

The State of the Estate in 2009

A report on the efficiency and sustainability
of the Government estate



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Foreword

This report to Parliament on the efficiency and sustainability of the Government's central civil estate in 2009 demonstrates real improvements across the board on the performance recorded in the report for 2008, presented to Parliament on 1 June 2009. It also highlights both the scope and the Government's plans for further improvements.

I am pleased to report that over the course of 2009, the estate reduced in size by over 660,000m² (5.8%) and now stands at 10.7 million m². Vacant space has also been reduced to only 2.2% of the estate. The total running cost of the estate has also fallen by approximately £740million since 2003/4.

For buildings over 500m² the average cost per person, at £4,178, is now 8% lower than in 2008 and 18% less expensive than the private sector average. The average £/m² of £319 is around 18% less expensive than the private sector. The average m²/FTE, at 13.1m², is now the same as in the private sector and 10% lower than in 2008.

There is also good news on sustainability performance on the estate. Government is still on target to meet its 2010/11 commitment for reducing CO₂ emissions, with emissions from offices now 10 percentage points below the 1999 baseline: a further 4 percentage points lower than the previous year. Government as a whole is currently exceeding the 2010/11 target for reducing waste arising and all except three departments have achieved or exceeded the target for waste recycling.

But there is scope to do more, particularly on energy efficiency. While there has been an improvement in Display Energy Certificate (DEC) assessments for individual buildings, too many buildings (36%) have F and G ratings. Action is being taken to improve this situation; for example, use is being made of the Salix funding for energy efficiency provided in Budget 2009, and of DECC's Low Carbon Investment Fund.

Departments also need to make further progress to ensure that buildings added to the estate are procured

from the top quartile of energy performance. 25 buildings procured in 2009 fell within the scope of the top quartile commitment. 14 of these buildings did not meet the top quartile requirement. The reasons for this are set out in full in Chapter 4: in some cases procurements were too far advanced to specify the "top quartile" requirement when this was first quantified; in others procurements have been for very temporary accommodation or in regions lacking "top quartile" offices.

2010 will see government maintaining this progress on both efficiency and sustainability, focusing on: implementing the findings of the Ian Smith review of further relocations from London and the South East, announced in the 2009 Pre Budget Report; the further development of regional estates strategies through the Civil Service in the English Regions initiative, using the West Midlands as the pilot; the further engagement with local authorities on implementing the property asset management strands of Total Place; the delivery of further improvements in energy efficiency; the planned introduction of new, stretching and wider reaching sustainability targets, encompassing more government activities and impacts; the further development and delivery of strategic and collaborative procurement of facilities management services; and the close working with Shareholder Executive in delivering improvements across the central civil government estate.

The Government's estate is a large and important asset and its efficient, effective and sustainable management and use can lead to significant efficiency savings and gains. This report demonstrates clearly that government is actively managing its estate and is moving fast to make further improvements.



Ian Pearson MP
Economic Secretary to
the Treasury

11 March 2010

Executive Summary

The State of the Estate in 2009 is the second of the annual reports to Parliament required under the Climate Change Act 2008 on the efficiency and sustainability of the Government's central civil estate.

This report is significant in two respects. It is the first to make a comparative assessment of progress as against that published in the previous report. Secondly, it demonstrates that, on many fronts, the standards achieved are equal to, or better than, those achieved in the private sector. The report is based on facts and actual figures drawn from a mix of central databases and local data provided and verified by departments.

Overview

The findings point to continuing strong improvement which is evidenced by reductions in the size and cost of the estate, lower CO₂ emissions and less waste, and this is supported by more recycling. Where further work is required to meet key milestones or targets in the future, specifically in the energy efficiency of buildings and water consumption, action is being taken to raise performance to an acceptable level. There is continuing improvement in the amount, quality and management of property data which has contributed to these improvements. The case studies and examples demonstrate how positive action and shared learning has resulted in often outstanding improvements. Progress is measured against targets, KPIs and the previous year's performance.

The data presented in this report

Departments are responsible for providing and maintaining information about the property they own and/or control; they are also required to verify that the data held about their properties is accurate and up to date. They are supported and facilitated in this by the Office of Government Commerce (OGC). Departments and OGC work together to improve the quality of data which assists better quality analysis and 2009 has seen a continued improvement on 2008. Departments had made 42,787 updates to their records and 95% of organisations had provided annual verification of their core data by the end of 2009.

Size of the estate

The civil estate is complex and diverse in the size and age of buildings and types of tenure. Over 50% of holdings are small (500m² or less), whereas a few holdings, less than 3%, are very large at over 10,000m². During 2009, the overall size of the mandated estate was reduced by 5.8% to 10,722,166m² and the number of holdings fell from 7,935 to 7,213, a 9% reduction.

The total running cost of the estate during the financial year 2008/09 based on reported and estimated costs, was £3.55bn. Since the start of the High Performing Property programme in 2003/04, the real cost of running the estate, taking account of inflation, has fallen by approximately £740 million.

These figures point to effective implementation of space standards and a general trend towards making better use of existing space. Although there may be fewer opportunities in older and heritage buildings, there are case studies in this report which show what can be achieved with determination.

Cost

The average cost of office space stands at £319/m². This is little changed from 2008 and is around 18% less expensive than the private sector average. 25% of the total office space is in London and accounts for around 41% of total annual costs. Although the London office space averages £625/m², it is still less expensive than the benchmarks for comparable private sector office space (in terms of type and location).

These results reinforce the importance of robust performance and management data in being able to compare the performance of departments, and between the public and private sectors. They also demonstrate that the estate is performing at levels consistent with private sector best-practice benchmarks. However, there is scope to go further in releasing resources. For example, further analysis may provide a better understanding of the factors at work across different regions.

Efficiency

The combined impact of a strategic focus on space and the introduction of Government space standards has encouraged many departments to improve their space efficiency. This has brought space allocation in



line with the private sector and, at 13.1m² per full time equivalent (FTE), represents a 10% reduction on last year's figures.

These results also show an increase of 5% in office space at or below 12m²/FTE. Whilst this trend is encouraging, it is important to understand that such year-on-year differences can reflect increased demand for public services in the current economic climate, policy changes to the remit and responsibilities of departments and their consequent requirement for property.

Sustainability

Government continues to maintain good progress towards agreed sustainability targets:

- Government is forecast to meet the 2010/11 targets for CO₂ emissions, waste and recycling. Nearly a third of departments have exceeded the CO₂ target; all except three have achieved or exceeded the target for waste recycling; and, as a whole, government is exceeding the target for waste arising.
- Performance in reducing water consumption is variable. One third of departments have made excellent progress and have already made reductions in excess of the 25% target. Against that, five departments have increased their water consumption by at least 15%.

- Of the 25 administrative buildings procured by government during 2009, only 11 met the top quartile commitment. Of the 14 procurements which did not meet the commitment, some were too advanced when a definition of the top quartile became available (in June 2009), to take account of the requirement. In other cases, such procurements have been for temporary accommodation, or have been constrained by the market availability of top quartile accommodation in a particular location.
- Just over 49% of operational Display Energy Certificate (DEC) ratings are now better than the benchmark, compared with 41.6% in 2008. But there is clear scope to improve DEC ratings further. And further effort is needed in reducing the number of G(200) ratings – despite a 6% reduction since last year, 52% of all G rated buildings are still rated G(200).

Overall, these results show a demonstrable improvement in energy performance. To help continued performance improvement, over £50m in interest-free loans has been allocated for energy saving projects across the public sector through the Carbon Trust Salix scheme. In addition, a further £20m has been provided for projects in central government departments such as the installation of advanced meters, micro-generation and measures to reduce travel emissions. These funds support departments in reducing their energy bills as well as their CO₂ emissions.

1. Introduction

1.1 Purpose and scope of this report

This is the Government's second annual report on the efficiency and sustainability of its civil estate.

As required under the terms of the Climate Change Act 2008, this document reports on:

- progress made in improving the efficiency of the estate
- reductions in the size of the estate
- improvements in sustainability of buildings on the estate
- whether recent building acquisitions are within the top quartile of energy performance and, if not, the reasons why such buildings have become part of the estate.

It further includes:

- agreed definitions of 'the civil estate' and 'top quartile energy performance'
- data sources, baseline facts and figures for the current year and a 'dashboard' of Key Performance Indicators (KPIs) that will be tracked each year
- trend data relating to the 2008 baseline for these KPIs
- case studies and examples demonstrating progress.

Furthermore, it examines, in detail, performance improvements in:

- efficiency (cost-effectiveness, efficiency in the use of space and in reducing the size of the estate)
- sustainability (reducing CO₂ emissions, waste arising and water consumption; increasing the recycling of waste; current performance relating to DECs; and achieving the top quartile of energy performance in new acquisitions).

For this report, departmental High Performing Property (HPP) Champions (or their equivalents) and Sustainability Champions have obtained data returns for all their family of sponsored bodies.

1.2 Reporting period

The period covered by this report is the calendar year 1 January to 31 December 2009. The report includes commentary on trends (progress) over the period by reference to the start date and, where appropriate, to baselines set out in the *State of the Estate 2008*.

However, most of the available data is collected on a financial-year basis eg, data relating to the cost of running the estate, and the cost and use of offices within OGC's Property Benchmarking Service and this is also true for the Sustainable Development in Government (SDiG) data. In these instances, calendar-year analysis is not possible or appropriate. For data collected in this way the financial year 2008/09 is used in this report – otherwise, data and case study evidence is used on a calendar-year basis.



1.3 General principles

1.3.1 How performance is measured

To help measure efficiency and sustainability performance across the civil estate, OGC has identified a dashboard of KPIs including:

- reduction in the size of the civil estate in m² and the total cost of the estate
- workspace efficiency in offices ie, £/FTE based on:
 - £/m² (rent, rates and other occupancy costs) and the number of employees based in the buildings
 - the use of occupied space in m²/FTE, based on space allocation for workspaces and the ratio of FTEs to each workspace
- sustainability performance against targets for CO₂ emissions from offices, waste arising, waste recycled and water consumption
- DEC ratings
- performance relating to the commitment to procure buildings in the top quartile of energy performance.

1.3.2 Definition of the civil estate

The definition of the civil estate is taken from the HM Treasury instruction to Accounting Officers *DAO (Gen) 07/06*.

The civil estate is defined 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, agencies, executive non-departmental public bodies and Special Health Authorities in Great Britain.

It does not include the operational NHS estate, the Prisons operational estate, the Foreign Office overseas estate, the Department for Environment Food and Rural Affairs (Defra) rural estate, the privatised rail entities, public corporations or the Defence estate (except for certain civil elements).

1.3.3 Data collection

The civil estate

OGC's e-PIMS™ is the central electronic database of Government's civil estate. It records the precise location of property and associated information such as landlord, lease details and usage.

The mandated estate

A major subset of the civil estate is the mandated estate for which all central Government departments (including non-ministerial departments), their executive agencies, arms' length bodies and non-departmental public bodies (NDPBs), are required by *DAO (Gen) 08/05* to include information in e-PIMS™.

Administrative buildings

The civil estate includes a subset of administrative buildings defined by the Climate Change Act.

'Building' means a building that uses energy for heating or cooling the whole or any part of its interior. This is intended to exclude certain operational buildings – for example, a Department for Transport (DfT) snow-vehicle shed or some aircraft hangars.

Also, a 'building' is part of the civil estate if it is:

- used for the purposes of central government administration
- of a description of buildings for which, at the passing of this Act, the Treasury has responsibilities in relation to efficiency and sustainability.

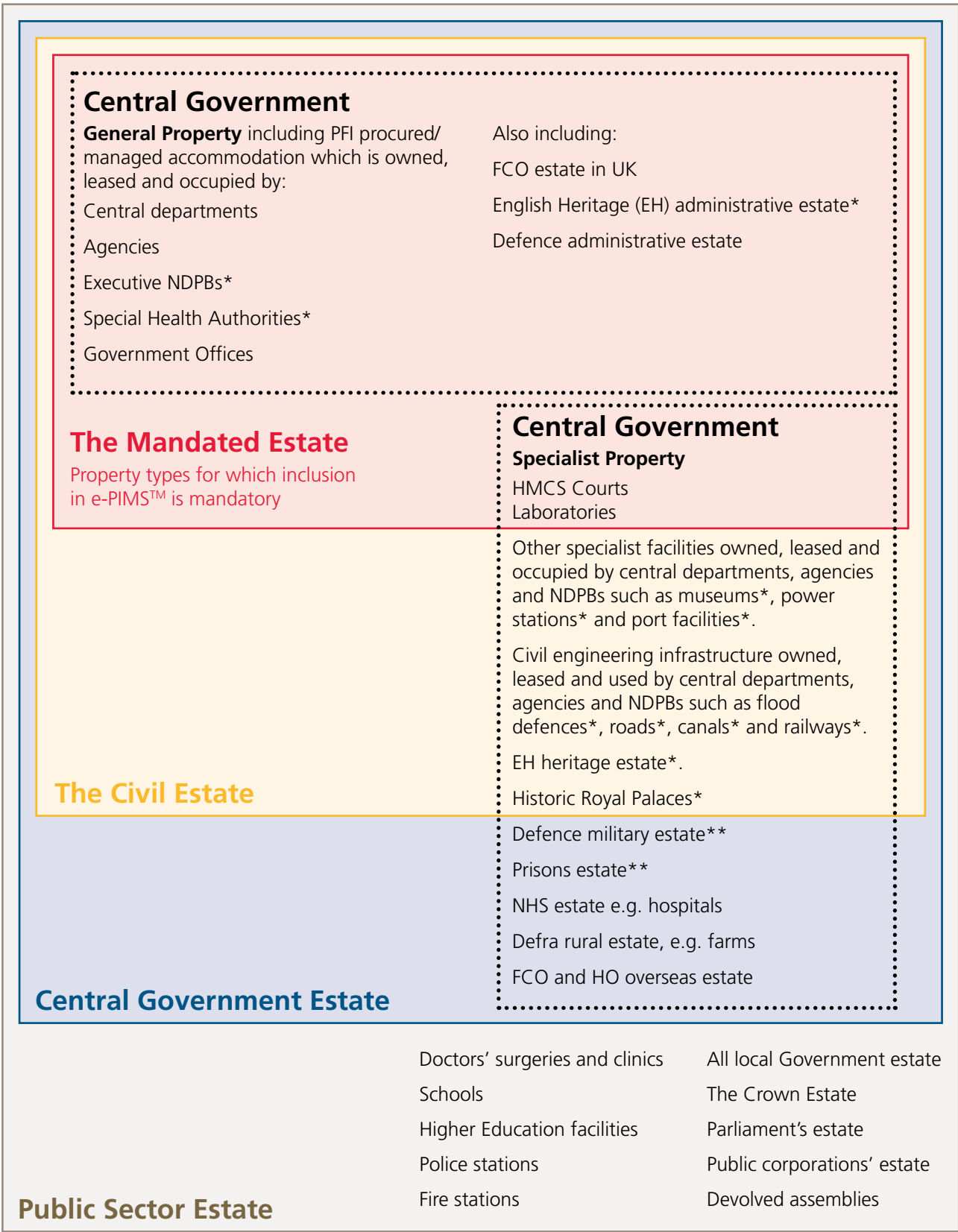
Office buildings over 500m²

This group is a subset of administrative buildings. It became mandatory from April 2008 for central Government departments to include this group in the Property Benchmarking Service which benchmarks the performance of offices across the civil estate. Some departments have chosen to include all their offices.

