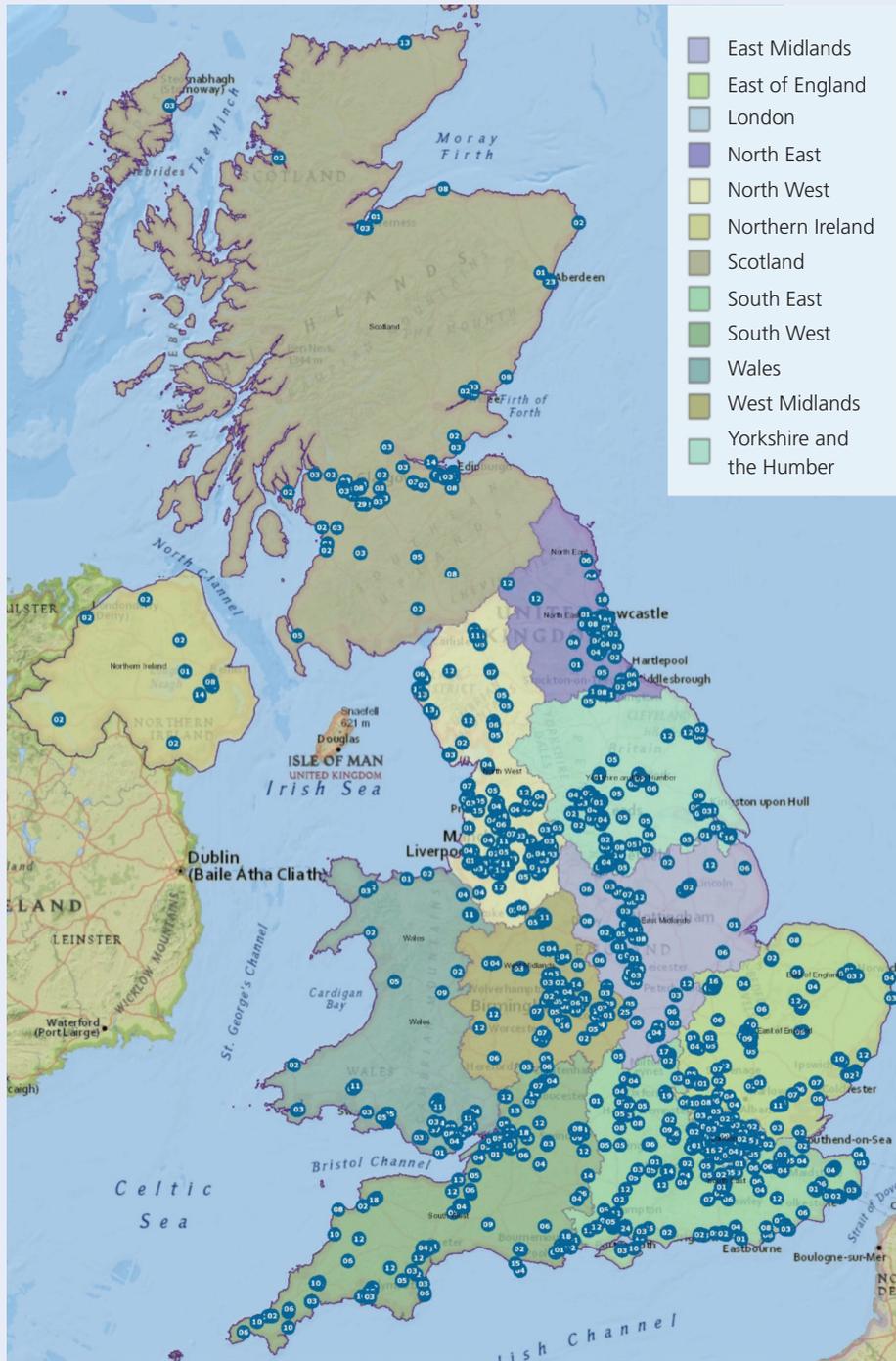
Sustainability: Organisations submit relevant sustainability data to report against the Greening Government Commitments targets. For the purpose of this report, the government derives in-year top quartile energy performance from data held nationally on Energy Performance Certificates. The scope of these datasets is wider than the administrative estate covered in Chapters 2 and 3 of this report, and includes the custodial estate and the MOD military estate.

Figure 1: The scope of the government estate



* Additionally in scope for Greening Government reporting

Figure 2: Benchmarked Civil Estate Offices in the UK



- 01 Home Office
- 02 HM Revenue and Customs
- 03 Department for Work and Pensions
- 04 Ministry of Justice
- 05 Department for Transport
- 06 Department for Environment, Food and Rural Affairs
- 07 Department of Health
- 08 Department for Business, Innovation and Skills
- 09 Department for Culture, Media and Sport
- 10 Crown Prosecution Service
- 11 Department for Communities and Local Government
- 12 Forestry Commission
- 13 Department of Energy and Climate Change
- 14 Land Registry
- 15 Ministry of Defence (Civil)
- 16 Department for Education
- 17 Foreign & Commonwealth Office
- 18 Ordnance Survey
- 19 Cabinet Office
- 20 Office for Standards in Education
- 21 Parliamentary and Health Service Ombudsman
- 22 Office of Communications
- 23 Food Standards Agency
- 24 Office for National Statistics
- 25 Office of Gas & Electricity Markets
- 26 Water Services Regulation Authority
- 27 Attorney General's Office (LOD)
- 28 Department for International Development
- 29 National Savings and Investments
- 30 Charity Commission
- 31 HM Treasury
- 32 Office of Rail Regulation
- 33 Wales Office
- 34 Serious Fraud Office
- 35 Scotland Office
- 36 Royal Mint
- 37 Government Actuary's Department
- 38 Competition and Markets Authority

Background image © National Geographic

Figure 2 shows a screen snapshot of an e-PIMS plot of the benchmarked Central Civil Estate.

The snapshot indicates the geographic distribution of all offices, including organisations' headquarters, at the end of March 2014. Each dot represents an individual holding recorded on e-PIMS. All benchmarked holdings are shown. The figure also shows all holdings under 500 sq m, some of which were included in the 2013/14 benchmarking exercise.

Size and cost of the estate

Throughout 2013/14, organisations continued to reduce their property holdings and to improve the efficiency of the space they occupy, supported by the place-based strategies programme and National Property Controls (NPCs).

The public sector still owns a significant proportion of land and property suitable for housing and economic growth. In the **2014 Budget**, the Government announced that organisations had committed to reforms to release **£3.5 billion** of land and property, and had identified the potential to deliver at least **£5 billion** through ongoing operational reviews.

In 2014 the Cabinet Office Government Property Unit concluded a comprehensive **Strategic Land and Property Review**. This identified **up to £6 billion** of receipts that could be generated from releasing land and property between 2015 and 2020. This ambition was announced in *Efficiency and Reform in the Next Parliament*, published alongside the **Autumn Statement 2014**.

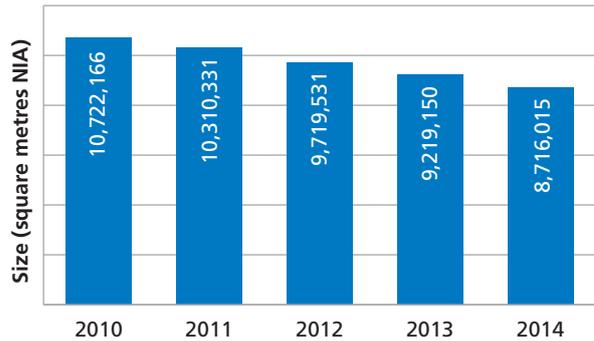
By co-operating with local authorities on the shared use of property under the **One Public Estate** programme, organisations are helping to deliver better outcomes locally, including creating local homes and jobs, by releasing property for alternative use.

Size of the estate

In 2013/14 the size of the mandated Civil Estate fell by **5 per cent**, from 9,039,956 sq m to **8,580,049 sq m** (see Appendix B for a breakdown of changes and Appendix C for Machinery of Government changes affecting organisations' names). Last year's reduction continued the long-term trend from 2010, which saw the size of the estate fall by **2,142,117 sq m** in total, or **20 per cent** (Figure 3).

The number of properties, or holdings, within the estate reached an all-time low of **5,195**, down from 5,469 in 2012/13 (a **5 per cent** reduction) and down from 7,213 in 2010 (a **28 per cent** reduction).

Figure 3: Size of the mandated estate, 2010–14*



* Shows NIA at 1 January for comparability, as opposed to NIA at the end of the financial year shown in Appendix B.

The overall reduction represented the net total of several changes, including freehold disposals, exited leases and acquisitions.

What is e-PIMS?

e-PIMS™ is the *Electronic Property Information Mapping Service*.

- More than **100,000 records** showing individual parcels of land and buildings
- Property records held for **270 property centres** across **45 departments/organisations**, as well as Northern Ireland, Wales and Scotland
- Records held for more than **40 local authorities** and more than **100 NHS bodies**
- More than **3,000 users**, with the number growing as more organisations sign up
- Integrated online **mapping tool**
- **Free to users**, with an unlimited number of accounts for each organisation
- Dedicated **Customer Service Helpdesk**
- **Government Property Finder** on gov.uk

Total area by organisation

Three organisations together occupied **more than half** of the total floor area at the end of 2013/14:

- the Department for Work and Pensions (DWP) held 19 per cent of the total
- the Ministry of Justice (MoJ) 18 per cent
- the Department for Business, Innovation and Skills (BIS) 15 per cent.