Departments are responsible for providing and maintaining information about the property they own or control; they are also required to verify that the data held about their properties is accurate and up to date.

Figure A.1 shows the relationships between the civil estate, the e-PIMS™ mandated estate, the estate on which sustainability data is collected, the central Government estate and the wider public sector estate.

Figure A.1 Definitions of the 'estates' in the public sector



* Not typically in scope for SDiG (Sustainability) reporting. ** In scope for SDiG (Sustainability) reporting.

1.3.4 Datasets used in this report

- **Size** – Information about the size, distribution and ownership is compiled as a ‘snapshot’ from e-PIMS™ records showing the size and organisation of the mandated estate as at 31st December 2009. This is compared with the equivalent ‘snapshot’ for 31st December 2008 reported in SOFTE 2008. This dataset is used in Chapter 2 and Appendix A.
- **Cost** – Departments have provided, from their financial accounts, the actual net cost recorded for running their estate for the financial year 2008/9. This is not presently recorded in e-PIMS™. This total property cost dataset is used in Chapter 2 and Appendix B.
- **Efficiency** – This is compiled from workspace efficiency data relating to offices over 500m² for which data is recorded through the Property Benchmarking Service. This data relates to the occupation rather than ownership of offices because the occupier has control over how efficiently that space is used. The office cost data is a subset of total estate running costs and relates to the financial year 2008/9, the size of buildings and number of staff are recorded as at 31st March 2009. This dataset is used in Chapter 3 and Appendix C.
- **Sustainability** – This is drawn from performance against Sustainable Operations on the Government Estate (SOGE) targets, DEC information and top quartile energy performance information from Energy Performance Certificates (EPCs). The scope of these datasets is wider than the administrative estate covered in the size and efficiency sections of this report and includes prisons and the Ministry of Defence’s (MOD’s) military estate. These datasets are used in Chapter 4 and Appendix D.

SOGE targets

Departments report progress against the SOGE targets on an annual basis. The targets apply to the administrative and operational estates of departments and their agencies – but generally not their NDPBs. The CO₂ target applies to the office estate only. Some departments, such as MOD and Ministry of Justice (MoJ), choose to report on a wider scope to ensure that the reporting captures their impacts as fully as possible.

Departmental data, collected by OGC using a questionnaire based on the e-PIMS™ system, covers progress against SOGE targets, implementation of mandated mechanisms for improving performance, and progress made against Government’s sustainable procurement commitments. The system of assessment adopted is: blue – excellent progress; green – good progress; amber – some progress; and red – little or no progress towards meeting the targets.

DEC reporting

In September 2009, OGC collected data on departmental performance relating to DECs. This was published on the OGC website and in the *Sustainable Procurement and Operations on the Government Estate Delivery Plan Update* in December 2009. Departments verified this data, highlighting any changes and discrepancies.

Top quartile energy performance reporting

Data on buildings that were entered into e-PIMS™ during 2009 was verified by departments, who were asked:

- was the property newly procured during 2009?
- did the property fall within the scope of the top quartile commitment?
- if yes, what was the EPC rating for that building?
- if the EPC rating fell below the level defined as top quartile, why was the property taken on?

1.4 Government context

1.4.1 Departmental governance

Departments take the lead in managing their estates efficiently and effectively. They are responsible for:

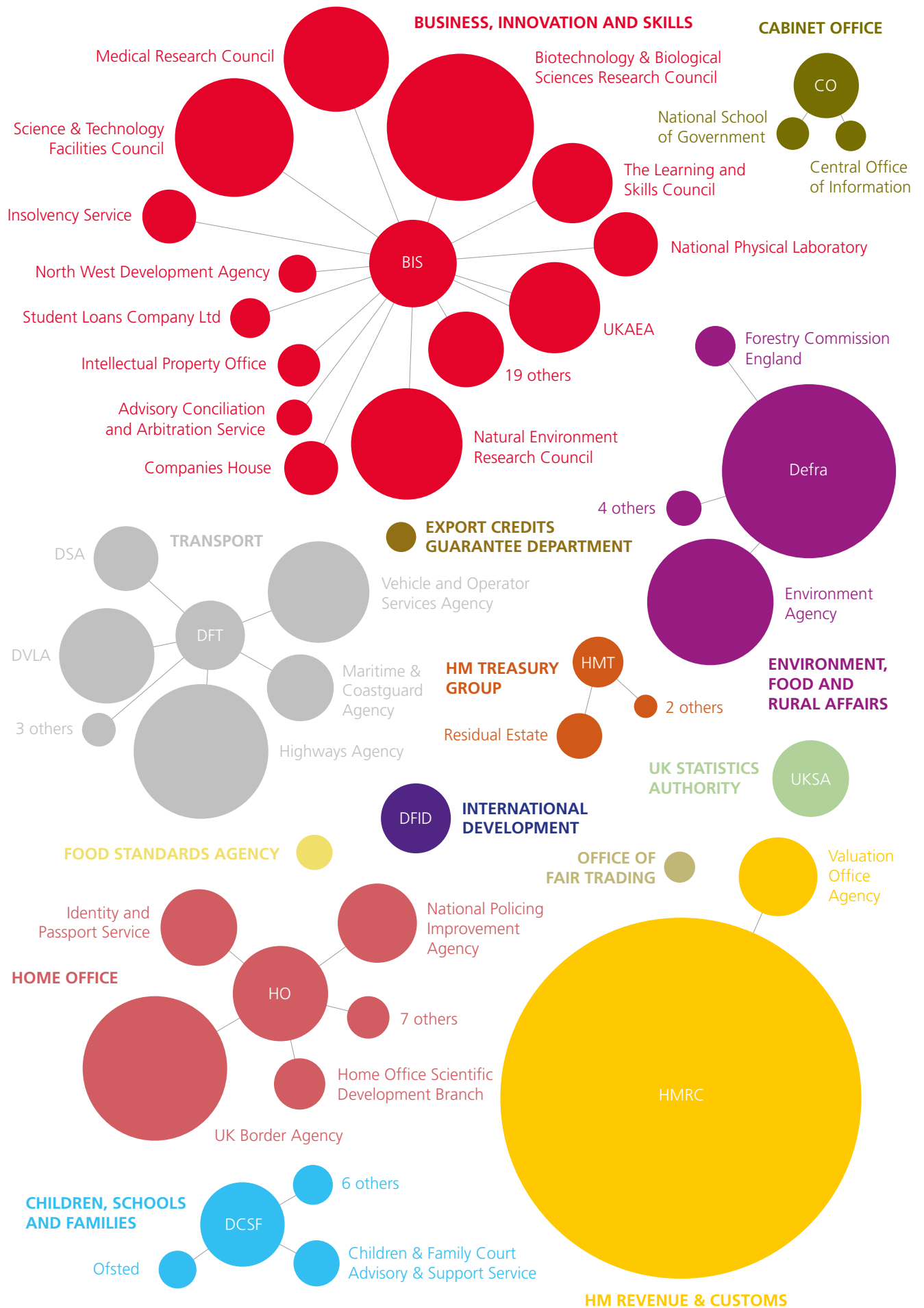
- properties they own or occupy
- resources expended in providing this accommodation
- establishing appropriate departmental governance and accountability
- management of property estates as a strategic resource, including the quality of data used as the basis for management decisions.

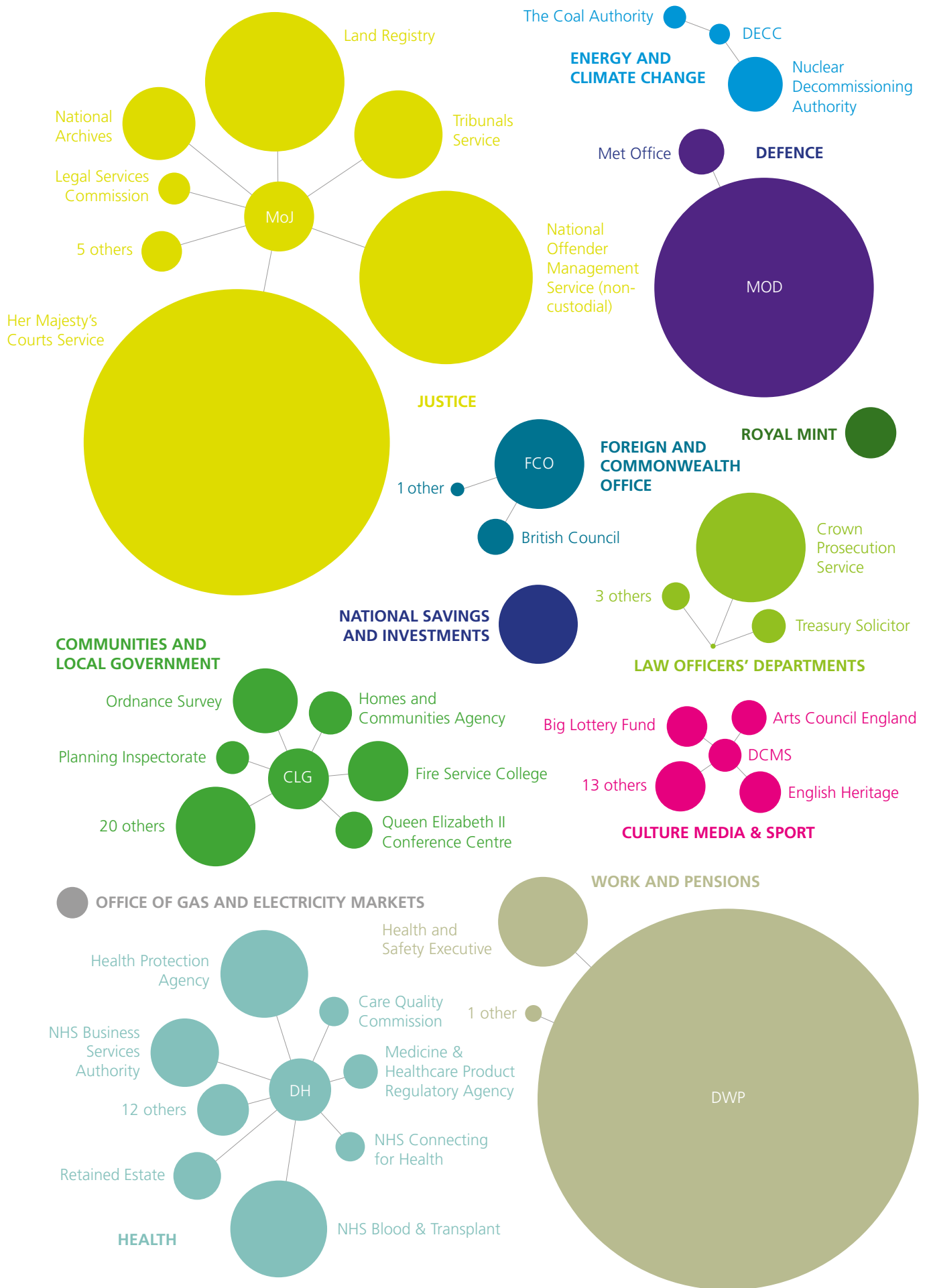
1.4.2 Departmental extended family groups

Departments generally comprise a central policy department with a number of agencies and NDPBs that broadly implement policy delivery, receive funding through the parent department and are accountable for service and financial performance to that parent department. The model for these relationships varies. Funding may be external through trading, and some arms’ length bodies operate independently as part of their function. In some instances the extent of individual arms’ length bodies far exceeds the size and extent of the parent department.

Figure A.2 shows the family relationships of organisations that own property on the mandated estate and how these vary in complexity and size.

Figure A.2: Departments and their 'families' mandated estates over 10,000m²





1.5 High Performing Property (HPP)

The HPP programme was developed by OGC in response to Government reports on inefficiencies in property asset management (PAM) in the UK public sector. It aims to transform the central civil estate into one which will achieve running-cost savings of up to £1bn a year by 2013 and which is sustainable and fit for purpose. HPP sets out actions and milestones for OGC and departments, working together, on leadership and integration, benchmarks and standards, skills and capability, review and challenge.

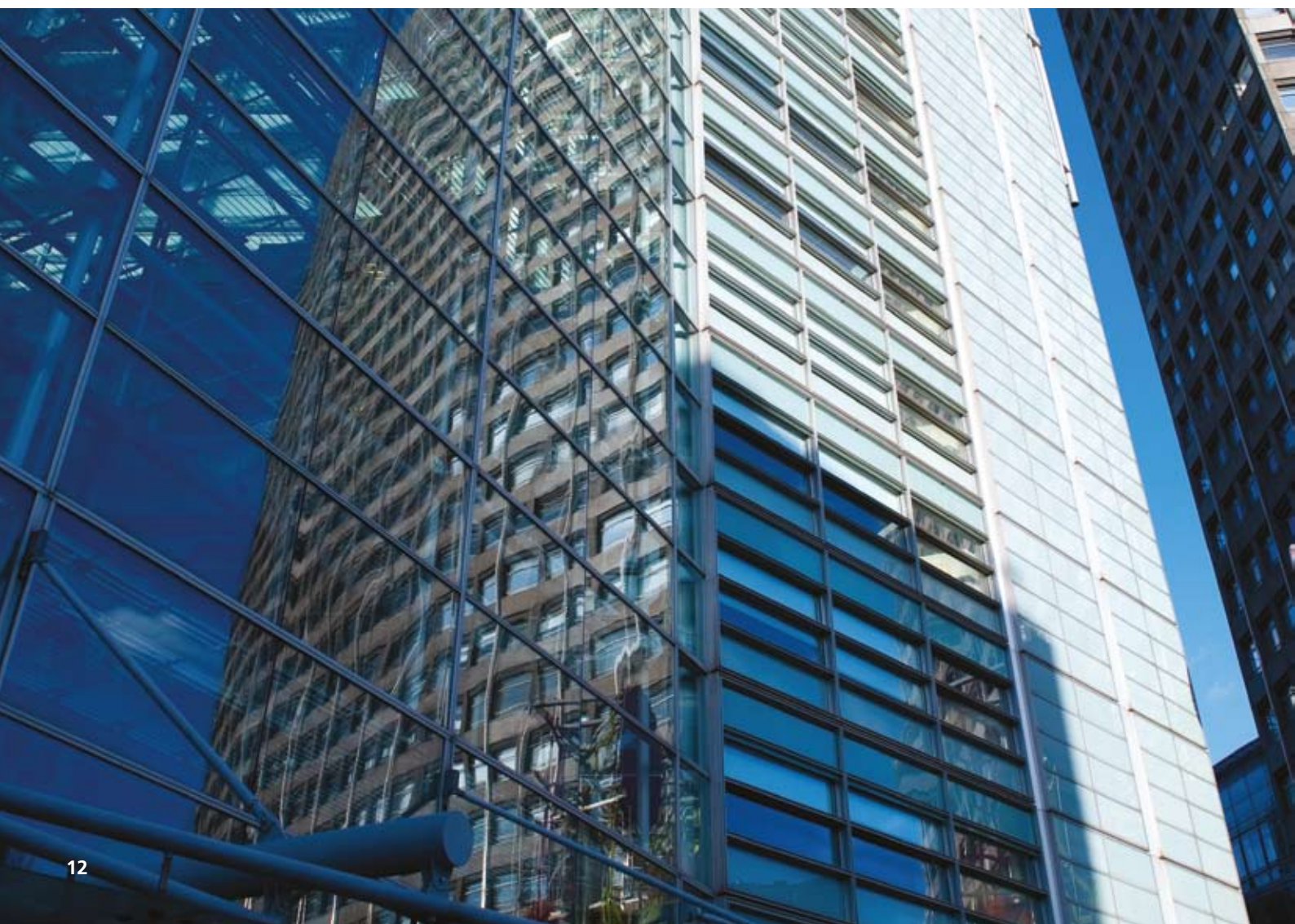
In departments, the roles of the HPP Champion and the PAM board are crucial in helping departments to achieve efficiency and sustainability. The Champion sponsors and owns PAM across the department and its family of arms' length sponsored bodies. Under the influence of the HPP programme, most departments now have well-established PAM boards, headed by the Champion, that are leading strategic integrated

management of the whole departmental estate in a way not seen until now, and in so doing, have significantly improved the capability of the department to manage the estate efficiently and sustainably. The results of the improvement can be seen in this report.

1.6 Sustainability and the Centre of Expertise in Sustainable Procurement (CESP)

In 2008, CESP was set up within OGC to provide stronger central co-ordination of performance management and delivery planning, to support departments in developing capability and in overcoming barriers, and to manage the development of Government's plan for delivering SOGE targets.

The *Delivery Plan* brings together milestones and trajectories from across central Government. Highlights and trends from the *Delivery Plan* have been included in this report.



Case study

Transforming the Estate in London (Communities and Local Government)

For the first time in its history, CLG has all of its central London staff in one building. This has delivered efficiencies in travel time, communications, workspace and carbon footprint (including the use of recycled materials). The project has also helped support greater effectiveness in recycling efforts, collaboration within and between teams, organisational values and sense of departmental identity.

The new workspace has evolved from a strategy driven by organisational objectives, and understanding that CLG's work patterns are not simply desk-bound, but rather more dynamic, requiring more than just a desk to support day-to-day activities. The new environment provides greater options on appropriate, shared spaces (such as project areas, quiet rooms, breakout spaces) that have been piloted and analysed for effectiveness. This includes the desks which are loosely allocated to teams and are shared at an average ratio of 8 to every 10 people.

Additional support spaces in and around the main atrium have also been designed to provide a greater variety and adaptability of meeting and collaboration settings including the new 'space for place'. This reflects the focus of the department and supports the connection between work, space and outcomes, essential when one considers that the number of staff accommodated in Eland House rose from 1,700 in March 2008 to 2,300 in October 2009.

Background

During 2007/08 CLG consolidated from five buildings in London down to two – Ashdown House and Eland House, and in doing so, implemented the Open Space Works project which was based on one desk per worker, in Eland House. Annual savings of £3.5m were delivered by the programme and 4,985m² space in the three surplus buildings was surrendered back to the landlords on lease expiry.

However, Ashdown House was performing poorly on sustainability, especially on energy efficiency, so in early 2008, a pilot of the successful flexible-desking Spaceflex programme (based on 8 desks for every 10 workers) was carried out in Eland House. This demonstrated that the staff located in Ashdown House could all be housed in Eland House, subject to modernising the layout and the purchase of new furniture at a cost of £3.5million.

The business case for the surrender of Ashdown House highlighted the annual running costs of £5.94 million and the poor energy efficiency of the building. The case clearly indicated that the estimated cost of the works required to transfer staff into a flexible working environment in Eland House would be a small proportion of the savings made in exiting Ashdown House. Negotiations with the landlord of Ashdown House, and the other government occupiers (Defra and DfT), were brokered by OGC and a deal to exit the Ashdown House lease early was agreed.

During 2009, all HQ staff moved into Eland House, resulting in a significant reduction in occupancy costs. The refurbishment transformed a somewhat bland traditional mixture of cellular office and open-plan into a vibrant landscaped workspace with the introduction of more suitable, supporting workplace settings and desk-sharing. It is estimated that the SpaceFlex style of working in Eland House will deliver year-on-year rental and running cost savings of approximately £4.75m.



An informal meeting in Eland House (CLG)

Case study (continued)

Looking forward

The CLG Estates team is working to realise the benefits and savings to be gained through the integration and sharing of property services across its group of its NDPBs. One example of this approach is the integration of the CLG central and GO Network PAM teams – responsible for CLG’s two largest property portfolios – into a single management structure as part of the wider integration of CLG and GO Network back-office functions. This will ensure that key rationalisation priorities (across the estate itself and also in the provision of all FM and Building Services and their supporting contracts) are effectively co-ordinated.

The benefits realisation and evaluation process of the SpaceFlex programme has been a strength throughout the project allowing activities and outcomes to be tracked and the success of SpaceFlex has encouraged CLG to develop ambitious plans to become an exemplar of how to leverage accommodation to deliver efficiency and effectiveness.

The current stage of the SpaceFlex programme will be reported in the Summer of 2010 and CLG also intends to develop regional strategies which will deliver further savings, as well as fit-for-purpose, flexible and sustainable buildings that meet the mandatory average density of 12m²/FTE.



A range of work settings and levels make use of the atrium at Eland House (CLG)

Case study

Ministry of Justice transforms its estate (Ministry of Justice)

The Ministry of Justice (MoJ) was established in May 2007, bringing together the Department for Constitutional Affairs, National Offender Management Service, and Office for Criminal Justice Reform). In property terms, MoJ is responsible for prisons, probation centres, courts, tribunals, and HQ and administrative offices. It also has over-arching responsibility for The National Archives and HM Land Registry, and in excess of 60 arms length bodies. MoJ provides workspace for around 95,000 staff in 2,720 buildings throughout the UK. MoJ is using the OGC's High Performing Property (HPP) programme, and the Property Asset Management (PAM) model to co-ordinate and ensure the most efficient and effective management of its large and diverse portfolio. The MoJ PAM Board provides strategic leadership of the management of the MoJ Estate. It reports to the MoJ Corporate Management Board and to OGC on the delivery of the High Performing Property Programme. The MoJ's Estates Transformation Programme is responsible for the development and delivery of an Estates strategy to support MoJ's business objectives and deliver flexible and collaborative working. Regional PAM Boards will be in place by August 2010 helping make the Ministry a leader in estate management across Government.

An important part of the Ministry of Justice Estate Strategy is the way its main London HQ building at 102 Petty France is used. It is the hub for the department's London based staff; in time, it will also house the Ministry's family of arms length bodies. The transformation of 102 Petty France supports the change in culture and the streamlining of working practices that came with the creation of the Ministry of Justice in May 2007.

The transformed workspace in Petty France provides facilities that deliver an open, modern, flexible office environment which encourages collaborative working. A range of informal work settings with flexible boundaries between teams helps to increase collaboration and remove traditional working boundaries. Project teams and individuals can choose the work setting to suit the task in hand. Staff and business visitors benefit from being able to use a variety of flexible work spaces.



Meeting in progress in a quiet corner in 102 Petty France (MoJ)



102 Petty France (MoJ)

Case study (continued)

The main floors are occupied by teams allocated desks at an 8 desks per 10 people ratio and now provides for 3275 staff using 2655 desks, which is a significant increase from the 2200 workstations originally provided within the building. This has driven down the occupancy ratio to 10.25m² per member of staff. With plans well advanced to move 125 more staff into building by mid summer 2010 the Ministry of Justice occupancy of 102 Petty France will meet the OEP space standard of 10m²/FTE.

A light and airy atrium provides a vibrant busy meeting and refreshment space. A fully equipped conference suite and video and tele-conferencing in meeting rooms reduce the need for business travel reducing costs and improving the Ministry's CO₂ footprint.

Environmental sustainability was considered at every step of the refurbishment process and the principles

of reduce, reuse, recycle are embedded in the ways of working in the building. For example, energy efficient lighting, heating and air conditioning systems operate throughout, 'flow straightening' devices have been fitted to taps in all washbasins reducing water consumption by around 75%, there are no desk bins, staff are required to dispose of paper and other waste in recycling bins and all non recyclable material is incinerated to generate energy achieving zero waste to landfill.

Estate cost savings generated by moving out of other buildings into Petty France are estimated at £10million pa. Additionally, the costs of internal moves have been reduced by up to 75% compared with a traditional office environment.



The atrium at 102 Petty France (MoJ) provides a versatile range of meeting, refreshment and conference facilities in formerly unused space

2. The State of the Estate

2.1 Overview

This chapter describes the complex nature of the civil estate and highlights the importance of taking certain factors into consideration when assessing departmental performance. These factors include: the diversity of the estate; huge variations in cost between London and the regions; multiple relationships with arms' length bodies for some departments; much simpler departmental structures for others; the size and age of buildings; and types of tenure.

This chapter provides basic information with the commentary on performance being provided in subsequent chapters. As explained in Chapter 1, this report focuses on the mandated estate, drawing on information provided and verified by departments and captured in e-PIMS™. Nevertheless, there are some remaining inaccuracies and where these are significant, a footnote has been provided in the Appendices.

2.2 Size and cost of the estate

2.2.1 Total area

Total area of mandated estate has been reduced by 5.8% to 10,722,166m².

2.2.2 Total number of holdings

The number of holdings has been reduced by 9% from 7,935 to 7,213.

A 'holding' is a property asset or assets for which a department 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.

The total number of departmental holdings in the mandated estate at 31 December 2009 was 7,213.

2.2.3 Total cost of running the estate in 2008/09

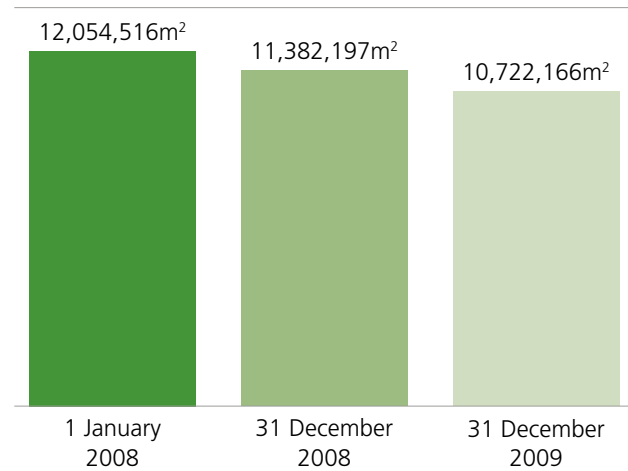
Data has been provided from departmental financial accounts, including arms' length and sponsored bodies. Where information was not available, OGC has estimated the cost using the e-PIMS™ data available. Total property operational costs are broken down into rent (or rental equivalent for freehold buildings), rates and other charges (service charge, repair and maintenance, security, cleaning and utilities), and offset by receipts and income.

The total cost reported by departments for the financial year 2008/09 was £3.49bn, however, estimating the additional cost for organisations, where data was not available, gives an overall estimated total annual cost of £3.55bn. (Over the year, the quality of data has improved so that the proportion of cost that has to be estimated has fallen from 10% to 2%).

Once the necessary inflationary adjustments have been made (using the RPI midyear index) this shows that cost of running the estate has reduced in real terms.

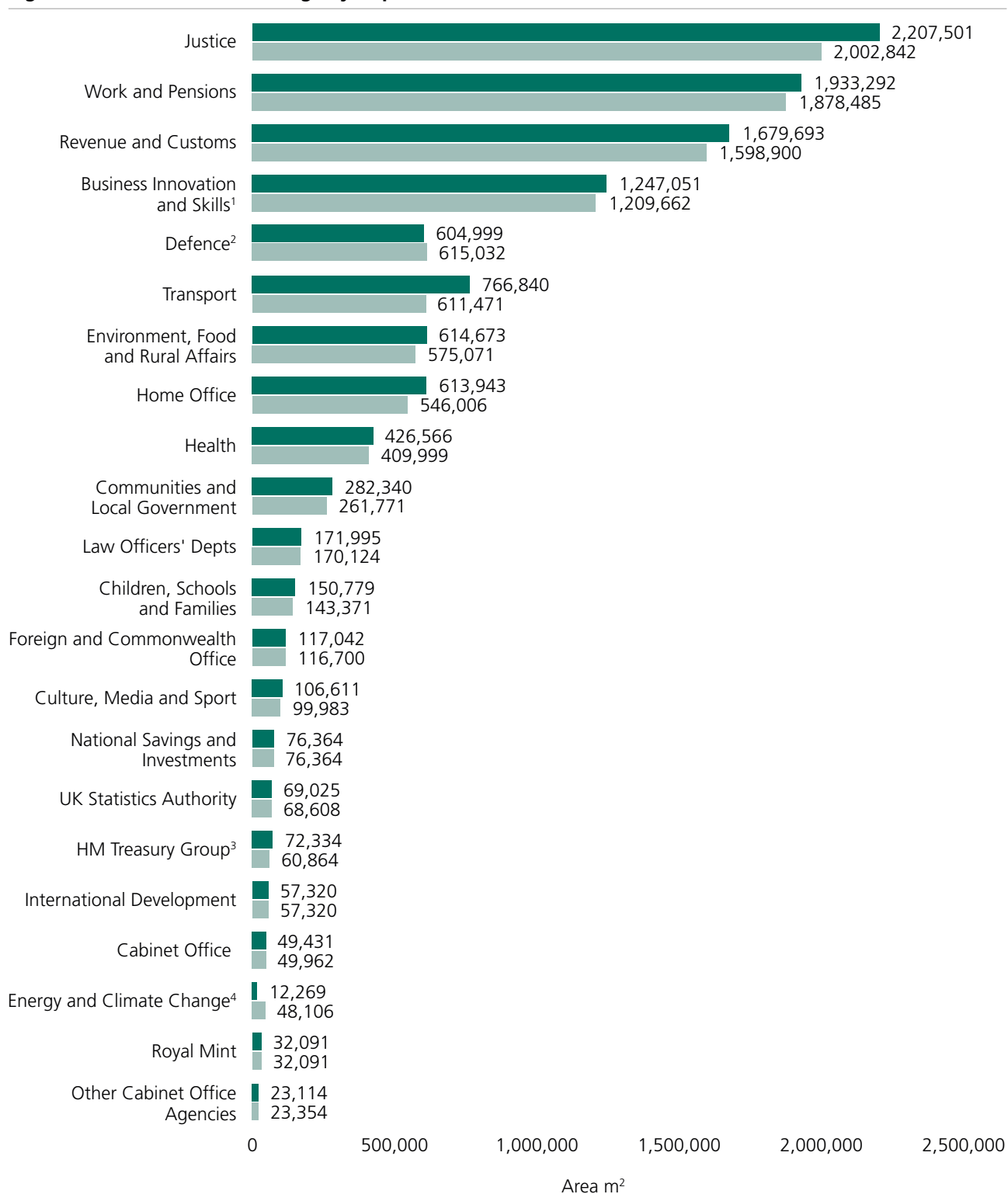
Since the start of the HPP programme in 2003/04, the real cost of running the estate, taking account of inflation, is estimated to have fallen by 17% – the equivalent to a reduction of approximately £740m.