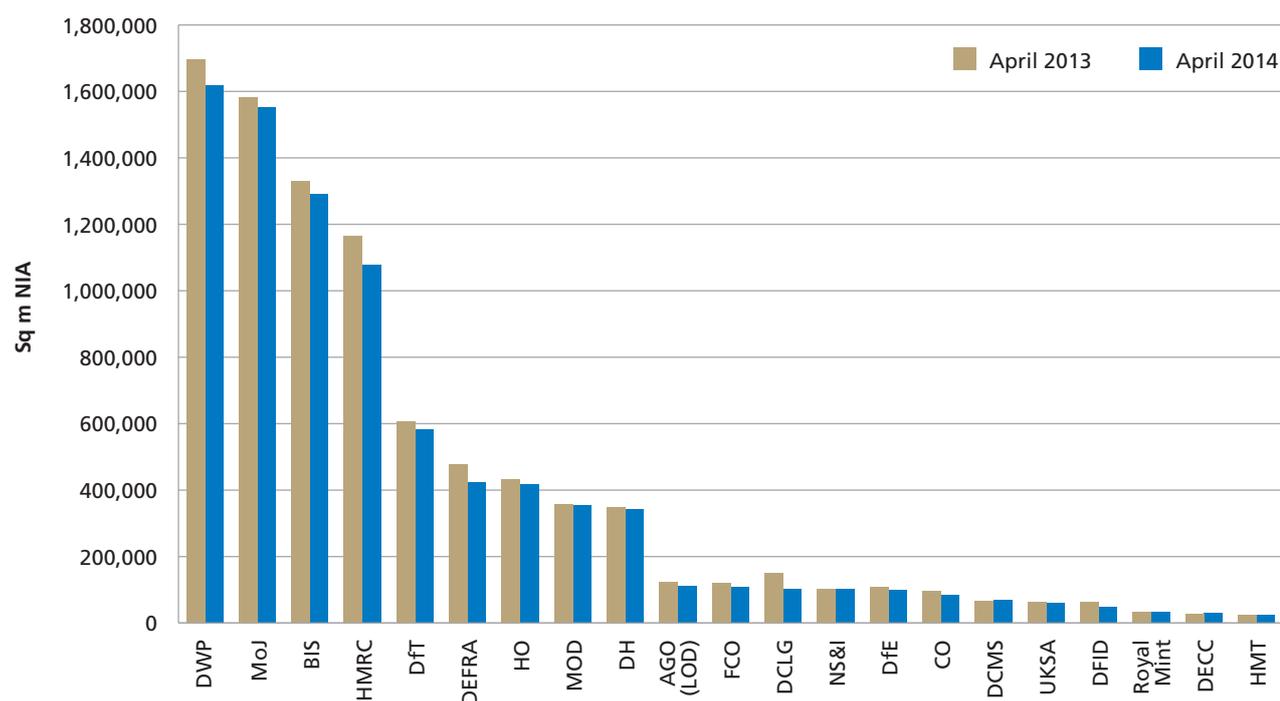
Figure 4 indicates the net change in total holding area over the last year for each organisation with more than 20,000 sq m NIA. The greatest overall reductions were achieved by:

- **Her Majesty's Revenue and Customs** reduced by 87,474 sq m (8 per cent of their total floor space)
- the **Department for Work and Pensions** (DWP) reduced by 78,202 sq m (5 per cent)
- the **Department for Environment, Food and Rural Affairs** (DEFRA) reduced by 54,050 sq m (11 per cent).

Proportionally, the greatest reductions in holding area were achieved by:

- the **Department for Communities and Local Government** (DCLG) (a 32 per cent reduction)
- the **Department for International Development** (DFID) (24 per cent)
- the **Cabinet Office** (CO) (13 per cent).

Figure 4: Size of the estate, 2013–14, by organisation*



* Shows organisations with more than 20,000 square metres NIA.

Total area across the UK

At the end of 2013/14, the largest number of properties were held in the North West, the South East and the South West English regions (Table 2).

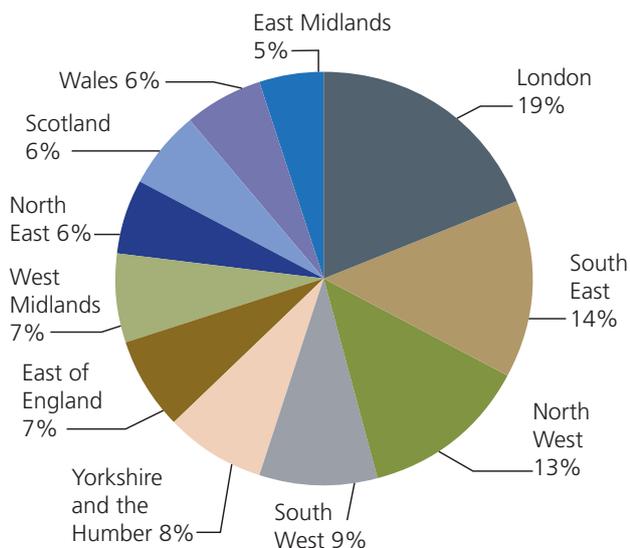
London accounted for only 10 per cent of properties but the largest amount of floor area, at **1,679,005 sq m**, or 19 per cent of the total (Figure 5). Floor space in London reduced by 8,031 sq m during 2013/14.

Table 2: Number of holdings across the UK*

Location	No. of holdings	%
North West	670	13%
South East	638	12%
South West	574	11%
London	531	10%
Scotland	506	10%
Yorkshire and the Humber	436	8%
East of England	433	8%
West Midlands	395	8%
Wales	364	7%
East Midlands	324	6%
North East	253	5%
Northern Ireland	52	1%
Totals	5,176	100%

* Not including land.

Figure 5: Percentage of total floor area across the UK



Building use on the Civil Estate

We use buildings in various ways, reflecting the diverse nature of government activity. Offices are the largest single use category, accounting for **4,149,244 sq m** or **48 per cent** of the mandated estate.

There are many other occupation types, such as specialist units or centres, storage units, driving and vehicle test centres and visitor centres. These are not currently in scope for *The State of the Estate* reporting.

Tenure

At the end of 2013/14, 39 per cent of the mandated estate was freehold, compared with 31 per cent held under PFI contracts and 28 per cent leasehold.

Vacant space

Vacant space is the amount of space vacated and made ready for release for reuse by other government occupiers or for disposal.

There was a total of **204,327 sq m** vacant space across the mandated Civil Estate at 31 March 2014 (Table 3). Overall this represented a **2.4 per cent** vacancy rate. This is well below the reported national average (public and private sector) of 8.8 per cent.²

Overall vacant space reduced by 18,835 sq m (**8.5 per cent**) from the previous year.

Vacancy rates ranged from 0 per cent in Northern Ireland and 0.5 per cent in London to 6.4 per cent in the West Midlands. Nearly one fifth of all vacant space was in the West Midlands region.

Table 3: Vacant space across the UK

Location	Vacant sq m	% of NIA	% of total
West Midlands	37,041	6.4%	18%
South West	30,540	3.9%	15%
Yorkshire and the Humber	22,213	3.4%	11%
East of England	17,389	2.9%	9%
North West	25,071	2.3%	12%
East Midlands	10,450	2.3%	5%
North East	11,560	2.2%	6%
Scotland	11,505	2.2%	6%
South East	24,072	2.0%	12%
Wales	6,292	1.2%	3%
London	8,194	0.5%	4%
Northern Ireland	0	0.0%	0%
Overall	204,327	2.4%	100%

The cost of running the estate

The total cost of running the mandated Civil Estate in the financial year 2013/14 was estimated as **£2,923,552,518**, down from £2,988,674,144 in 2012/13. Appendix D contains cost data for each organisation.

- Adjusted for inflation, costs reduced in real terms by **5 per cent** or **£147 million** since 2012/13.

Since 2010, the cost of running the estate has reduced from £3,149,441,087.

- Adjusted for inflation, costs reduced in real terms by **20 per cent** or **£644 million** since 2010.

£625 million property savings were reported for 2013/14.³

² Source: Knight Frank.

³ <https://www.gov.uk/government/publications/government-savings-in-2013-to-2014>.

The Way We Work (TW3)

We are living in a time of significant technological change and as a consequence we are changing our understanding of how people and organisations work, of the work itself, and of how and where it is best done.

The challenge for all organisations is to move away from employment models and management practices which were appropriate for work in the nineteenth and twentieth centuries, but which are no longer so for the twenty-first.

Government is responding by rethinking how we organise and manage people so the modern Civil Service is at the forefront of a revolution in how we work. This is delivered through a programme called **The Way We Work**, TW3 for short, designed to help realise our vision that the Civil Service can be a much more efficient and better place to work.

It is a huge challenge but also an opportunity to reshape the government estate. Allowing people to work closer to where they live and balance work, personal and community commitments more flexibly enables people to work together without actually having to be together, so reducing wasteful travel. More intensive use of space and the consequent reduction in demand for office space, together with less intensive peaks in commuting patterns, will also help towards achieving a sustainable environment.

This does not mean simply squeezing more and more people into ever more crowded spaces. Instead, people are working in a range of locations so there are fewer staff in an office on any given day. There will continue to be proper safeguards around security of sensitive information, but smarter working and mobile IT will be the norm. Unless there are particular requirements, civil servants should be able to work flexibly across locations at times that are convenient to them, to their managers and to the users of public services. Some of the most successful businesses, such as **Ernst and Young, Microsoft, Virgin and Vodafone**, have cast aside outdated ways of working, with impressive results. But some parts of the Civil Service and the private sector still operate a less flexible command-and-control model where people feel managed more by their presence than by their productivity.

All government departments have implemented smarter working strategies that are helping them deliver their business objectives, co-ordinated through the TW3 programme. This is a culture change that is fundamentally transforming the Civil Service.

In practice, it means:

- **behavioural and managerial change** that supports flexibility
- **desk-sharing**, and **workplace design** that increases capacity and provides a variety of types of space to meet the diverse needs of a modern workforce
- work taking place in a **variety of settings**, not just at a specific desk in an office
- **IT** that allows people to work efficiently, anywhere.

The benefits of smarter working are undeniable: it increases productivity, brings down costs, reduces carbon footprint, and improves the wellbeing and engagement of people working in an organisation.

The UK is a global leader in this quiet revolution; it is a revolution made possible by modern technology, but where change can only happen when leaders transform the ethos of how work is done in their organisations.



© Bluegoose Photography

Efficiency of use

The year saw continued improvements in how efficiently occupiers make use of their space. Organisations successfully reduced the amount of space per member of staff, rising to the challenges posed by rationalising a diverse and often historic government estate.