Figure B.1 Change in area of the mandated estate recorded on e-PIMS™ over 2008/09



Reduction in 2008 of 672,319m² (5.58%)
Reduction in 2009 of 660,031m² (5.80%)

Figure B.2 Total area of holdings by departments (over 20,000m²) as at 31 December 2009



Key
■ 2008 ■ 2009

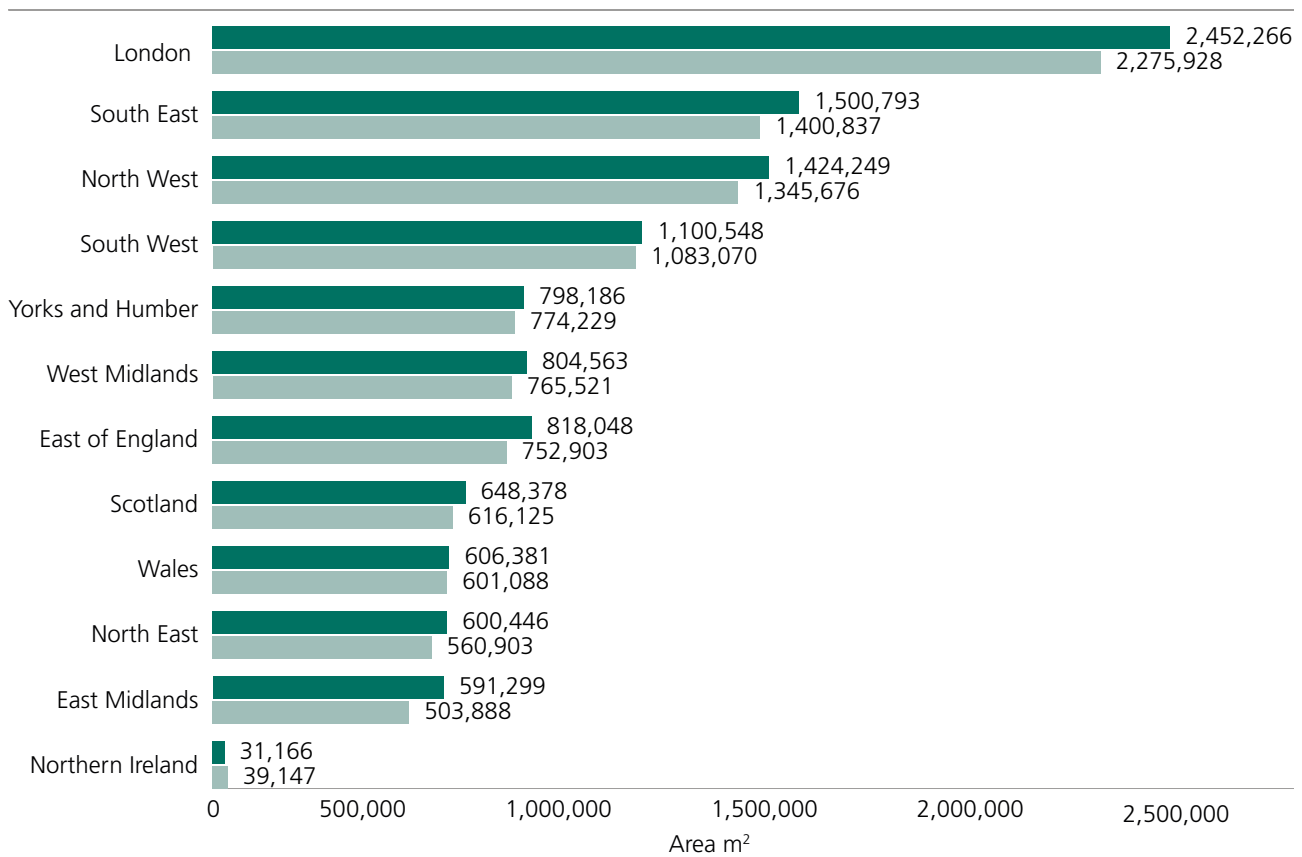
¹Department for Business Innovation and Skills established in June 2009, subsuming Department for Business Enterprise and Regulatory Reform and Department for Innovation, Universities and Skills.

²The total size of the Defence civil estate was 606,347 m² at 31 December 2009. e-PIMS™ was not updated until January 2010.

³Includes the Residual Estate.

⁴Department for Energy and Climate Change established October 2008.

Figure B.3 Total area of the estate in each Government Office region, Scotland, Wales and Northern Ireland as at 31 December 2009



Key

■ 2008 ■ 2009

2.3 Departmental focus

Departments generally have a central policy department, agencies and NDPBs and, in some instances, the size and extent of individual arms' length bodies far exceeds that of the parent department.

Figure B.2 shows the huge disparity in size of departments' estates. The three largest estates are MoJ, Department for Work and Pensions (DWP) and HM Revenue & Customs (HMRC), each with a floor area in excess of 1,500,000m². The majority of other departments each have a floor area of less than 600,000m².

MoJ has 19% of the mandated estate, with DWP and HMRC occupying approximately 18% and 15% respectively. Most other departments occupy less than 6% each.

Departments vary considerably in their number of holdings, irrespective of the total area of their estate. For example, Transport (DfT) has an area recorded on e-PIMS™ of approximately 600,000m², made up of 1,194 holdings; Department for Business, Innovation and Skills (BIS) has a larger estate (over 1,000,000m²) but has only 336 holdings to manage.

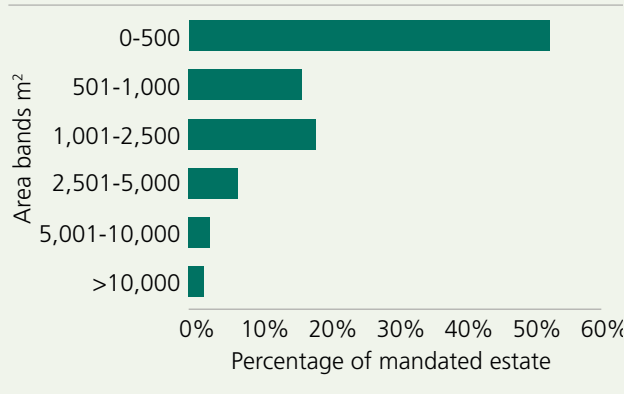
2.4 Regional focus

Figure B.3 shows that the majority of holdings are in the Government Office for London region with a total of 2,275,928m². This is 21% of the total area and nearly twice as much as the two next largest regions (the South East with 13% and the North West with 12.5%). The remaining spread of holdings is fairly evenly distributed between the other regions which average between 5% and 7% of the total.

2.5 Building focus

The office building stock on the civil estate varies considerably in size and age and these are factors that affect efficiency. In addition to conventional office buildings, there is a wide range of other uses for buildings on the mandated estate. Examples are laboratories, courts and coastguards' stations.

Figure B.4 Size profile of buildings on the mandated estate

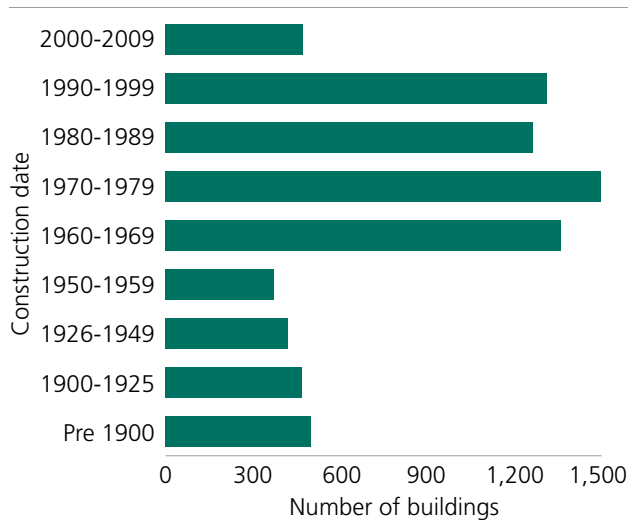


Taking a closer look at the comparative sizes of holdings, Figure B.4 shows the size bands of holdings on the mandated estate. More than half of the holdings are small (500m² or less); approximately one third of holdings are medium-sized (between 500m² and 2,500m²); around a tenth are large (between 2,500m² and 10,000m²); and less than 3% are very large (more than 10,000m²).

Figure B.5 gives a general indication of the construction dates for buildings on the mandated estate. Only 40% of the building records in e-PIMSTM have a construction date recorded, so the figures can only show a trend.

For those properties where the date is unknown, a date has been extrapolated by reference to the known age spread. The chart shows approximately 6% of properties were built pre-1900; 15% of the stock was built between 1900 and 1960, but almost a fifth were built in the 1970s. Approximately 40% are newer than this. This age profile poses challenges for both efficiency and sustainability.

Figure B.5 Age profile of buildings on the mandated estate (current)

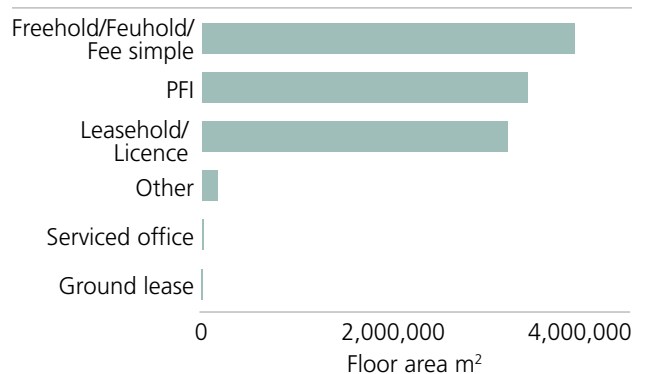


Only 40% of entries have date data – for those entries where the date is unknown a date has been extrapolated by reference to the known age spread

2.6 Tenure focus

Figure B.6 shows that, across the estate, the three main tenure types – freehold (or equivalent), PFI and leasehold or licence arrangements – are fairly equally represented. Very few holdings are occupied as ground leases, serviced offices or other tenure arrangements.

Figure B.6 Breakdown of size of estate by tenure





2.7 Vacant space

- Vacant estate continues to be managed tightly by departments and OGC.
- Vacancy rates significantly lower than private sector.
- New demands accommodated on vacant estate wherever possible.

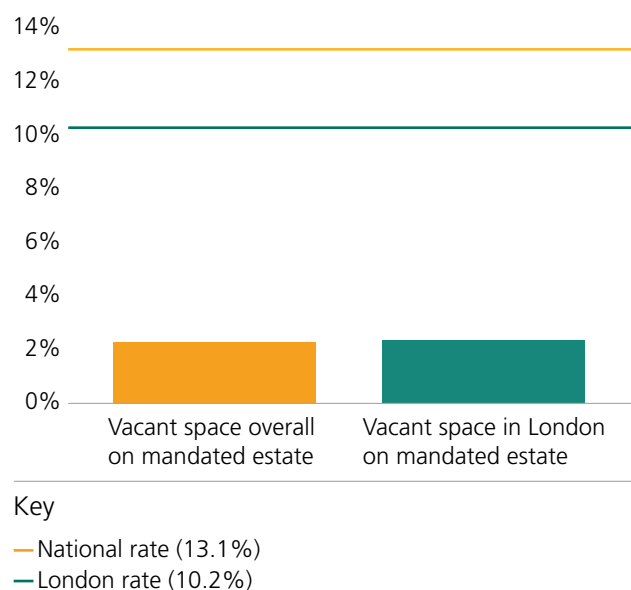
Vacant space can be created by:

- the exploitation of new ways of working
- the implementation of space standards
- the relocation of business units
- the re-engineering of business processes
- a response to Machinery of Government changes.

Vacant estate is tightly and proactively managed by departments and OGC, and this has led to the amount of vacant space on the mandated estate being significantly lower than the national average. The Estate Rationalisation team within OGC works with departments to help fill vacant estate through re-occupation by other civil estate business units. Across the civil estate, the amount of vacant space at the time of this report was 240,884m² (2.25% of the civil estate). This represents a reduction in vacant

space since the previous report – the national average is 13.1%. The civil estate vacancy rate in London is 2.33% which compares favourably with the average vacancy rate for London of 10.2%. See Figure B.7.

Figure B.7 Vacant space on mandated estate as at 31 December 2009



Key

- National rate (13.1%)
- London rate (10.2%)

Knight Frank research: vacancy rates quarterly reports.



2.8 Trends and enablers of better management

Departments and OGC work together to develop schemes and initiatives to deliver improvements and savings across the civil estate.

OGC and departments continue to work together to implement the various initiatives under the HPP programme. These include:

- improving the completeness, accuracy and detail of property and performance data
- exploring the potential for space reduction and improved effectiveness and sustainability through the introduction of new ways of working and recommended workspace standards
- aligning property plans with business strategies
- strategic future planning on a department-wide basis, including arms' length bodies, by improved PAM plans
- to better co-ordinate property activity across the civil estate and wider public sector to achieve optimal solutions from an exchequer perspective.

2.8.1 Improving the quality of data

- Departments and OGC work together to achieve improved data quality.
- Improved data quality assists better quality analysis.

2009 has seen a continued improvement in the overall quality of data on the e-PIMSTM system, with departmental users making 42,787 updates to their records. The e-PIMSTM team has worked closely with departments, providing support and guidance on data issues and 95% of organisations provided Annual Verification of their core data by the end of the year.

Annual Verification of core data requires organisations to confirm that they are fully complying with their e-PIMSTM Service Level Agreement (SLA) and that their entire estate (including land) which falls within the e-PIMSTM mandate is fully and accurately recorded in e-PIMSTM.

The focus in 2009 on existing records was the reduction of 'Warning' validation messages and these were reduced from just under 5,000 at the beginning of 2009 to 187 by 31 December, while 'Error' messages were reduced to 15 across the mandated estate. At present there are 1,315 active users across the mandated estate.

2.8.2 Better management practices

In 2009 departments continued to improve property asset management practices; a process of review and continuous improvement taking account of the guidance offered through the OGC's HPP programme. The year saw the Property Champions well established and the role of PAM boards being embedded and evolving to give leadership and an integrated strategic approach to managing the estate as a portfolio supporting the needs of the service. Departments are actively using performance measurement results to drive strategies and set targets.

Ministry of Justice

MoJ has increased the frequency of its PAM board meetings to drive a greater involvement of their arms' length bodies and invite them to present to the board on key issues and projects.

Department for Work and Pensions

The Department for Work and Pensions is using benchmarking output data to seek to improve overall workspace utilisation for 54 of their buildings where space utilisation exceeds 13m² per FTE. The objective is to reach 10m² (subject to building design and work functions undertaken). The work will be undertaken jointly with their PFI provider Telereal Trillium.

2.8.3 Improving skills and capability

In 2009 OGC and departments have progressed in their aim to improve capability and skills in organisations and individuals. To support individuals, a recognised PAM profession has been defined with a Head of Profession in place.

The PAM profession

By establishing a recognised profession and community, headed by Vice Admiral Tim Laurence, Chief Executive of Defence Estates, individuals from a wide range of backgrounds, but all involved in the management of property assets, can feel a sense of shared commitment. Moreover, they can work towards mutual objectives by raising professional standards, developing learning pathways, and improving capability generally across government.

The profession aims to promote strategic and operational capability as necessary components of organisational business delivery. PAM practitioners will not only demonstrate the necessary skills and competencies required by the professional community but also those required by all public servants and identified in Professional Skills for Government.

The goal is to ensure that there are properly qualified people for every post, and that the PAM profession is recognised and valued as a career path for progression within the civil service.

The Head of Profession, with his advisory steering group and assistance from OGC, is currently planning a learning and development strategy.

PAM Capability Assessment Model (PAMCAM)

During 2009 departments also began using the PAMCAM, OGC's online assessment tool linked to e-PIMSTM, to assess the overall capability of their organisations and teams across the whole spectrum of PAM activities, from strategy and planning to facilities management and operations. OGC developed this model as part of the HPP programme to provide an objective evidence-based way of reviewing organisational capability, allowing organisations to identify strengths and weaknesses and to plan improvements based on best practice.

2.8.4 Consolidation and co-location

Estate rationalisation helps departments deliver estate improvements.

Since 2005 OGC has worked with departments, and all Government Office (GO) Regions, to implement the property co-ordination agenda set out in the Civil Estate Co-ordination Protocol. This protocol obligates departments to co-ordinate their activities and to consider property decisions on a value-for-money basis from an exchequer perspective.

In addition, OGC has worked with departments to implement a mandatory property controls regime in the London and South East GO Regions. The policy presumption is that property events (eg, lease breaks, expiries and potential new acquisitions) trigger the controls regime and departments should take the opportunity to relocate their activity to outside London and the South East. There are exemptions for 'local service delivery' (eg, Jobcentres or Driving Test Centres) as well as exceptions, which have to be cleared by the Chief Secretary to the Treasury in cases where there is an overwhelming or compelling case for the function to remain in London or the South East.

This requires departments to consider relocations (see below at 2.8.5) and also co-locations and rationalisations. Working with OGC, the majority of departments have reduced the size of their estates and improved their occupancy densities.

The Estate Rationalisation schemes generate cost savings for departments. OGC also quantifies the value-for-money savings on an auditable basis and reports these savings annually.

2.8.5 Relocation

London represents the most expensive location for civil estate offices, although this compares favourably with private sector benchmarks for cost, as Figure C9 shows. In comparison with other regions, it represents the most significant opportunity for potential savings through relocation.

Moving organisations out of expensive property in London and the South East will save money in the long term and provide huge efficiencies. It can also provide improved working environments and support employment in communities in other regions.

Departments are responsible for implementing their own commitments to relocate. Overall responsibility for co-ordination and monitoring progress rests with OGC. The original target of 20,000 relocations by March 2010 was achieved early in 2009. Government continues to drive additional relocation commitments and the Smarter Government white paper (*Putting the frontline first*), published in December 2009, announced a further review, with results to be published in 2010.



Case study

Move into Millbank Tower

From the Audit Commission perspective

The Audit Commission undertook an accommodation review of their Millbank Tower space. This generated the release of approximately 1300m² of office accommodation.

OGC's clearing house helped identify possible Government interest in the released space and the Charity Commission agreed to take approximately 1100m². OGC assisted the parties in reaching terms of agreement. The Audit Commission estates team worked closely with the Charity Commission to address any issues.

Estimated exchequer savings of £20m were generated by the scheme over the proposed term.

OGC also arranged for the Office of the Identity Commissioner to take a further 100m², giving a 95% success in sub-letting the surplus space.

From the Charity Commission perspective

The Charity Commission's lease at Harmsworth House expired in June 2009. Had it remained in Harmsworth House, the rent up to the period 2018/19 is estimated to have been £10.8m.

The Charity Commission is now paying an annual rent of £400,000 for its accommodation in Millbank Tower – an estimated total of £3.7m for the period up to 2019 and £7.2m in rental savings. The move has also achieved savings in facilities management.

The Charity Commission's occupancy metric at Millbank Tower is 10m²/FTE (in line with Government targets); at Harmsworth House, it was 17.2m²/FTE.

The Charity Commission now also enjoys the cultural benefits of moving to an open-plan office.

Case study

Strategic Asset Management (Department of Environment, Food and Rural Affairs)

Estates transformation

The Department for Environment Food and Rural Affairs (Defra) has developed an approach to asset management which is based on professional skills, capability and functionality. Its estate, therefore, is managed by professionally qualified and experienced leaders and senior managers, including ten chartered surveyors, four facilities managers and four environmental specialists.

Asset management in Defra is embedded within corporate departmental governance. The strategic steer on estates and the business interface is provided by the Network Estate Asset Management Board with support from the Corporate Services Board and business area approval boards. This direct link between business strategy and property management has improved effective management and decision making.

Asset management ethos – a business-driven approach

Defra manages its property portfolio as a resource and priority is given to those property assets that are essential to provide an effective and efficient platform for the delivery of the Department's core business. This means that, at times, difficult decisions must be made where business delivery must take precedence over efficiency. This can happen especially where location is paramount and market supply is poor. For example, although inspectorate staff at ports of entry and landing are few, they must be located at the port to meet business need. This is inherently inefficient but essential to maintaining business delivery.

Defra Estates supports business delivery and it works with internal stakeholders to understand their needs. It also supports the wider corporate agenda and acts as the principal interface for matching business demands with property. This follows the strategy of making full use of existing property before acquiring new space. Sustainability is also central to decisions about asset ownership and investment.

Built environment sustainability

Defra Estates is a multi-award winning sponsor of sustainable construction and refurbishment. It has adopted a minimum design standard of BREEAM Excellent for all new building and refurbishment projects and recently achieved a carbon-neutral design and sustainable energy sources in a project at Alnwick. This project has received a BREEAM Outstanding accreditation and is currently the only building in the UK with an A+ Energy Performance Certificate.

Defra Estates has attained ISO14001 accreditation for Environmental Management Systems and was awarded the Carbon Trust Standard accreditation for its whole portfolio. This reflects an ongoing commitment to keeping sustainability at the centre of the asset management strategy.



Workspace at Kingspool, York (Defra)

Case study (continued)

Management information and performance data

Management capability is the product of robust data, evidence-based analysis and a technical understanding of how the property portfolio provides effective support for the business. Defra Estates recognises that whilst analysis and evidence are important, the added value of a professional and knowledgeable management team is critical to the effective operation of the estate. Benchmarking is also important for Defra to build an improved knowledge base and to understand underlying constraints to enhanced performance. The Property Benchmarking Service has enabled Defra to extend its office benchmarking beyond the mandated office portfolio and Defra Estates uses this performance data to provide evidence-based comparison in support of options appraisal.



Kingspool, York (Defra)

Partnership approach

Defra Estates has two partnerships: the estates service providers and the business areas in sponsored bodies.

A partnership with the estates service providers helps Defra make the best use of its property through targeted investment. Defra also uses asset management professional services which transfer transaction and treasury functions to the provider and which encourages the provider to offer a greater contribution to estates strategy based upon a common understanding of the key business priorities.

Recognising the potential for synergy across its wider estate, Defra is working with its principal sponsored bodies, the Environment Agency and the Forestry Commission. Although it is at an early stage, this work is already highlighting opportunities for co-location in Yorkshire, the south coast and West Midlands.

Defra Estates is also forging stronger relationships with policy and sponsorship teams and provides strategic advice on property matters at both policy development and governance stages. Defra Estates is now seen as a stakeholder in property decisions and transactions in arms' length bodies. This positioning as corporate gatekeeper has allowed Defra Estates to influence key property decisions in the more remote delivery bodies. A recent example is the decision by Defra to relocate the Marine and Fisheries Agency (soon to become the Marine Management Organisation) to existing Defra offices in Newcastle. This decision was informed by evidence and analysis provided by Defra Estates.

Reaping the benefits: the evidence

Defra Estates has disposed of 83,000m² surplus assets at a value of £53m since 2004/05 which includes a reduction of 22,000m² in the London portfolio. Defra Estates is on target to remove a further 12,000m² from the estate – a reduction broadly aligned to the HPP target.

Defra was a pilot department for the OGC Property Benchmarking Service. Defra has increased the number of its holdings registered with the Service and uses the comparative performance results to measure and to track year-on-year improvement against industry benchmarks. All of this has resulted in efficiency improvements: since 2005/06, m²/FTE has reduced progressively from 14.6m²/FTE to 11.8m²/FTE in 2008/09.



Multi-purpose refreshment and meeting space at Kingspool, York (Defra)

Sustainability is central to Defra's approach to the workplace and the built environment. It has reduced CO₂ emissions by 18% from a 1999/2000 baseline and is exceeding the 2010 reduction target by 6.5%. Waste arisings to landfill have been reduced by 11%, and 36% of waste is now recycled. Defra has improved its standing in the 2009 SOGE performance table rising to 11th from 17th position. In addition to design achievements from new build and refurbishment projects, Defra has invested in energy optimisation, rainwater harvesting and energy-saving lighting. Sustainability is increasingly embedded in workplace support management operations and behavioural change is increasingly a significant part of influencing sustainability performance, for example the 'Bin the Bin' initiative which provided centrally located bins to aid recycling.

To reduce the amount of space Defra has in London, it has improved office layouts by matching workstation allocations more closely to working practices. It has invested in more effective furniture and storage solutions, flexible telephony and IT hardware. This has allowed Defra to commit to 80% desk ratio in London. 2008/09 saw the installation of an additional 9% of workstations within the existing footprint which brought an additional 184 staff within the core London portfolio without any adverse impact on workplace effectiveness.

3. Efficiency

3.1. Understanding and reporting efficiency

Monitoring and measuring performance is fundamental to improving the management of resources and to the delivery of services. It helps to inform decisions and to identify opportunities for tangible savings and improvements in the efficiency of property assets. Reliable property performance analysis and the accurate measuring of occupancy costs and space efficiency are pivotal in effective property strategy and management.

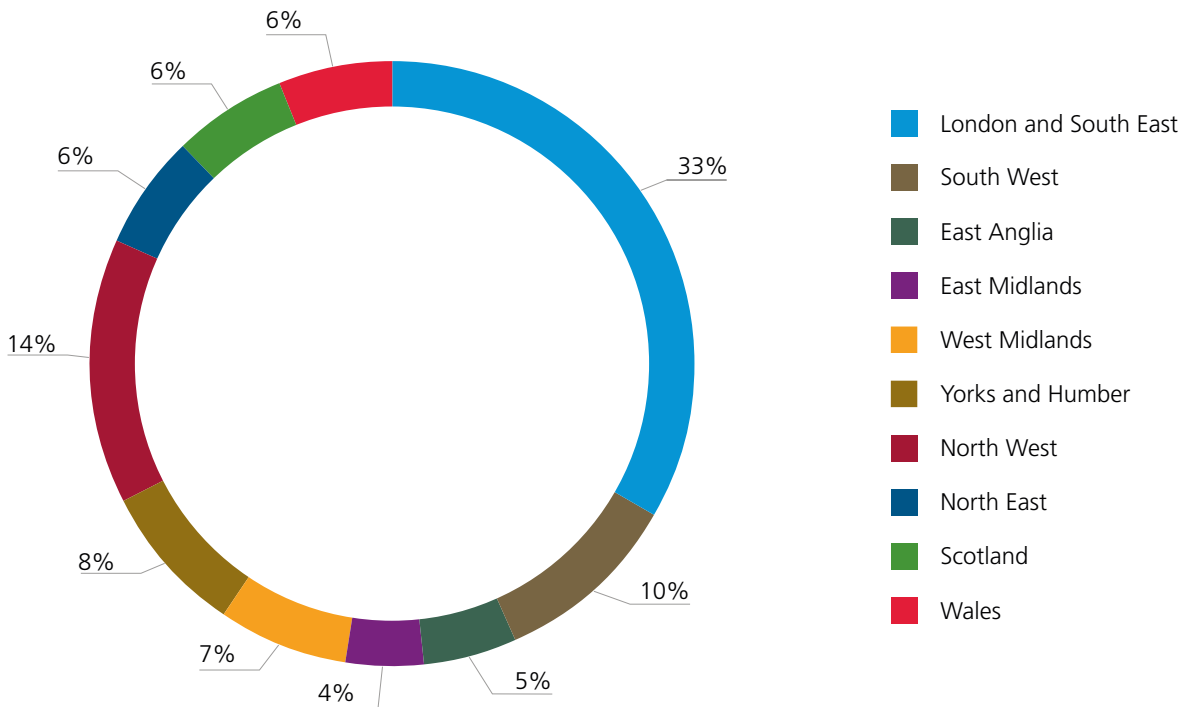
The assessment of efficiency and progress reported here is based on data for the financial year 2008/09 (at 31 March 2009) for administrative offices over 500m². Critically, performance is benchmarked to that of the private sector; providing external indicators against which relative efficiency can be established.

3.2 Benchmarked performance

Central Government departments and their arms' length bodies are required to measure annually the efficiency, effectiveness and environmental sustainability of administrative office occupations over 500m² through the Property Benchmarking Service. Performance is measured, through independently validated metrics, against comparable buildings in the private sector and, where appropriate, industry best practice. Information from this process is used across Government to inform strategic decisions about buildings and their impact on service delivery. This work forms the cornerstone of the HPP programme and constitutes one of the largest programmes of its type in Europe.