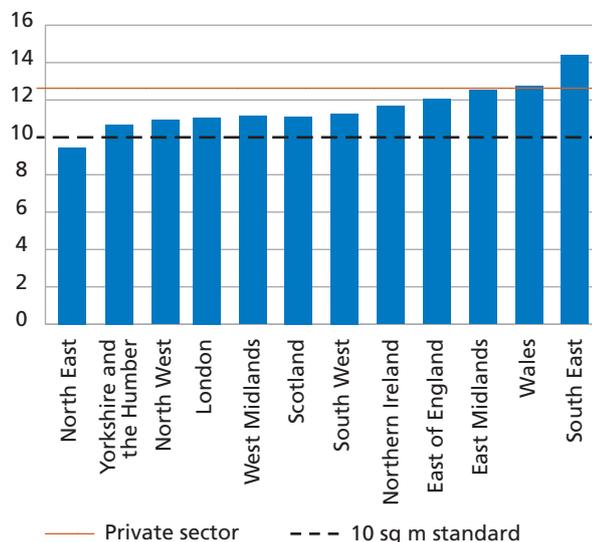
Space per person (sq m per FTE)

The measure of space efficiency over which we have direct control is the amount of office space that we provide for our staff. The amount of space per person is calculated as total usable space (sq m NIA) divided by the total number of full-time equivalent staff (FTE).

Appendix E shows how benchmarking was measured in 2013/14. Figure 6 shows performance across the UK at the end of March 2014. Appendix F lists individual organisations' performance.

- Average space per person across the benchmarked estate was **11.3 sq m per FTE** at the end of 2013/14. The equivalent private sector comparator was **12.6 sq m per FTE**.
- There was a **5 per cent reduction** from 11.9 sq m per FTE the previous year, contributing to an overall **13 per cent reduction** from 13.0 sq m per FTE in 2010.

Figure 6: Sq m per FTE across the UK



What is the benchmarked estate?

The **Government Property Benchmarking Service** measures the efficiency and sustainability of the benchmarked estate and compares performance with the private sector.

The benchmarked estate consists predominantly of **office space in the Civil Estate** occupied by government organisations where the space is **over 500 sq m**. Some organisations refer their entire office estate for benchmarking, which means that the benchmarked estate additionally includes some smaller holdings under 500 sq m.

The benchmarked estate does not include specialist property, such as courts and tribunals, laboratories, research facilities or jobcentres.

Across the UK, utilisation at the end of March 2014 ranged from **9.5 sq m per FTE** (North East) to **14.5 sq m per FTE** (South East of England).

Thirty organisations had comparable data for 2012/13 and 2013/14.⁴ Of these, **25 improved efficiency of use** in their benchmarked offices since the previous year (Figure 7). **Thirteen organisations** showed an improvement greater than 10 per cent.

The greatest improvements were achieved by:

- the **Scotland Office**, down from 33.1 to **10.3 sq m per FTE**
- the **Department for International Development (DFID)**, down from 13.6 to **8.8 sq m per FTE**
- the **Water Services Regulation Authority (WSRA)**, down from 15.1 to **10.6 sq m per FTE**.

⁴ Comparisons should be treated with caution as anomalies can occur in year-on-year calculations of efficiency. The long-term trend, alongside consideration of total space and FTE, is a more reliable indicator of an individual organisation's progress.

These improvements are the result of a persistent focus by government organisations on improving and rationalising the estate through smarter working, moving staff into core buildings and disposing of surplus space.

The new standard

Organisations continue to work towards reducing space to **10 sq m per FTE** for existing buildings and **8 sq m per FTE** for new occupations. However, two factors affect their ability to reduce their space utilisation to 10 sq m per FTE.

- Some of the buildings on the benchmarked estate are listed as Grade I or Grade II. This restricts how we can use space.
- Buildings may also have characteristics which mean that not all the space can be used effectively.

Despite the challenges, we remain on track to meet our target of an average of **10 sq m per FTE** by the end of 2015.

In addition, we have set a **new target** of an average of just **8 sq m per FTE** across all central government office property. The new standard commences on 1 January 2016 and we expect to achieve it by **31 March 2018**.

Space per workstation

- In 2013/14, there was an average of **10.7 sq m per workstation**.
- The private sector comparator was 12.9 sq m per workstation.
- Although there has been no change since last year, there has been an overall **13 per cent reduction** since 2010, when the estate operated at an average of 12.3 sq m per workstation.

Space allocation ranged from 9.0 sq m per workstation in Northern Ireland to 12.7 sq m per workstation in the East Midlands region (Figure 8).

Figure 8: Sq m per workstation across the UK

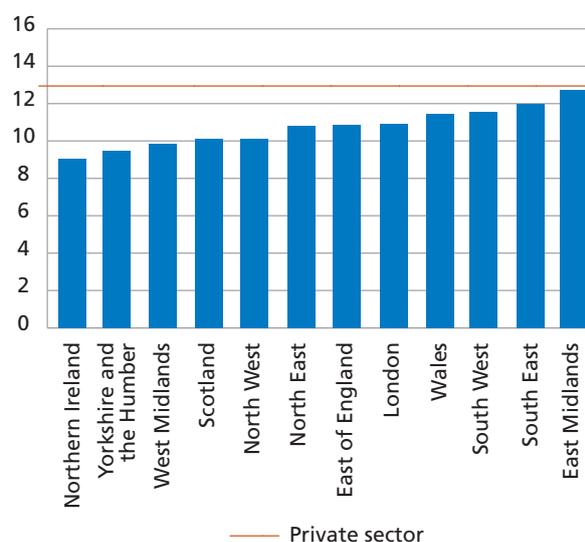
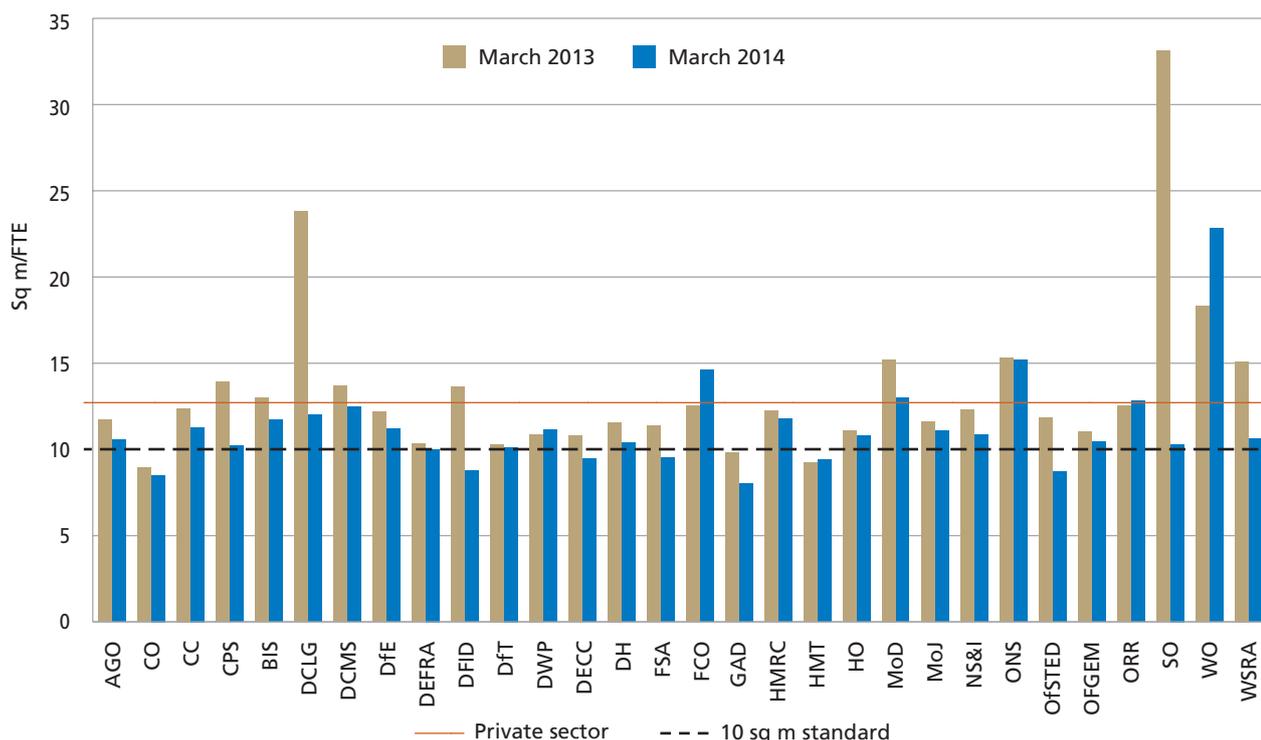


Figure 7: Sq m per FTE, 2013–14, by organisation



Unit costs

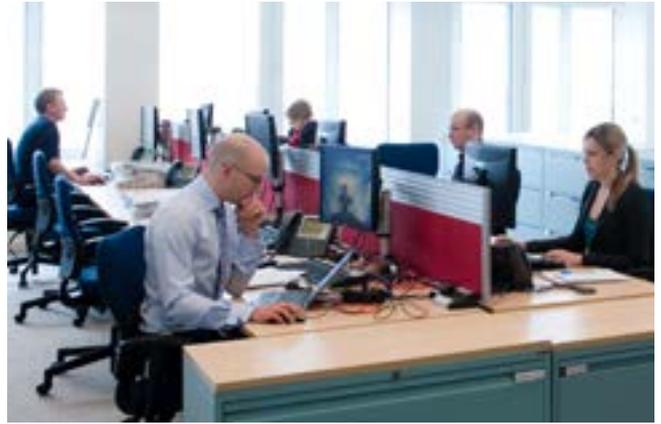
We use unit costs to monitor trends and to compare our performance with the private sector. There are two main measures: cost per sq m, and cost per person.

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

- The Estate cost **£438/sq m** in 2013/14, compared to £414/sq m in 2012/13.
- Adjusting for inflation of 2.9% this is a real **increase of 2.8%**, attributable to several factors, e.g. concentrating space in city centres and one-off exit costs.
- The private sector comparator for 2013/14 was £385/sq m.

Cost per person (£/FTE) is the annual running cost of a building divided by the number of full-time equivalent staff based there.

- The estate cost **£4,944/FTE** in 2013/14, compared to £4,918/FTE in 2012/13.
- Adjusting for inflation of 2.9% this is a real **decrease of 2.4%**, attributable to more efficient use of space.
- The private sector comparator for 2013/14 was £4,833/FTE.



Space for Growth

The *Government Property Unit* is helping start-ups and social enterprises to get off the ground by offering them temporary space in vacant buildings under the **Space for Growth** scheme. A range of buildings are being offered to start-ups, small and medium-sized enterprises (SMEs), charities and not-for-profit companies who can look for available space and book it online via the e-PIMS portal for any period from a day to a year or more. Up to 80 spaces are offered across the country at any one time. Typically the space has been vacated by government and is awaiting disposal or hand-back to the landlord.

Space for Growth users are now working in previously vacant government space across the country. They can be found in London, the South West, East Anglia and the Midlands, with additional sites in the North set to open for business in 2015.

Eat-Smart Foods: a case study

Eat-Smart Foods is a manufacturing company which creates frozen ready meals suitable for children and adults with neurological disorders or auto-immune diseases. Through Space for Growth, the company was able to make use of the West Yorkshire Ambulance Service's former kitchen facility.

Access to a professional kitchen has made a significant difference to *Eat-Smart Foods*: it has allowed them to increase the scale of production in order to supply a major supermarket, but without the additional responsibility of managing premises. The supermarket has now begun stocking the products in stores across the country.

Interest from other large retailers has prompted the company's expansion and relocation into commercial premises. Additionally, the company is hoping to create up to 10 new jobs over the next 12 months, to meet growing demand for their products.

DWP co-locations in the Midlands

The **Department for Work and Pensions (DWP)** is undertaking a rolling programme of co-locations in local authority-led public service hubs across the Midlands.

As well as releasing surplus private finance initiative (PFI) space holdings, the programme has facilitated improved service delivery through closer collaboration with other public and third-sector organisations.

Five co-locations were established in 2013/14. They have so far delivered:

- between **55** and **80 per cent** reductions in the amount of space used
- between **50** and **90 per cent** reduced annual running costs.

Seven more co-locations are opening in 2014/15 and nine more are planned for 2015/16.

A good example of what can be achieved through co-location is **Parkside in Melton Mowbray** (above), where DWP has joined **15 other partner organisations** in aligning 2015/16 public service delivery in the town.



Parkside, Melton Mowbray, occupied by DWP and 15 other organisations

Service Delivery Partners

- Leicestershire County Council
- Harborough District Council
- Hinkley and Bosworth Borough Council
- Rutland County Council

Voluntary Sector

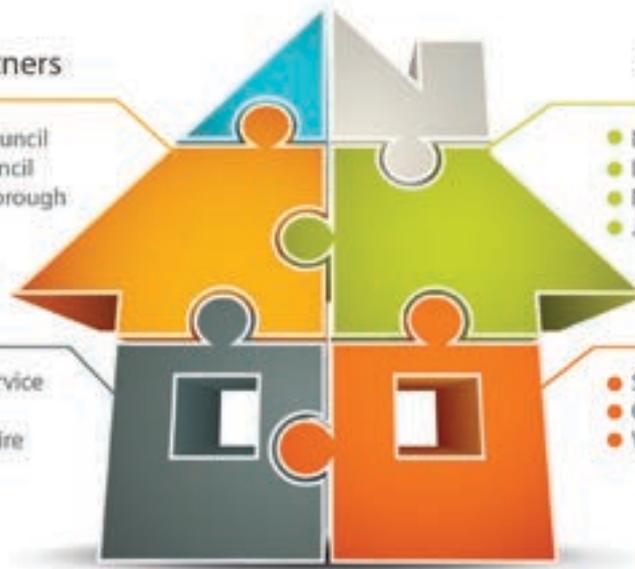
- Venture House Youth Service
- Royal British Legion
- Womens Aid Leicestershire
- Citizens Advice Bureau
- The Bridge

Public Sector Partners

- NHS Leicestershire Partnership
- Leicestershire Police
- National Probation Service
- Job Centre Plus

Private Sector

- Steria
- G Purchase Construction Ltd
- Welland Procurement



Melton
Borough
Council

16 Partners at Parkside

A sustainable estate

We continue to reduce the greenhouse gas emissions of the estate. By the end of 2013/14, a total of 16 departments had met or exceeded the Government's target to reduce emissions by 25 per cent by 2015.

This chapter reports on the environmental impact of both new and existing occupations during 2013/14 against two main measures:

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

Greening Government Commitments

The Greening Government Commitments form one element of the Coalition Government's vision for Sustainable Development. The Commitments set out ambitious high-level targets⁵ to ensure that departments make real improvements in reducing emissions, waste and water use, as well as improving sustainable procurement. This chapter notes progress reported in the Greening Government Commitments annual report for 2013/14.⁶

Reducing carbon emissions

Commitment: By 2015, reduce greenhouse gas emissions by 25 per cent compared with the 2009/10 baseline for the whole estate and UK business-related transport.

- Government as a whole reported a **20 per cent reduction** in its emissions up to the end of 2013/14, a **6 per cent improvement** on 2012/13.

- **16 departments** met or exceeded the baseline target, compared with 11 in 2012/13.
- Reduced energy consumption across the government estate is estimated to have saved the taxpayer **£75 million** since 2009/10.

Reducing waste

Commitment: By 2015, reduce the amount of waste we generate by 25 per cent compared with the 2009/10 baseline.

- Government as a whole reports a **22 per cent reduction** in total waste generated, which is a further **7 per cent reduction** from the previous year.
- **13 departments** met or exceeded the 2015 reduction target in 2013/14, up from 8 in 2012/13.
- Government as a whole diverted **75 per cent** of its waste from landfill in 2013/14, compared to 76 per cent in 2012/13.
- **£11.5 million** estimated savings were achieved through reduced waste.

Cutting paper use

Government as a whole reports a **31 per cent reduction** in paper consumption in 2013/14, which is a further **5 per cent reduction** from the previous year.

- **20 out of 21 departments** reported lower paper consumption than in 2009/10.
- **11 departments** reported reductions from the previous year.

⁵ www.gov.uk/government/publications/greening-government-commitments-targets/greening-government-commitment-targets

⁶ www.gov.uk/government/publications/greening-government-commitments-2013-to-2014-annual-report



Temple Quay House, Bristol

Reducing water consumption

Commitment: By 2015, reduce water consumption from the 2009/10 baseline and report on office water use against best practice benchmarks.

- Government as a whole maintained a **9 per cent reduction** in water consumption against the 2009/10 baseline, the same level as for 2012/13. An estimated **£7.9 million** of savings were achieved through reduced water consumption.
- **Six departments** met the challenging good practice benchmark for water use in offices.

Procurement

Commitment: Ensure government buys more sustainable and efficient products and engages its suppliers to understand and reduce the impacts of its supply chain.

- **The majority of departments** have in place or are developing structures and processes to support sustainable procurement.
- Notable areas of good practice include procurement of office ICT and office furniture.
- **Some progress** has been made in ensuring that centralised contracts allow for products compliant with the Government Buying Standards to be purchased.

- Some 'early adopting' departments have made **good progress** on supply chain reporting.
- A **system of collecting data** for government's top 500 suppliers is now under way which extends our understanding of government's supply chain impacts.

Transparency

Commitment: Departments will be open and transparent on the steps they are taking to address: climate change adaptation; biodiversity and the natural environment; procurement of food and catering services; sustainable construction; and people.

- **20 departments** have published information against some or all of the transparency commitments in their Annual Report and Accounts.
- **Eight departments** have covered all five transparency commitments.
- **Most departments** now report on climate change adaptation, biodiversity and people.

New acquisitions in 2013/14

Departments reported more than 60 acquisitions in 2013/14. None of these was in scope for sustainability reporting, however, as none was being used as an administrative office. The properties included free schools.

Place-based strategies in action: HSCIC in Leeds

The **Health and Social Care Information Centre (HSCIC)**, a Department of Health (DH) arm's-length body, was established in April 2013. It is responsible for collecting, analysing, disseminating and publishing information about health services and adult social care in England. It is also responsible for operating national IT systems which support the delivery of healthcare services (e.g. NHS Choices, cancer screening and electronic patient record systems).

The HSCIC headquarters is in **Leeds** and comprises four office buildings accommodating over 1,200 staff. Three buildings were serviced offices, a legacy from its predecessor organisation and expensive when compared with traditionally leased property.

The Government Property Unit has worked collaboratively with HSCIC and DH to develop a tactical approach to rationalisation and consolidation to deliver an interim solution to reduce the cost of serviced office accommodation. This solution will form part of an overarching medium-term government estate strategy for Leeds.