Figure C.1 Regional space profile of the benchmarked Central Civil Estate 2009

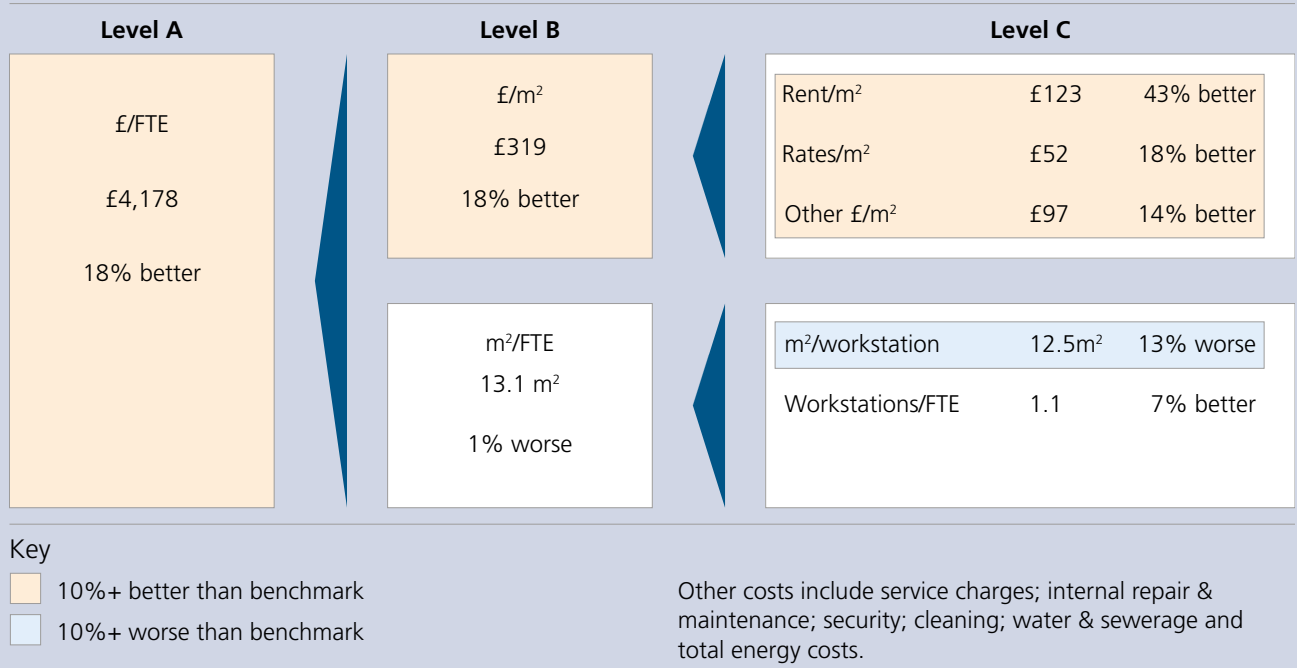


The mandated Property Benchmarking Service, now in its second year, has achieved 100% coverage of in-scope buildings and the picture and trends across the office estate provide an increasingly accurate and transparent insight into their efficiency. The provision of detailed information about estate costs and performance equips departments to secure cost savings and best value for money from existing arrangements and informs best value-for-money decisions on future contracts.

3.3 Improving data quality

The use of benchmarking in performance measurement has led to increased rigour in the value and quality of property data. As the integrity and accuracy of data improve, and as it is actively used to manage property, the focus on quality will ensure progress. The process of external data review through validation ensures progress is maintained. Property Centres on the Civil Estate are able to capture and report more comprehensive and accurate data on operating costs and space, while refining their approach and ability to report FTE data. Improving data capability is fundamental to future effective management and reporting of building efficiency.

Figure C.2 Central Civil Estate efficiency performance and % difference from private sector



This shows how the relationship between cost and space components will influence the overall efficiency measure: £/FTE. Level A is derived from the cost and space metrics at level B. Level C shows the detailed KPIs underpinning the cost and space efficiency metrics at Level B.

3.4 Managing and understanding cost/FTE

- Average £/FTE across the benchmarked office estate has fallen by 8% to £4,178 during 2008/09.
- At this level, £/FTE is 18% less expensive than the average in the private sector.
- Average central London office space costs around double the average £/FTE reported in other regions.

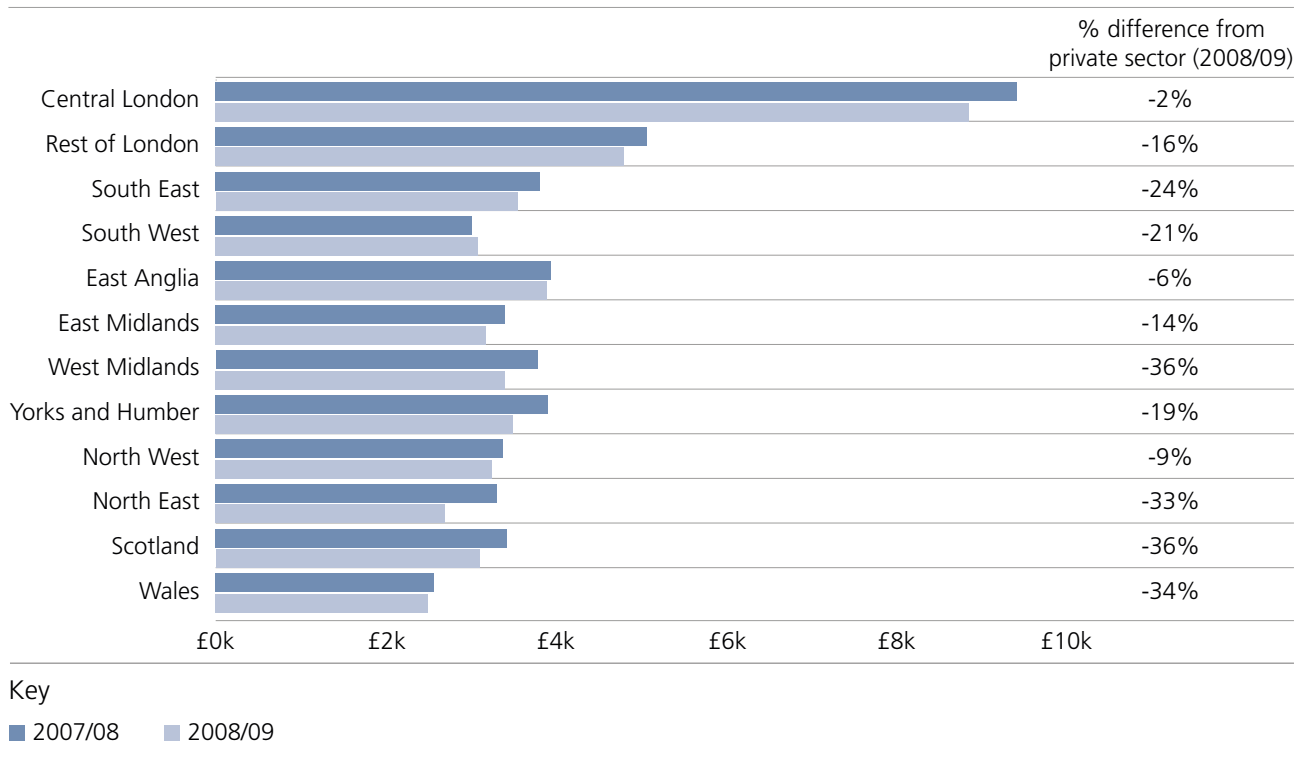
£/FTE is the primary indicator used to report and assess building efficiency. It provides a simple but effective overview by capturing aspects of both cost and space whereby options for improvement are readily identifiable. The value of monitoring and understanding this metric has been reinforced by the requirement for this as part of the annual benchmarking of back-office functions introduced in 2009 under the Operational Efficiency Programme (OEP).

The average efficiency measured by £/FTE across Central Civil Estate (CCE) office space has improved by 8% since 2007/08 and remains ahead of the private sector. Change has been driven largely by improvements in space utilisation and the reported average of £4178/FTE (see Figure C.2) is 18% better than the private sector.

Figure C.2 represents the efficiency tier of the property benchmarking performance framework. It shows the 2008/09 efficiency KPIs for the estate with their associated performance and illustrates the dependence of efficiency on both cost and space. Performance is scored as a percentage relative to a benchmark index value of 100 derived from data held on equivalent private sector buildings. A score of 110 would therefore indicate for example, that performance exceeds the mean average by a factor of 10%. Positive scores represent performance strengths, while negative scores indicate where there is potential for improvement.

Figure C.3 highlights regional changes to £/FTE. However, despite falling below £9,000/FTE, central London space costs approximately double that of other regions.

Figure C.3 Regional change to £/FTE



3.5 £/m²: a relative strength to building efficiency

- The average £/m² across the benchmarked CCE has shown little change and stands at £319 for 2008/09.
- At this level, the £/m² is around 18% less expensive than the private sector average

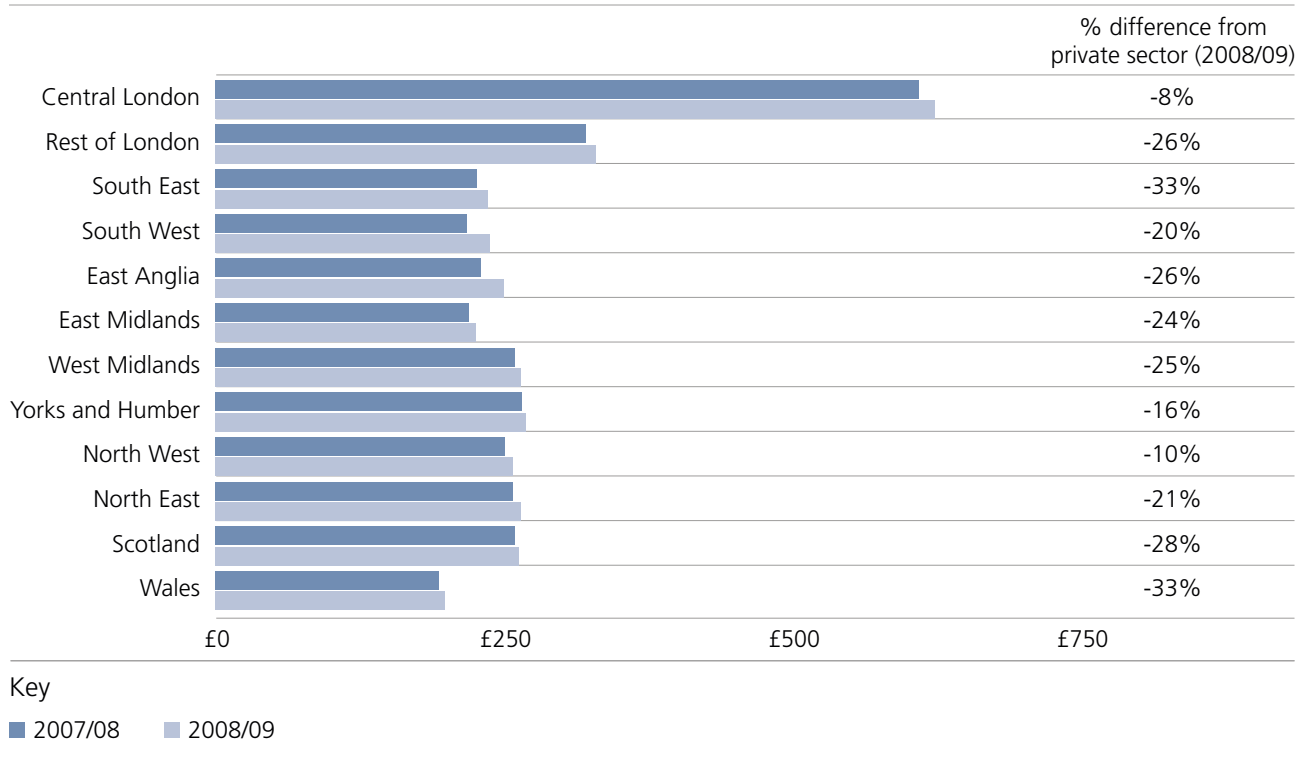
The average, at £319/m², has shown little change (+2%) since the previous year and is 18% lower than in the private sector. Despite this encouraging snapshot, it is important to recognise that the annual cost of property represents a significant liability and the wide variation in cost performance of individual buildings reinforces the need for careful cost management.

A similar challenge is posed by the differences between leasehold, freehold and space held under PFI arrangements. In all these cases, the overall average £/m² is close to, or lower than, the private sector. However, the occupation costs reported and accounted for on freehold space remain significantly lower.

Each approach to property occupation has its own challenges, none more so than freehold space where performance data points towards an under-valued opportunity cost of ownership. The Treasury Capital Charge, used as a consistent way of recording the annual opportunity cost of occupation in freehold space, is clearly falling some way below the private sector average where rental values are typically used to account for annual costs of occupation.

The regional cost profile shown in Figure C.4, illustrates how location preference impacts on annual cost. At £625, the average £/m² of office space in central London is typically between two and three times that of other UK regions. Cost efficiency compared to the private sector characterises virtually all regions to varying degrees, and to maximise efficiency it would seem sensible to exploit further the opportunities presented by both regional markets and also the trend for space which is currently more cost efficient. As part of the work to support emerging regional strategies and the Civil Service in the English Regions programme, further analysis has been commissioned to provide a better understanding of the factors at work across different regions.

Figure C.4 Average £/m² regional



3.6 Space efficiency improvement

- Improving space efficiency characterises many departmental office estates.
- Average m²/FTE across CCE offices has been reduced by 10% since 2007/08.
- 13.1m²/FTE is equivalent to a private sector benchmark.

Overall improvement in m²/FTE is reported, in varying degree, across almost all department portfolios. Now at 13.1m²/FTE, the reported improvement in space efficiency reflects the considerable and committed efforts of many property centres to both reconfigure space and also to report more reliably the staff numbers using and benefiting from the space provided. According to the benchmarking analysis, average reportable space efficiency across both the public and private sectors has now met at around 13m²/FTE.

Figure C.5 Focus for future improvement

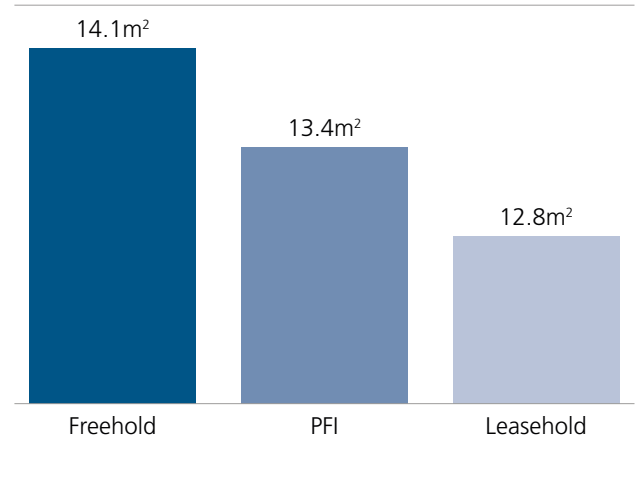


Figure C.5 shows the differences across the three main tenure types and the opportunity presented for future improvement.

The lower reported £/m² of freehold space should not distract attention from the fact that it is the least well-utilised – almost 10% less efficient than leasehold space. There is a need to focus management attention on using freehold space as efficiently as other tenure types. However, while there may be scope for better use, it is certainly true that some freehold space will be in buildings where age and heritage issues may limit the opportunities.

Nevertheless, the combined impact of a strategic focus on space and the introduction of the 2008 Government space standard of 12m²/FTE (10m² for newly acquired or refurbished space) has unquestionably driven improvement and Figure C.6 illustrates the reductions in average m²/FTE, as well as how close each department is to meeting this standard.