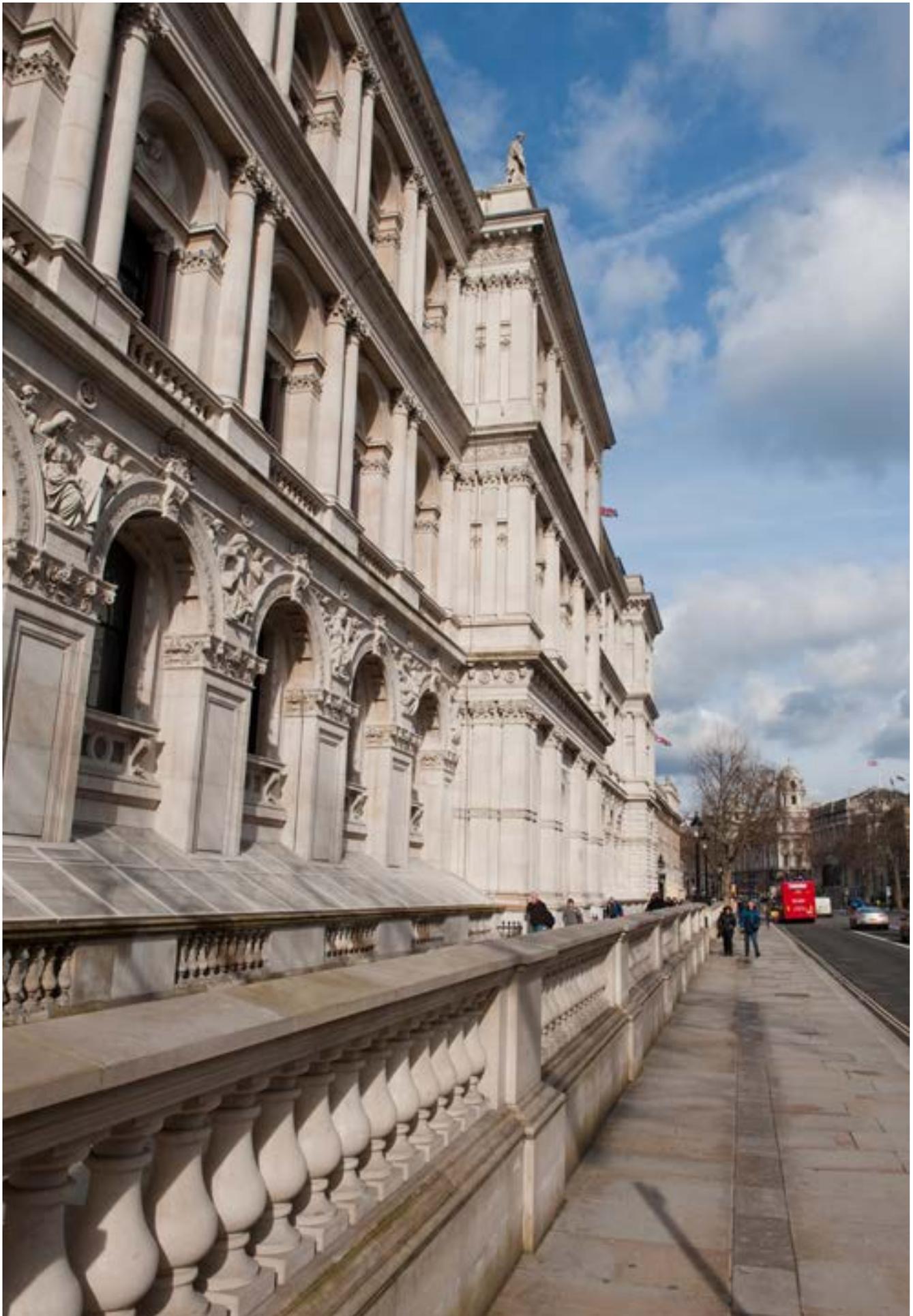
Overall, the strategy is expected to produce **more than £6 million** savings over a period of just 5 years.

Key elements and benefits

- Release of two serviced office contracts by securing leases instead.
- Exit from one building completed in December 2014 resulting in a total saving of **£3 million**. The move to a new building:
 - provided the opportunity for HSCIC to roll out new flexible ways of working in the new building with **325 workstations** to accommodate **406 FTEs**
 - improved space utilisation, to **6.4 sq m/FTE**, which is below the current government space standard
 - enabled staff to work in a building with a higher Energy Performance Certificate rating, an improvement from **D** to **C**.
- Further savings will be secured by taking an assignment of an existing lease from the serviced office provider. This will reduce annual occupational costs by **47 per cent** and achieve overall savings of **£3.16 million**.
- Tactically, one serviced office contract has been retained on a short-term basis. It contains provision for hand-backs and will further save **£0.25 million** by staff relocating to buildings elsewhere across HSCIC's remaining Leeds estate as opportunities arise.



The newly fitted-out Health and Social Care Information Centre (HSCIC), accommodating 406 staff at 6.4 sq m/FTE



Whitehall side of King Charles Street property, London

© Bluegoose Photography

Forward look

The achievements of the last five years are impressive: a culture of smarter working supporting a robust programme of efficient space utilisation and disposal of surplus property and land, saving **£625 million** in 2013/14 and generating more than **£1.4 billion** in capital receipts since 2010. Published in October 2014, the *Government's Estate Strategy*⁷ brought together a number of workstreams to accelerate progress across the public sector estate.

Government's Estate Strategy

In 2015 we will update the **Government's Estate Strategy** to reflect the priorities of the next Parliament. The forthcoming strategy will build on what has been achieved, and also bring forward new areas of work outlined below.

Hubs

The future office estate needs to support the modernisation of the Civil Service. The age when departments occupied buildings in isolation from each other is gone.

Building on the success of **place-based strategies** and the resulting increase in shared space, we are looking to create government '**Hubs**'. Hub buildings will accommodate multiple government organisations and possibly other public bodies in a modern, fit-for-purpose environment. The intention is to drive down costs and drive up productivity as people exchange skills, knowledge and ideas more freely.

The Way We Work (TW3)

We will continue to drive forward a **smarter working revolution** to transform how and where civil servants work. In line with what many private sector organisations have achieved, we expect this to increase productivity, reduce costs, improve wellbeing, and contribute to wider objectives such as localism and

sustainability by reducing pressure on our transport system. This programme – **The Way We Work**, or TW3 for short – is a cornerstone of Civil Service reform. We aim to firmly establish a culture of smart working throughout the Civil Service by the end of 2015.

One Public Estate

By working together central and local government can deliver better services, achieve higher savings and better manage rationalisation of their estate, releasing land for new homes and jobs.

The **One Public Estate** programme has already shown that, with small levels of investment and support, a great deal can be achieved. That's why we extended the programme to **20 new areas** in 2014 and will continue to work with more areas over the next Parliament.

Tight asset management

Government organisations are raising their game on strategic asset management. Central government will scrutinise organisations' progress in implementing the Government's Estate Strategy, by reviewing their strategic asset management plans on a regular basis.

We anticipate that **tight asset management** will drive the disposal of **up to £6 billion** of land and property by 2020.

Functional leadership

During 2014 the Property Function across government developed an approach to **Property Shared Services**. This has established eight clusters, rationalising more than 100 previously separate estate management teams. The clusters have already identified efficiency savings and opportunities for aggregating demand for contracted-out services, and are improving the resilience of the function through sharing skills and expertise.

⁷ www.gov.uk/government/publications/governments-estate-strategy-2014

To support the property teams in delivering the ambitions of the Government's Estate Strategy, the Property Function has a strong focus on improving capability.

In February 2015, the **Government Property Profession** launched a new *Competency Framework* for property practitioners and we are mandating continuous professional development (CPD) for our property professionals from April 2015. We are working with the key professional bodies to develop a CPD curriculum to support property professionals' continuing training and development. This will help us to ensure that, as an important Civil Service function, we are equipped to meet future challenges.

Space for Growth

The **Space for Growth** programme will open new incubation spaces where suitable vacant properties are available and explore how to bring together the public and private sectors to assist SMEs, start-ups, charities and social enterprises and act as a facilitator for other related government initiatives.

Possible new areas of work

As announced in the *Government's Estate Strategy*, the government is considering further bold ideas, including:

- **recycling capital receipts** to incentivise central and local government to consider further disposals
- creating a **development disposal budget** to help government to add value to property that it wants to sell
- **working with the private sector** to dispose of properties, with better information and advanced notice about possible sales
- **creating an organisation, with the Local Government Association**, to dispose of surplus land and buildings that do not have development potential, including transferring surplus amenity assets to local authorities or other local and community use for local benefit.

All the work outlined in this chapter shows that we are on track to deliver further savings for the taxpayer and support economic growth while increasing the sustainability of the estate.



102 Petty France, London

© Bluegoose Photography

Appendices

Appendix A. Climate Change Act 2008 (extract)

Section 86. Report on the civil estate

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

Any such order is subject to affirmative resolution procedure.

Appendix B. Size of the mandated estate*

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
Attorney General's Office (LOD)					
ATTORNEY GENERAL'S OFFICE	1,157	1,157	0	0.0%	ATTORNEY GENERAL'S OFFICE
CROWN PROSECUTION SERVICE (all property centres)	103,816	92,498	-11,318	-10.9%	CROWN PROSECUTION SERVICE (all property centres)
SERIOUS FRAUD OFFICE	3,196	3,591	395	12.4%	SERIOUS FRAUD OFFICE
TREASURY SOLICITOR	13,917	13,917	0	0.0%	TREASURY SOLICITOR
Cabinet Office					
EX COI	10,001	0	N/A	N/A	EX COI (COI disbanded and estate disposed of)
FINANCIAL AND ESTATE MANAGEMENT	63,481	61,123	-2,358	-3.7%	FINANCIAL AND ESTATE MANAGEMENT
GOVERNMENT PROCUREMENT SERVICE	2,743	2,743	0	0.0%	GOVERNMENT PROCUREMENT SERVICE
RESIDUAL ESTATE	19,706	19,706	0	0.0%	RESIDUAL ESTATE
Charity Commission					
CHARITY COMMISSION	5,301	5,301	0	0.0%	CHARITY COMMISSION
Department for Business, Innovation and Skills					
ADVISORY, CONCILIATION AND ARBITRATION SERVICE	8,098	7,006	-1,092	-13.5%	ADVISORY, CONCILIATION AND ARBITRATION SERVICE
ARTS & HUMANITIES RESEARCH COUNCIL	850	850	0	0.0%	ARTS & HUMANITIES RESEARCH COUNCIL
BIOTECHNOLOGY & BIOLOGICAL SCIENCES RESEARCH COUNCIL	249,290	251,450	2,160	0.9%	BIOTECHNOLOGY & BIOLOGICAL SCIENCES RESEARCH COUNCIL
COMPANIES HOUSE	34,268	30,068	-4,200	-12.3%	COMPANIES HOUSE
COMPETITION COMMISSION	8,258	8,258	0	0.0%	COMPETITION COMMISSION
CONSUMER FOCUS	1,688	1,371	-317	-18.8%	CONSUMER FOCUS
CORE	76,072	80,737	4,665	6.1%	CORE
ECONOMIC AND SOCIAL RESEARCH COUNCIL	1,325	1,325	0	0.0%	ECONOMIC AND SOCIAL RESEARCH COUNCIL
ENGINEERING & PHYSICAL SCIENCES RESEARCH COUNCIL	3,633	3,633	0	0.0%	ENGINEERING & PHYSICAL SCIENCES RESEARCH COUNCIL
HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND	4,145	3,727	-418	-10.1%	HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND
INSOLVENCY SERVICE	24,411	19,030	-5,381	-22.0%	INSOLVENCY SERVICE
INTELLECTUAL PROPERTY OFFICE	21,179	18,484	-2,696	-12.7%	INTELLECTUAL PROPERTY OFFICE
LAND REGISTRY AGENCY ESTATES DIVISION	143,023	129,636	-13,387	-9.4%	LAND REGISTRY AGENCY ESTATES DIVISION
LEARNING AND SKILLS COUNCIL – DISPOSALS	20,145	16,023	-4,122	-20.5%	LEARNING AND SKILLS COUNCIL – DISPOSALS
MEDICAL RESEARCH COUNCIL	117,545	112,507	-5,038	-4.3%	MEDICAL RESEARCH COUNCIL
MET OFFICE	26,246	26,206	-40	-0.2%	MET OFFICE
NATIONAL MEASUREMENT OFFICE	4,482	4,482	0	0.0%	NATIONAL MEASUREMENT OFFICE
NATIONAL PHYSICAL LABORATORY	48,431	46,221	-2,210	-4.6%	NATIONAL PHYSICAL LABORATORY

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
NATURAL ENVIRONMENT RESEARCH COUNCIL	119,107	111,580	-7,527	-6.3%	NATURAL ENVIRONMENT RESEARCH COUNCIL
ORDNANCE SURVEY HQ ESTATES SERVICE	14,578	14,482	-96	-0.7%	ORDNANCE SURVEY HQ ESTATES SERVICE
REGIONAL DEVELOPMENT AGENCY OPERATIONAL DISPOSALS	9,508	7,845	-1,663	-17.5%	REGIONAL DEVELOPMENT AGENCY OPERATIONAL DISPOSALS
RESEARCH COUNCILS UK	4,582	4,582	0	0.0%	UK SHARED BUSINESS SERVICE LTD
SCIENCE & TECHNOLOGY FACILITIES COUNCIL	210,811	210,811	0	0.0%	SCIENCE & TECHNOLOGY FACILITIES COUNCIL
SKILLS FUNDING AGENCY	23,020	22,955	-65	-0.3%	SKILLS FUNDING AGENCY
STUDENT LOANS COMPANY LTD	21,534	21,709	175	0.8%	STUDENT LOANS COMPANY LTD
TECHNOLOGY STRATEGY BOARD	39,615	39,615	0	0.0%	TECHNOLOGY STRATEGY BOARD
UK ATOMIC ENERGY AUTHORITY	94,751	94,751	0	0.0%	UK ATOMIC ENERGY AUTHORITY
UK SPACE AGENCY	335	335	0	0.0%	UK SPACE AGENCY
Department for Communities and Local Government					
CENTRAL	29,221	29,221	0	0.0%	CENTRAL
FIRE SERVICE COLLEGE	44,701	0	N/A	N/A	FIRE SERVICE COLLEGE (disbanded and estate disposed of)
GOVERNMENT OFFICE RESIDUAL ESTATE	36,325	34,680	-1,646	-4.5%	GOVERNMENT OFFICE RESIDUAL ESTATE
HOMES AND COMMUNITIES AGENCY (OPERATIONAL)	9,489	8,969	-520	-5.5%	HOMES AND COMMUNITIES AGENCY (OPERATIONAL)
INDEPENDENT HOUSING OMBUDSMAN	628	628	0	0.0%	INDEPENDENT HOUSING OMBUDSMAN
LOCAL GOVERNMENT OMBUDSMAN	4,070	2,371	-1,699	-41.7%	LOCAL GOVERNMENT OMBUDSMAN
PLANNING INSPECTORATE	9,177	9,177	0	0.0%	PLANNING INSPECTORATE
QUEEN ELIZABETH II CONFERENCE CENTRE	16,560	16,560	0	0.0%	QUEEN ELIZABETH II CONFERENCE CENTRE
VALUATION TRIBUNAL SERVICE	1,325	1,325	0	0.0%	VALUATION TRIBUNAL SERVICE
WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION	415	415	0	0.0%	WEST NORTHAMPTONSHIRE DEVELOPMENT CORPORATION
Department for Culture, Media and Sport					
ARTS COUNCIL ENGLAND	12,974	10,964	-2,010	-15.5%	ARTS COUNCIL ENGLAND
BIG LOTTERY FUND	17,877	16,719	-1,159	-6.5%	BIG LOTTERY FUND
CHURCHES CONSERVATION TRUST	233	233	0	0.0%	CHURCHES CONSERVATION TRUST
DEPARTMENT FOR CULTURE, MEDIA AND SPORT (in January 2013 floor area was 13,645 sq m – April 2013 snapshot taken at the point when Cockspur Street was made 'historic' but 21 Bloomsbury Street not yet transferred from BIS to DCMS, hence large increase at April 2014)	3,606	9,578	5,972	165.6%	DEPARTMENT FOR CULTURE, MEDIA AND SPORT
ENGLISH HERITAGE	15,566	15,566	0	0.0%	ENGLISH HERITAGE
EQUALITY AND HUMAN RIGHTS COMMISSION (as at April 2013 estate was part of Home Office HO – EQUALITY AND HUMAN RIGHTS COMMISSION)	0	1,942	N/A	N/A	EQUALITY AND HUMAN RIGHTS COMMISSION)

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
GAMBLING COMMISSION	2,414	2,414	0	0.0%	GAMBLING COMMISSION
HORSERACE BETTING LEVY BOARD	520	0	N/A	N/A	HORSERACE BETTING LEVY BOARD (still has a presence on e-PIMS but has no 'Owned Holdings')
NATIONAL HERITAGE MEMORIAL FUND	3,795	3,795	0	0.0%	NATIONAL HERITAGE MEMORIAL FUND
OLYMPIC DELIVERY AUTHORITY	3,066	1,411	-1,655	-54.0%	OLYMPIC DELIVERY AUTHORITY
PUBLIC LENDING RIGHT	372	0	N/A	N/A	PUBLIC LENDING RIGHT (no longer recorded as a property centre on e-PIMS)
SPORT ENGLAND	4,489	4,464	-25	-0.6%	SPORT ENGLAND
UK SPORT	1,369	1,369	0	0.0%	UK SPORT
VISIT BRITAIN	536	536	0	0.0%	VISIT BRITAIN
Department for Education					
CHILDREN & FAMILY COURT ADVISORY & SUPPORT SERVICE – CENTRAL	16,129	11,711	-4,418	-27.4%	CHILDREN & FAMILY COURT ADVISORY & SUPPORT SERVICE
NATIONAL COLLEGE FOR SCHOOL LEADERSHIP	7,015	0	N/A	N/A	NATIONAL COLLEGE FOR SCHOOL LEADERSHIP (no longer recorded as a property centre on e-PIMS)
OFFICE FOR STANDARDS IN EDUCATION	7,552	7,552	0	0.0%	OFFICE FOR STANDARDS IN EDUCATION
OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION	1,989	1,989	0	0.0%	OFFICE OF QUALIFICATIONS AND EXAMINATIONS REGULATION
OPERATIONAL PROPERTIES	54,794	60,408	5,614	10.2%	OPERATIONAL PROPERTIES
SUBLET AND SURPLUS PROPERTIES	19,698	18,632	-1,066	-5.4%	SUBLET AND SURPLUS PROPERTIES
Department for Environment, Food and Rural Affairs					
AGRICULTURE & HORTICULTURE DEVELOPMENT BOARD	5,672	6,215	544	9.6%	AGRICULTURE & HORTICULTURE DEVELOPMENT BOARD
CONSUMER COUNCIL FOR WATER	792	792	0	0.0%	CONSUMER COUNCIL FOR WATER
DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS	277,341	250,086	-27,255	-9.8%	DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS
ENVIRONMENT AGENCY (all regions including Head Office)	176,384	149,831	-26,553	-15.1%	ENVIRONMENT AGENCY (all regions including Head Office)
ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE	7,089	5,875	-1,214	-17.1%	ENVIRONMENT AGENCY NATIONAL LABORATORY SERVICE
FORESTRY COMMISSION ENGLAND	7,743	4,148	-3,595	-46.4%	FORESTRY COMMISSION ENGLAND
JOINT NATURE CONSERVATION COMMITTEE	1,329	1,329	0	0.0%	JOINT NATURE CONSERVATION COMMITTEE
	0	372	N/A	N/A	NATIONAL FOREST COMPANY (not previously recorded on e-PIMS)
	0	3,652	N/A	N/A	SEA FISH INDUSTRY AUTHORITY (not previously recorded on e-PIMS)
WATER SERVICES REGULATION AUTHORITY	2,688	2,688	0	0.0%	WATER SERVICES REGULATION AUTHORITY
Department for International Development					
DEPARTMENT FOR INTERNATIONAL DEVELOPMENT	63,832	48,558	-15,274	-23.9%	DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
Department for Transport					
BRITISH TRANSPORT POLICE AUTHORITY	41,094	43,376	2,283	5.6%	BRITISH TRANSPORT POLICE AUTHORITY (not previously included in the mandated estate)
DFT CENTRAL	47,104	47,794	690	1.5%	DFT CENTRAL
DRIVER AND VEHICLE LICENSING AGENCY	91,167	72,399	-18,768	-20.6%	DRIVER AND VEHICLE LICENSING AGENCY
DRIVING STANDARDS AGENCY	50,607	51,663	1,056	2.1%	From 01/04/2014, DRIVER AND VEHICLE STANDARDS AGENCY
HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)	199,718	199,362	-357	-0.2%	HIGHWAYS AGENCY (OFFICE AND OPERATIONAL ESTATE)
MARITIME AND COASTGUARD AGENCY	60,904	50,314	-10,590	-17.4%	MARITIME AND COASTGUARD AGENCY
VEHICLE AND OPERATOR SERVICES AGENCY	113,676	114,020	344	0.3%	From 01/04/2014, DRIVER AND VEHICLE STANDARDS AGENCY
VEHICLE CERTIFICATION AGENCY	2,494	2,494	0	0.0%	VEHICLE CERTIFICATION AGENCY
Department for Work and Pensions					
All GORs	1,393,821	1,315,790	-78,031	-5.6%	OPERATIONS (incorporates former GOR property centres)
CHILD MAINTENANCE ENFORCEMENT COMMISSION	5,272	78,171	72,899	1,382.8%	CHILD MAINTENANCE GROUP (CMG) (formerly CHILD MAINTENANCE ENFORCEMENT COMMISSION plus some former Head Office estate)
HEAD OFFICE	226,633	155,901	-70,732	-31.2%	CORPORATE CENTRE (formerly HEAD OFFICE; note some of former estate now allocated to CMG)
HEALTH AND SAFETY EXECUTIVE	67,929	65,591	-2,338	-3.4%	HEALTH AND SAFETY EXECUTIVE
PENSIONS REGULATOR	3,366	3,366	0	0.0%	PENSIONS REGULATOR
RESIDUAL RENT SERVICE ESTATE	275	275	0	0.0%	RESIDUAL RENT SERVICE ESTATE
Department of Energy and Climate Change					
	0	2,221	N/A	N/A	CIVIL NUCLEAR CONSTABULARY (not previously recorded on e-PIMS)
COAL AUTHORITY	4,930	4,969	38	0.8%	COAL AUTHORITY
DEPARTMENT OF ENERGY AND CLIMATE CHANGE	15,702	16,880	1,178	7.5%	DEPARTMENT OF ENERGY AND CLIMATE CHANGE
NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED	5,844	5,396	-448	-7.7%	NUCLEAR DECOMMISSIONING AUTHORITY – OCCUPIED
Department of Health					
CARE QUALITY COMMISSION	9,628	9,094	-534	-5.5%	CARE QUALITY COMMISSION
HEALTH & SOCIAL CARE INFORMATION CENTRE	4,365	14,851	10,486	240.2%	HEALTH & SOCIAL CARE INFORMATION CENTRE (now includes holdings previously listed against NHS CONNECTING FOR HEALTH)
HEALTH PROTECTION AGENCY	89,082	81,531	-7,551	-8.5%	PUBLIC HEALTH ENGLAND
HQ	48,161	51,089	2,929	6.1%	HQ
INSTITUTE FOR INNOVATION AND IMPROVEMENT	1,800	1,800	0	0.0%	INSTITUTE FOR INNOVATION AND IMPROVEMENT
MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY	1,357	14,757	13,400	987.8%	MEDICINES AND HEALTHCARE PRODUCTS REGULATORY AGENCY