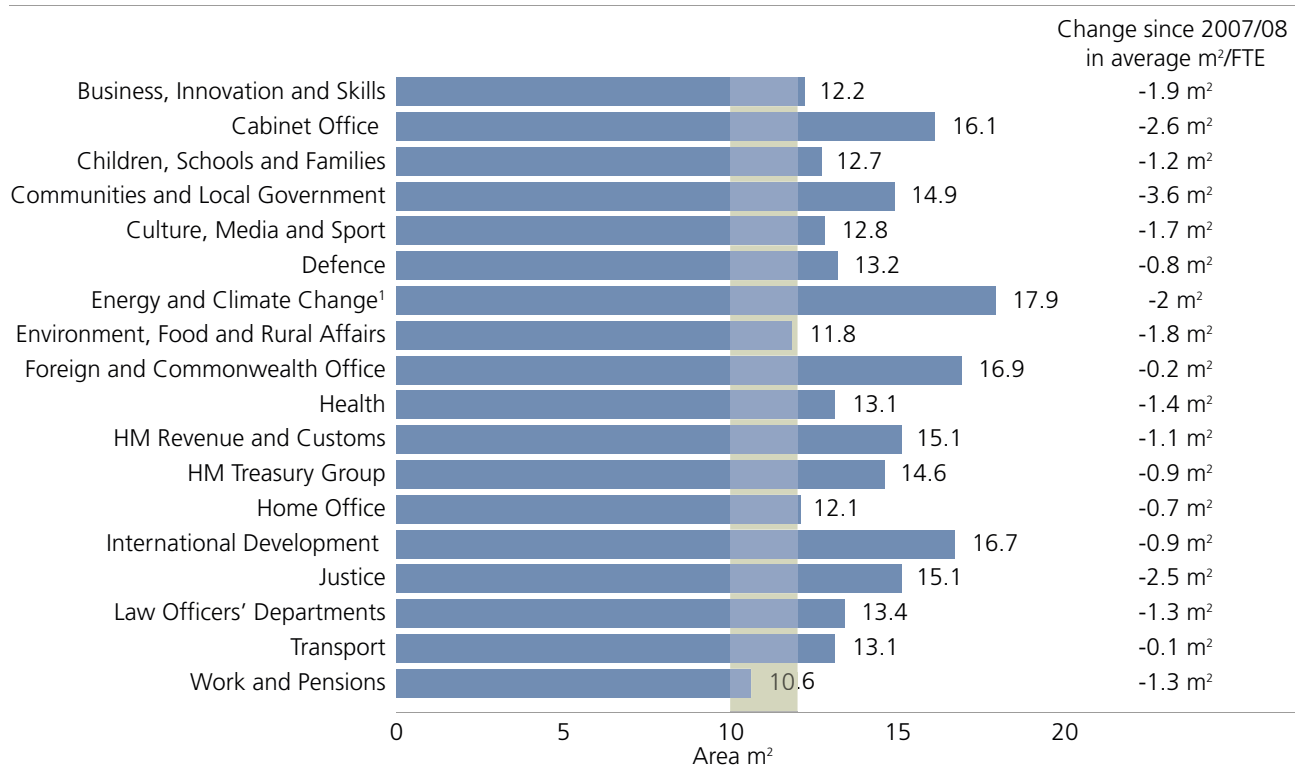
With business requirements at the forefront, the challenge now is for many of the larger departments to uncover other opportunities to improve space efficiency presented by new and innovative space, by freehold buildings, as well as reviewing and rationalising smaller office occupations.

3.7 Progress towards space standards

- 36% of benchmarked office space currently meets, or is ahead of, the 2008 Government workplace standard of 12m²/FTE.
- 31% of space met standard during 2007/08.

36% of the benchmarked office estate reports occupation of office space at or below 12m²/FTE. This demonstrates progress over the previous year when 31% of space met the standard. Figure C.7 helps to outline the rate at which different department portfolios are progressing. This trend is encouraging but year-to-year variations do need to be understood in the context of increased demand for public services in the current economic climate, changes to the remit, together with responsibilities of departments and their consequent requirement for property.

Figure C.6 Space occupation in m²/FTE

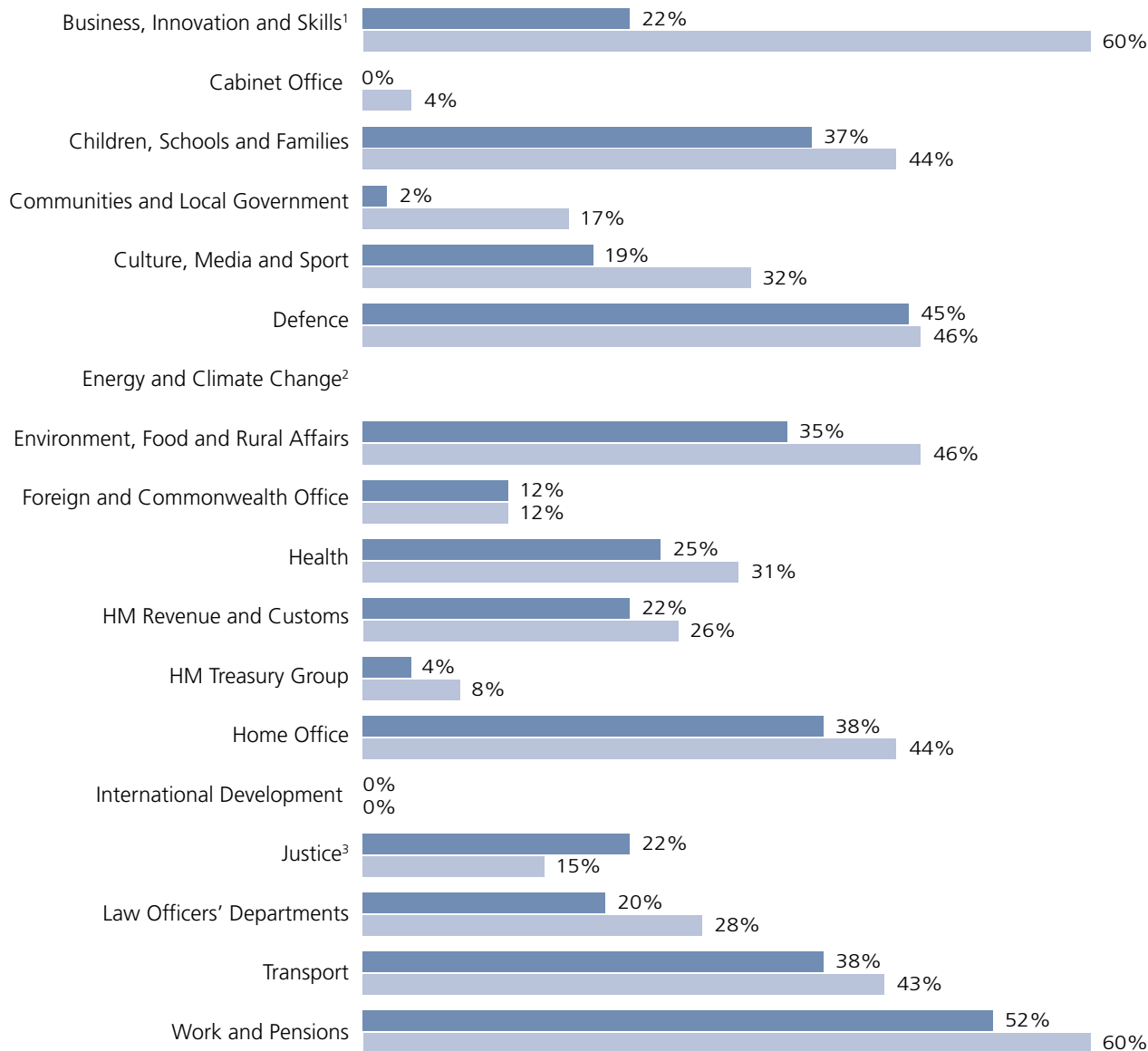


Key

■ Government workspace standard target area 10-12 m²/FTE

¹**Department for Energy and Climate Change:** DECC was formed during financial year 2008/09 therefore benchmarking data for this Department is not available. This data represents the Coal Authority and the Nuclear Decommissioning Agency transferred to DECC on its formation.

Figure C.7 % space below or at 12m²/FTE by department

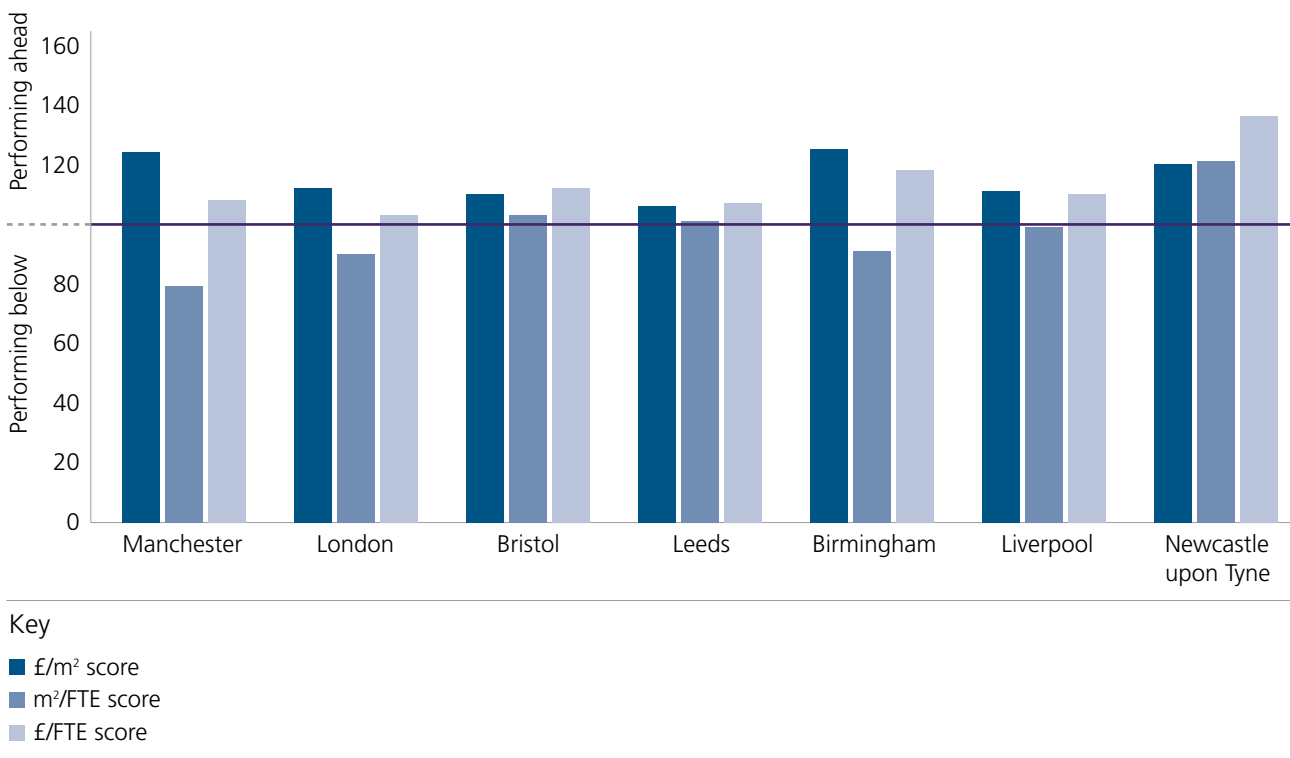


Key

■ 2007/08 ■ 2008/09

¹**Business, Innovation and Skills:** This represents combined data for the BIS predecessor departments: BERR and DIUS.
²**Department for Energy and Climate Change:** DECC was formed during financial year 2008/09 therefore benchmarking data for this Department is not available.
³**Ministry of Justice:** The difference in performance between the two years is the result of a data anomaly caused by the time lag between consolidation and release of estate.

Figure C.8 Relative performance in key centres



3.8 Performance in key centres

To complement the regional patterns of efficiency evident in CCE office space, a review of performance across seven key UK cities helps to highlight where opportunity and future management challenges may exist.

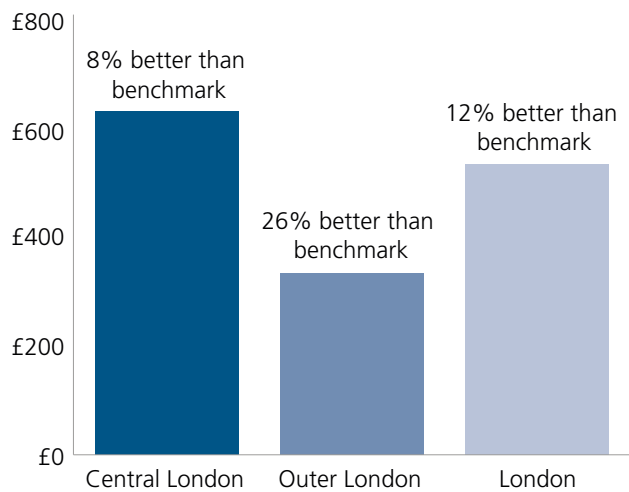
Understanding relative efficiency in key regional centres is an important component in targeted improvement, highlighting strength and opportunity as well as the significance of property in regional centres outside of London. CCE office property in the seven centres highlighted in this review accounts for 36% of office space but 51% of annual cost.

Figure C.8 reiterates the favourable overall £/FTE ratio evident across the estate but also illustrates that in three centres reviewed, m²/FTE falls below the average for private sector occupiers in these cities. Efficient m²/FTE ratios in CCE offices in Newcastle upon Tyne do, however, complement and support the favourable relative £/m² and this centre reports the strongest relative overall efficiency.

Office space in London currently represents 25% of all CCE office space but accounts for around 41% of the annual costs of occupying the entire CCE office estate.

Transparency in the performance and opportunities yielded across regional centres is a critical component to public sector estates working towards future best value. However, with London currently representing 25% of space and 41% of annual cost commitments, continued review of the performance of the estate in London is important. However, Figure C.9 shows that despite the higher average £/m² of London property, the average £/m² is less expensive than the benchmarks for comparable (in terms of type and location) private sector office space.

Figure C.9 £/m² in London



Case study

Improving energy performance St. Philip's Place, Government Office for the West Midlands (GOWM)

Background

Refurbished in 2003, 5 St Philip's Place provides flexible, air conditioned office space for the major occupier, GOWM, and other Government organisations sharing the building under MOTO agreements. The building provides some 543 workstations equipped with landline telephones and PCs. With core office weekday hours between 8.30am and 5.00pm, a central HVAC system maintains office temperatures at between 19°C and 25°C. On-site facilities management is provided by MITIE who report directly to GOWM's head of Property Asset Management.

Energy performance improvements in 2008/09

At the request of its Green Group, GOWM commissioned a Carbon Trust report by Briar Associates and in the financial year 2008/09, GOWM and MITIE implemented the low-cost measures recommended. These included a switch-off campaign; preventing boilers and chillers from operating all day, every day; making minor alterations to lighting and controls; and allowing the server room temperature to rise to 23°C. The result was an improvement in annual energy use, with CO₂ emissions down by some 17% and an improvement in the DEC rating from G to F.



GOWM and MITIE then addressed Briar Associates' higher-cost recommendations. Improvements under way in 2009 included better energy monitoring; a new contract for the Building Management System (BMS); installing variable speed drives to air conditioning fans; minor improvements to lighting controls; voltage reduction technology; and time controls for domestic water heaters, hot water boilers and water coolers. Ongoing monitoring will reveal cumulative savings as they arise.