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
MONITOR	1,644	0	N/A	N/A	MONITOR (still has a presence on e-PIMS but now has no 'Owned Holdings')
NATIONAL INSTITUTE FOR HEALTH & CARE EXCELLENCE	5,361	5,361	0	0.0%	NATIONAL INSTITUTE FOR HEALTH & CARE EXCELLENCE
NHS BLOOD & TRANSPLANT	111,495	115,568	4,073	3.7%	NHS BLOOD & TRANSPLANT
NHS BUSINESS SERVICES AUTHORITY	46,863	36,573	-10,290	-22.0%	NHS BUSINESS SERVICES AUTHORITY
NHS CONNECTING FOR HEALTH	10,486	0	N/A	N/A	NHS CONNECTING FOR HEALTH (estate transferred to HEALTH & SOCIAL CARE INFORMATION CENTRE)
RETAINED ESTATE	17,161	12,908	-4,253	-24.8%	RETAINED ESTATE
Food Standards Agency					
FOOD STANDARDS AGENCY	13,944	13,944	0	0.0%	FOOD STANDARDS AGENCY
Foreign & Commonwealth Office					
BRITISH COUNCIL	12,511	11,496	-1,016	-8.1%	BRITISH COUNCIL
FOREIGN & COMMONWEALTH OFFICE	106,213	93,930	-12,283	-11.6%	FOREIGN & COMMONWEALTH OFFICE
	0	61	N/A	N/A	GREAT BRITAIN–CHINA CENTRE (GBCC) (not previously recorded on e-PIMS)
	0	186	N/A	N/A	WESTMINSTER FOUNDATION FOR DEMOCRACY (WFD) (not previously recorded on e-PIMS)
WILTON PARK	2,326	2,326	0	0.0%	WILTON PARK
Government Actuary's Department					
GOVERNMENT ACTUARY'S DEPARTMENT	2,874	2,874	0	0.0%	GOVERNMENT ACTUARY'S DEPARTMENT
HM Revenue and Customs					
HM REVENUE AND CUSTOMS	1,123,493	1,044,230	-79,263	-7.1%	HM REVENUE AND CUSTOMS
VALUATION OFFICE AGENCY	41,382	33,171	-8,211	-19.8%	VALUATION OFFICE AGENCY
HM Treasury					
HM TREASURY	22,865	22,856	-9	0.0%	HM TREASURY
UK DEBT MANAGEMENT OFFICE	1,679	1,679	0	0.0%	UK DEBT MANAGEMENT OFFICE
Home Office					
CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY	8,434	8,434	0	0.0%	CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY
CORE HOME OFFICE	65,176	323,639	258,463	396.6%	CORE HOME OFFICE (large increase due to inclusion of records previously held by UK BORDER AGENCY)
DISCLOSURE AND BARRING SERVICE	6,156	3,181	-2,975	-48.3%	DISCLOSURE AND BARRING SERVICE
EQUALITY AND HUMAN RIGHTS COMMISSION (as at April 2013 estate was part of Home Office but was transferred to DCMS prior to April 2014)	3,548	0	N/A	N/A	EQUALITY AND HUMAN RIGHTS COMMISSION
HM INSPECTORATE OF CONSTABULARY	283	283	0	0.0%	HM INSPECTORATE OF CONSTABULARY

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
HOPG – ANIMALS IN SCIENCE REGULATION UNIT	593	593	0	0.0%	HOPG – ANIMALS IN SCIENCE REGULATION UNIT
IDENTITY AND PASSPORT SERVICE	54,205	46,010	-8,195	-15.1%	HER MAJESTY'S PASSPORT OFFICE
INDEPENDENT POLICE COMPLAINTS COMMISSION	6,242	4,643	-1,598	-25.6%	INDEPENDENT POLICE COMPLAINTS COMMISSION
NATIONAL POLICING IMPROVEMENT AGENCY	72,378	29,149	-43,229	-59.7%	COLLEGE OF POLICING
OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER	912	912	0	0.0%	OFFICE OF THE IMMIGRATION SERVICES COMMISSIONER
	0	1,096	N/A	N/A	SECURITY INDUSTRY AUTHORITY (new property centre)
UK BORDER AGENCY	210,319	0	N/A	N/A	UK BORDER AGENCY (records now transferred to CORE HOME OFFICE)
Ministry of Defence					
MINISTRY OF DEFENCE	323,442	318,942	-4,501	-1.4%	MINISTRY OF DEFENCE
UNITED KINGDOM HYDROGRAPHIC OFFICE	35,000	35,000	0	0.0%	UNITED KINGDOM HYDROGRAPHIC OFFICE
Ministry of Justice					
CRIMINAL INJURIES COMPENSATION AUTHORITY	4,509	4,509	0	0.0%	CRIMINAL INJURIES COMPENSATION AUTHORITY
HM COURTS AND TRIBUNALS SERVICE (all property centres)	1,186,534	1,164,375	-22,159	-1.9%	HM COURTS AND TRIBUNALS SERVICE (all property centres)
INFORMATION COMMISSIONER'S OFFICE	5,436	5,436	0	0.0%	INFORMATION COMMISSIONER'S OFFICE
LEGAL SERVICES COMMISSION	15,285	15,286	1	0.0%	LEGAL SERVICES COMMISSION
MINISTRY OF JUSTICE HQ	63,843	55,343	-8,500	-13.3%	MINISTRY OF JUSTICE HQ
NOMS (NON-CUSTODIAL PROPERTY)	242,527	240,881	-1,645	-0.7%	NOMS (NON-CUSTODIAL PROPERTY)
THE NATIONAL ARCHIVES	65,355	65,355	0	0.0%	THE NATIONAL ARCHIVES
YOUTH JUSTICE BOARD	40	40	0	0.0%	YOUTH JUSTICE BOARD
National Savings and Investments					
NATIONAL SAVINGS AND INVESTMENTS	101,113	101,113	0	0.0%	NATIONAL SAVINGS AND INVESTMENTS
Office of Fair Trading					
OFFICE OF FAIR TRADING	11,423	0	N/A	N/A	OFFICE OF FAIR TRADING (now disbanded)
Office of Gas and Electricity Markets					
OFFICE OF GAS AND ELECTRICITY MARKETS	12,474	12,643	169	1.4%	OFFICE OF GAS AND ELECTRICITY MARKETS
Office of Rail Regulation					
OFFICE OF RAIL REGULATION HQ	2,907	2,907	0	0.0%	OFFICE OF RAIL REGULATION HQ
Royal Mint					
ROYAL MINT	32,091	32,091	0	0.0%	ROYAL MINT
Scotland Office					
SCOTLAND OFFICE	2,653	2,653	0	0.0%	SCOTLAND OFFICE
UK Export Finance					
UK EXPORT FINANCE	10,494	1,554	-8,941	-85.2%	UK EXPORT FINANCE
UK Statistics Authority					
OFFICE FOR NATIONAL STATISTICS	61,950	61,555	-395	-0.6%	OFFICE FOR NATIONAL STATISTICS

Department/organisation at 06/04/2013	NIA (sq m) @ 06/04/13	NIA (sq m) @ 05/04/14	Change (sq m)	Change (%)	Department/organisation at 05/04/2014
Wales Office					
WALES OFFICE	1,106	1,141	35	3.2%	WALES OFFICE
Total	9,039,956	8,580,049	-459,907	-5.1%	

* Information drawn from e-PIMS on dates shown.

Appendix C. Machinery of Government changes in 2013/14

Organisation	Detail of change
CO – EX COI	Disbanded and estate disposed of
DCLG – FIRE SERVICE COLLEGE	Disbanded and estate disposed of
DCMS – DEPARTMENT FOR CULTURE, MEDIA AND SPORT	In January 2013 floor area was 13,645 sq m; in April 2013 a snapshot was taken at the point when Cockspur Street was made 'historic' but 21 Bloomsbury Street had not yet been transferred from BIS to DCMS, hence large increase at April 2014
DCMS – EQUALITY AND HUMAN RIGHTS COMMISSION	In April 2013 the estate was part of the Home Office
DCMS – HORSERACE BETTING LEVY BOARD	Has no 'Owned Holdings'
DCMS – PUBLIC LENDING RIGHT	No longer recorded as a property centre on e-PIMS
DECC – CIVIL NUCLEAR CONSTABULARY	Not previously recorded on e-PIMS
DEFRA – NATIONAL FOREST COMPANY	Not previously recorded on e-PIMS
DEFRA – SEA FISH INDUSTRY AUTHORITY	Not previously recorded on e-PIMS
DfE – NATIONAL COLLEGE FOR SCHOOL LEADERSHIP	No longer recorded as a property centre on e-PIMS
DfT – DRIVING STANDARDS AGENCY	From 01/04/2014 part of DVSA
DfT – VEHICLE OPERATOR AND SERVICES AGENCY	From 01/04/2014 part of DVSA
DH – HEALTH & SOCIAL CARE INFORMATION CENTRE	Now includes holdings previously listed against NHS Connecting for Health
DH – MONITOR	Still has a presence on e-PIMS but now has no 'Owned Holdings'
DH – NHS CONNECTING FOR HEALTH	Estate has transferred to Health & Social Care Information Centre
DH – PUBLIC HEALTH ENGLAND	Formerly DH – Health Protection Agency
DWP – CMG	Formerly DWP – Child Maintenance Enforcement Commission plus some former DWP – Head Office estate
DWP – CORPORATE CENTRE	Formerly DWP – Head Office; note some of former estate now allocated to DWP – CMG
DWP – OPERATIONS	Incorporates former DWP – GOR property centres
FCO – GREAT BRITAIN–CHINA CENTRE (GBCC)	Not previously recorded on e-PIMS
FCO – WESTMINSTER FOUNDATION FOR DEMOCRACY (WFD)	Not previously recorded on e-PIMS
HO – COLLEGE OF POLICING	Formerly HO – National Policing Improvement Agency
HO – EQUALITY AND HUMAN RIGHTS COMMISSION	As at April 2013 estate was part of Home Office (3,548 sq m) and was transferred to DCMS prior to April 2014
HO – HER MAJESTY'S PASSPORT OFFICE	Formerly HO – Identity and Passport Service
HOPG – CORE HOME OFFICE	Large increase due to inclusion of records previously held by UK Border Agency
HOPG – HOME OFFICE PAY SERVICE	No longer has a presence on e-PIMS
HOPG – SECURITY INDUSTRY AUTHORITY	New property centre
MOJ – CRIMINAL CASES REVIEW COMMISSION	Still has a presence on e-PIMS but now has no 'Owned Holdings'
OFT – OFFICE OF FAIR TRADING	Now disbanded

Appendix D. Cost of the estate, by organisation

Organisation	2012/13	2013/14
Business, Innovation and Skills	£241,736,075	£225,288,877
Cabinet Office	£31,457,095	£30,854,588
Charity Commission	£3,296,688	£1,994,294
Communities and Local Government	£45,563,986	£40,970,377
Culture, Media and Sport	£35,329,944	£28,302,660
Defence	£147,593,814	£167,726,883*
Education	£47,048,517	£44,629,540
Energy and Climate Change	£17,596,381	£18,435,338
Environment, Food and Rural Affairs	£128,045,150	£112,507,186
Food Standards Agency	£6,930,265	£5,844,206
Foreign & Commonwealth Office	£42,418,419	£38,899,932
Government Actuary's Department	£1,724,308	£1,472,865
Health	£121,697,625	£143,180,635
HM Revenue and Customs	£325,280,071	£319,959,318
HM Treasury Group	£24,292,474	£14,571,117
Home Office	£263,471,000	£226,823,000
International Development	£11,992,468	£11,368,526
Justice	£526,456,731	£537,095,655
Law Officers' Departments	£58,856,836	£61,607,741
National Savings and Investments	£10,549,991	£9,476,113
Northern Ireland Office	N/A	£948,546
Office of Fair Trading	£5,737,278	N/A
Office of Gas and Electricity Markets	£7,336,400	£8,396,601
Office of Rail Regulation	£2,283,382	£2,230,000
Royal Mint	£5,306,615	£5,516,070
Scotland Office	£862,854	£855,156
Transport	£154,653,361	£146,758,744
UK Export Finance	£4,056,654	£5,008,915
UK Statistics Authority	£9,945,802	£7,936,990
Wales Office	£418,238	£377,166
Work and Pensions	£706,735,722	£704,515,479
Total operating costs	£2,988,674,144	£2,923,552,518

Reported costs exclude cost of capital charge and depreciation.

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

Appendix E. How benchmarking was measured in 2013/14

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

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

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

Benchmarking

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

Benchmarking covers administrative office buildings, which account for around **48 per cent** of the total Civil Estate. 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. From 2015, the Government Property Unit is piloting non-office benchmarking with a small number of organisations.

Benchmarked occupations	965
Participating property centres	159
Total occupied space (sq m)	2,964,825
Total office-based FTE	262,891
Total benchmarked property cost	£1,299,673,833

Appendix F. Benchmarked offices: efficiency data and KPIs

Organisation	No. of buildings	Sq metres occupied N/A	Office-based FTE staff
Attorney General's Office (LOD)	2	9,451	897
Cabinet Office	8	26,891	3,161
Charity Commission	3	3,586	318
Crown Prosecution Service	31	57,322	5,627
Department for Business, Innovation and Skills	87	247,420	21,087
Department for Communities and Local Government	17	30,521	2,546
Department for Culture, Media and Sport	21	38,741	3,108
Department for Education	10	39,769	3,547
Department for Environment, Food and Rural Affairs	162	164,951	16,479
Department for International Development	2	13,334	1,517
Department for Transport*	27	117,850	11,636
Department for Work and Pensions	167	647,408	58,140
Department of Energy and Climate Change	11	21,228	2,249
Department of Health	51	133,300	12,823
Food Standards Agency	3	2,871	301
Foreign & Commonwealth Office	5	61,226	4,187
Forestry Commission	3	2,829	217
Government Actuary's Department	1	1,322	165
HM Revenue and Customs	164	676,492	57,502
HM Treasury	2	12,326	1,311
Home Office	64	235,626	21,809
Ministry of Defence (Civil)	17	215,814	16,627
Ministry of Justice	91	139,383	12,559
National Savings and Investments	1	2,149	198
Office for National Statistics	2	38,804	2,554
Office for Standards in Education	4	6,425	736
Office of Gas and Electricity Markets	2	9,485	909
Office of Rail Regulation	1	2,735	213
Scotland Office	2	1,417	138
Wales Office	2	1,164	51
Water Services Regulation Authority	2	2,987	281
Overall	965	2,964,825	262,892

* Department for Transport benchmarked estate included properties acquired for Operational Transport purposes.

Sq m per FTE	Rank – sq m per FTE	Sum of total property cost per FTE	Sum of total property cost per sq m	Rank – total property cost per sq m	2013/14 total property cost	Sq m per/workstation	Workstations per FTE	No. of workstations
10.5	14	£7,404	£703	26	£6,641,798	10.6	1.00	894
8.5	2	£7,357	£865	30	£23,255,962	9.8	0.87	2,756
11.3	22	£5,644	£500	10	£1,794,267	12.0	0.94	300
10.2	10	£5,298	£520	13	£29,813,756	9.8	1.04	5,845
11.7	23	£4,428	£377	6	£93,373,499	11.4	1.03	21,714
12.0	25	£8,442	£704	27	£21,496,897	10.3	1.17	2,977
12.5	26	£7,334	£588	18	£22,792,652	11.0	1.14	3,530
11.2	20	£6,040	£539	14	£21,423,272	11.3	0.99	3,524
10.0	8	£3,462	£346	4	£57,056,471	10.5	0.95	15,708
8.8	4	£5,214	£593	19	£7,910,022	9.2	0.95	1,443
10.1	9	£4,347	£429	8	£50,580,884	11.0	0.92	10,674
11.1	19	£3,967	£356	5	£230,665,165	9.9	1.12	65,159
9.4	6	£5,930	£628	20	£13,335,856	10.1	0.94	2,104
10.4	12	£5,624	£541	15	£72,109,110	9.9	1.05	13,419
9.5	7	£4,000	£419	7	£1,204,015	8.6	1.11	334
14.6	30	£7,436	£509	11	£31,136,000	16.5	0.89	3,706
13.0	29	£3,826	£293	2	£830,186	15.2	0.86	186
8.0	1	£8,342	£1,041	31	£1,376,450	8.3	0.97	160
11.8	24	£3,906	£332	3	£224,589,300	10.3	1.14	65,667
9.4	5	£5,339	£568	16	£6,999,525	9.2	1.02	1,338
10.8	16	£5,518	£511	12	£120,333,460	11.4	0.95	20,724
13.0	28	£9,360	£721	28	£155,624,632	14.4	0.90	14,959
11.1	18	£6,400	£577	17	£80,378,801	11.2	0.99	12,483
10.9	17	£7,551	£696	24	£1,494,897	9.7	1.12	222
15.2	31	£2,545	£167	1	£6,499,354	9.9	1.54	3,933
8.7	3	£6,122	£701	25	£4,505,557	9.4	0.93	687
10.4	13	£8,491	£814	29	£7,718,102	9.7	1.08	982
12.8	27	£8,310	£647	22	£1,770,019	13.0	0.99	210
10.3	11	£6,573	£638	21	£903,741	9.7	1.06	146
22.8	31	£15,071	£660	23	£768,645	16.4	1.39	71
10.6	15	£4,596	£432	9	£1,291,537	11.6	0.91	257
11.3		£4,944	£438		£1,299,673,833	10.7	1.05	276,112

Glossary

Organisations and abbreviations

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

Definitions and acronyms

£/FTE

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

£/Sq m

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

Civil Estate/Central Civil Estate

'Dear Accounting Officer' letter 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 prison 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 of the Act are to:

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

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

Cost efficiency

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

DEC

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

DECs show the energy performance of a building based on actual energy consumption as recorded and reassessed annually.

EPC

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

e-PIMS™

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

FTE

Full-time equivalent (staff).

Holding

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

KPI

Key Performance Indicator.

Mandated estate

Property types for which inclusion on 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'.

NDPB

Non-departmental public body.

National Property Controls

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

NIA

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

Occupation

Refers to the organisation using space within a holding.

Operational ratings

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

PAM

Property asset management.

PFI

Private finance initiative.

Property

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

Sq m

Square metres.

Sq m/FTE

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

Top quartile commitment

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

Total annual operating cost

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



HM Government

Cabinet Office
1 Horse Guards Road
London SW1A 2HQ

www.gov.uk/government/organisations/cabinet-office