Review by new owner

In 2009, Climate Change Capital (CCC) acquired the freehold. Analysis revealed a discrepancy between the BREEAM Excellent rating of the refurbished Grade A building and its poor DEC rating. CB Richard Ellis (CBRE) identified high metered electricity consumption – somewhat surprising for a building with normal working hours, a modest main server room, no central catering kitchen and an increasing proportion of staff using laptops.

CCC engaged Power Efficiency Ltd (PE) with William Bordass Associates (WBA) to review the breakdown of energy into end-uses, using CIBSE's TM22 Energy Assessment and Reporting Method. Their review pinned down a calibration problem with the meters and also identified further opportunities for energy savings. It recommended progressive improvement in energy use through better control and management before considering longer-term, high-cost measures.

In summer 2009, CCC, GOWM and MITIE produced a plan of work co-ordinating all the energy issues, with assistance from CBRE, PE and WBA. The vision is a simple strategy for owner and occupier to work together and improve the building's long-term energy performance step by step through:

- Reducing avoidable energy waste through 'no and low cost' measures in order to get the building systems, their management and the business occupants 'tuned up' and working efficiently and holistically.
- Supporting this work by improving the performance, functionality and user interfaces to the BMS, and increasing sub-meter monitoring.
- Using this solid base of information to plan and procure longer-term capital investment in new energy-saving measures.



The staff break-out space on the sixth floor in use

Status at the end of 2009

Some elements of the plan are now complete, while some are work-in progress and others still under consideration.

Completed measures include:

- Main electricity panel with maintenance arrangements confirmed.
- Main electricity meter re-calibrated with refund credited by the utility provider.
- Electricity sub-meters repaired and replaced.
- BMS controls with new maintenance contract and tuning-up by AirTech.
- Time controls to water heaters, hot-water boilers and water coolers.
- Questionnaire survey initiated to benchmark current levels of occupant satisfaction. This is informing the upgrade works and follow-up surveys will allow the effects of improvements to be evaluated.
- A new DEC confirming the improvement from Grade G to F.

Case study (continued)



Work in progress, which aims to achieve a DEC Grade E, includes:

- Negotiating a Green Memorandum of Understanding between the landlord and the tenant, with arrangements for landlord capital investment.
- Voltage-reduction technology installed, which now needs monitoring.
- Variable speed drives on air-handling units fitted, but awaiting control by the BMS.
- Capacity and control of outdoor and landlord's area lighting is under review, with some initial alterations made.
- Security staff routines for monitoring night-time lighting have begun.
- Pilot projects initiated for automatic night/weekend switch-off of power supplies to PCs and printers with local override.
- BMS hardware and software improvements made to provide more stable and economic control of the HVAC system.
- Fine-tuning office lighting and controls installed, with a de-lamping pilot in operation.
- Developing a long-term energy plan.

The following items are under consideration to unlock further energy savings in working towards a Grade D, but these will require capital expenditure:

- Comprehensive sub-metering, with associated monitoring and displays.

- Upgrading the office lighting generally, by refurbishment or replacement.
- Installing a new condensing lead boiler to improve system efficiency in milder weather.

Until the effects have been fully evaluated, no major alterations to the building fabric, the base air-conditioning system or the addition of renewable energy sources are planned.

A process model

Long-term success of the energy saving plan will depend on four essential factors working together to create mutually reinforcing and virtuous effects:

- **Monitoring and review** – half-hourly electricity monitoring and the use of the CIBSE TM22 method have proved effective.
- **Building technology and business equipment** – care is required in purchasing to minimise energy requirements and then to use to minimise wasteful operation.
- **Facilities management** – opportunities for a value-added sustainable workplace management service are being reviewed with MITIE.
- **User awareness** – the Green Group has undertaken important work on purchases and recycling, initiating the Carbon Trust survey, and making occasional surveys of equipment left on overnight – all helped by better monitoring via the BMS and new sub-meters.

GOWM and CCC are investing key essential resources to get this right in the hope that 5 St Philip's Place will provide a process model that others may wish to follow.

4. Sustainability

4.1 Introducing sustainability

Over recent years there has been significant growth in policy drivers for sustainability on the government estate, with the Climate Change Act 2008, Carbon Budgets, the Carbon Reduction Commitment and the EU Energy Performance of Buildings Directive. In 2010, further policy decisions will be taken, including announcements on new and ambitious targets for SOGE. Responsibility for implementing these initiatives, and other sustainable development policies, is shared across Government, with the policy lead taken by Defra, DECC, DfT and CLG.

4.1.1 Targets and KPIs

Government is committed to procure only buildings in the top quartile of energy performance, as measured by their EPCs. The Climate Change Act 2008 required Government to publish progress against the commitment in this report (see section 4.2).

The introduction of EPCs resulted from the implementation of the EU Energy Performance of Buildings Directive which also introduced annual DEC's. These certificates, mandatory for most public buildings, allow public scrutiny of energy performance and are proving an effective driver for improvement (see section 4.4).

As well as assessing the energy performance of buildings joining the estate, Government measures resource consumption and performance trends for the existing estate (see section 4.3). Drawing from *Securing the Future** (the UK's sustainable development strategy), Government has defined a range of targets for SOGE, which include reducing CO₂ emissions from offices and road vehicles, reducing waste arising and water consumption, and improving energy efficiency, recycling rates and biodiversity.

The SOGE performance measures covered in this report are:

- **CO₂ emissions from offices**
- **waste arising**
- **waste recycling**
- **water consumed.**

The impact of energy consumption is reported in terms of CO₂ rather than kWh to reflect the varying carbon intensity of different energy sources, and thereby encourages departments to consider switching to lower carbon energy sources.



*The definition of sustainability in the context of the Government estate is given in the Government's sustainable development strategy *Securing the Future, 2005*. <http://www.defra.gov.uk/sustainable/Government/publications/uk-strategy/>

4.1.2 Sustainability performance

Government is committed to demonstrating leadership by improving the sustainability of its estate and procurement activities. These commitments are expressed as Government targets, which are included within Permanent Secretary objectives, and in the public reporting of performance in this area.

OGC has worked with departments to update the delivery trajectories first produced in summer 2008. These trajectories, which are available through the 2009 Sustainable Development in Government results (http://www.ogc.gov.uk/sustainability_programme_progress.asp) show that, subject to the successful delivery of actions planned and the environmental benefits forecast, Government will exceed the 2010/11 targets for CO₂ emissions from offices and waste and recycling. Progress on the water consumption target (which runs to 2020/21) is less well advanced. This largely reflects planning for improvement activities being for only three years ahead.

Energy efficiency performance indicators suggest there is still a considerable way to go. The mechanisms for data collection and public reporting of DECAs have enabled baselines to be formed and results of the twice-yearly trend analysis point to the need to deliver actions for change.

Plans are being put in place by all departments, supported by a programme of work led by OGC, which ranges from building leadership and capability across Government, providing practical support to departmental practitioners and improving performance reporting and management. More details on this programme can be found in OGC's Delivery Plan Updates, published half-yearly in summer and winter (see http://www.ogc.gov.uk/sustainability_programme_progress.asp for the December 2009 Delivery Plan Update).

There are a number of cross-Government strategies on energy efficiency of buildings, as well as individual departments' plans, which include reducing the estate, ensuring that buildings new to the estate meet high environmental standards and improving the energy efficiency of buildings that Government is committed to occupying for the medium-to-long term, for example by retrofitting energy efficiency equipment (see section 4.5).

4.2 Building acquisitions in 2009

Target:

- Central Government will procure only buildings in the top quartile of energy performance.

Occasionally, suitable top quartile buildings may not be available. In these circumstances, departments will need to positively justify their alternative procurement choice and ensure that all cost-effective energy efficiency measures are implemented appropriate to the type and duration of the procurement.

Performance:

- In 2009, 44% (11 out of 25) buildings added to the civil estate were procured from within the top quartile range of energy performance.

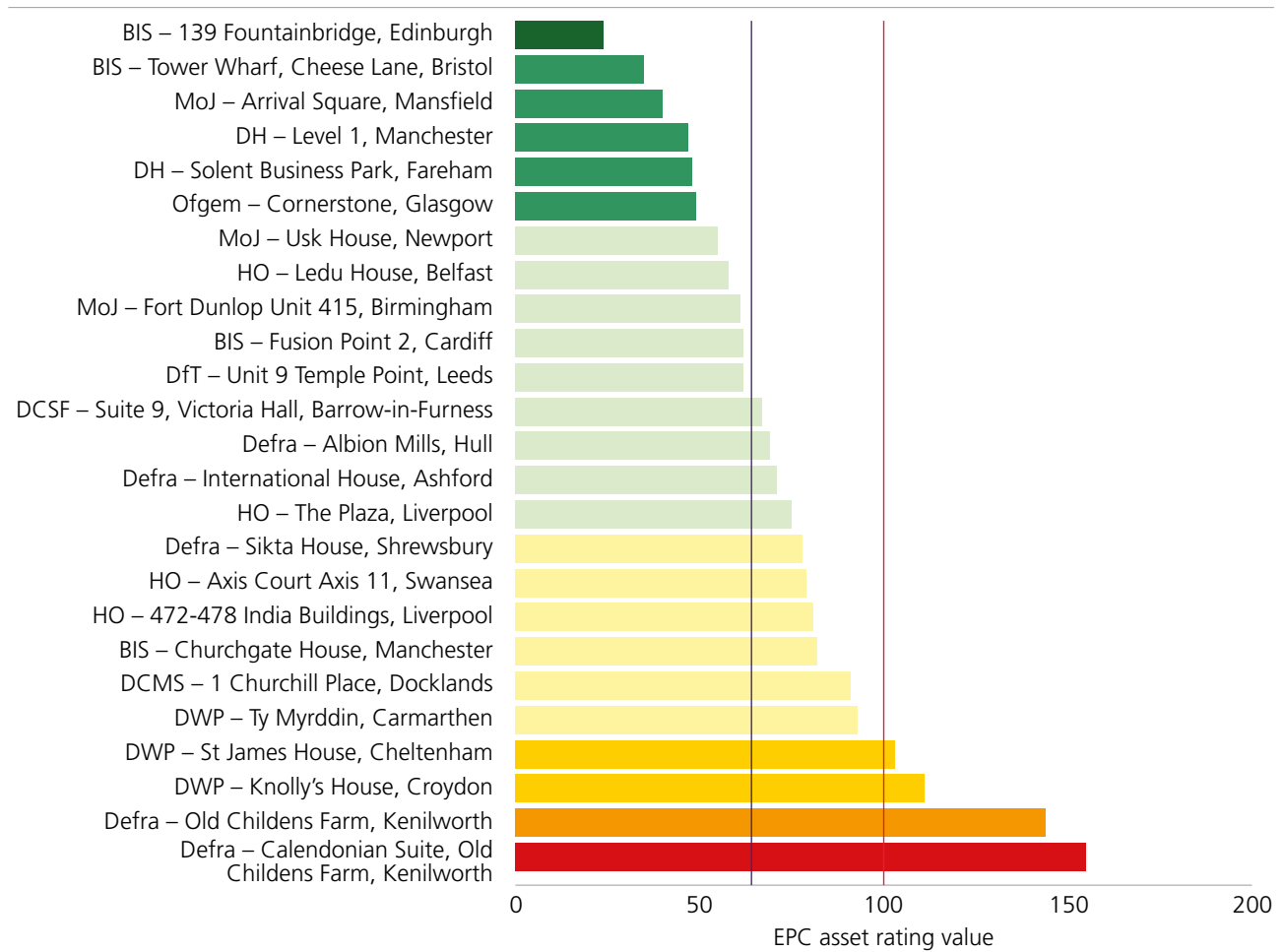
The commitment to procure buildings in the top quartile of energy performance was originally announced in the Energy Efficiency Action Plan (2004). The introduction of EPCs in 2008 enabled performance to be measured against this commitment and reporting on the energy performance of newly procured buildings became a requirement of the Climate Change Act 2008.

Government defines a new 'top quartile level' each year, based on the industry-wide database of EPC ratings, in order to ensure that the level remains up to date. The level is based on the minimum EPC level which has been achieved by the most energy efficient 25% of buildings. This level is published annually alongside the Delivery Plan Updates on the OGC website, as well as guidance on scope and reporting arrangements. The guidance is produced by OGC, with the support of CLG and the Department for Energy and Climate Change (DECC).

The top quartile level for buildings acquired during 2009 was 64. This report shows Government's performance against this level. The level that will apply to acquisitions during the 2010 calendar year is 68 (a mid-to-low C rating).

In general, as the market moves to provide more energy-efficient buildings, the range of the top quartile can be expected to shrink. However, the level for 2010 is slightly less stringent than that for 2009. This is because the EPC database contained a large number of very energy-efficient buildings in 2008 (when the 2009 level was calculated), the owners of which had obtained EPCs voluntarily; this made the

Figure D.1 Procurement of new buildings during 2009 relative to the top quartile level and industry benchmark* for energy performance



Key
 EPC asset rating: ■ A ■ B ■ C ■ D ■ E ■ F ■ G
 — Benchmark — Top quartile range (0-64)

* Benchmark rating of 100, the industry standard building performance level, against which EPC Ratings are calculated

top quartile level artificially high. As more buildings were added to the database throughout 2009, this effect has been reduced and the top quartile level has become a closer reflection of the market. As more and more buildings acquire EPCs, the top quartile level will become even more accurate.

It will not always be possible for departments to obtain buildings that meet business need and value-for-money imperatives, that also fall within the top quartile of energy performance. Where suitable buildings that meet the commitment are not available in the right location at required value-for-money levels, departments will be expected to procure the

most energy-efficient building possible and to provide an explanation in the State of the Estate report.

EPCs are required for buildings when they are sold, leased or constructed. However, not all government buildings procured in 2009 were subject to the top quartile mandate. Buildings used for operational purposes, for example, are exempt.



Government procured 88 buildings during 2009. Only 25 of these fell within the scope of the top quartile commitment, as administrative buildings and of these, 11 exceeded the level of the top quartile commitment (one with an EPC rated A, five rated B, and five rated low C) and 14 fell below it (with EPCs rated high C, D, E, F and G) – see Appendix D for more detail.

The top quartile level for 2009 was not established until June 2009, so at the time of some of these procurements, departments could not specify buildings to meet it. Where departments have procured buildings with EPCs which failed to meet the top quartile level (see figure D.1), they provided the following reasons to explain why the acquisitions went ahead:

Suite 9, Victoria Hall, Barrow-in-Furness

CAFCASS (part of DCSF) acquired the lease for this new office of less than 100m² to provide an essential service to a specific mixed urban/rural community in excess of 60,000 people. The acquisition was signed off prior to the definition of the top quartile of energy performance. However, at the time of the acquisition, alternative properties in the area were limited and all would have required extensive works. By acquiring this property, CAFCASS was able to establish a value-for-money solution to meet its service users’ needs. The location of the new office has also reduced travel for service users in the area, thus improving their carbon footprint.

Albion Mills, Hull

In deciding to acquire this property, Defra’s Environment Agency (EA) appraised all available options against its four primary criteria: meeting operational requirements; improving the environmental footprint; providing a productive working environment; and minimising costs. Since the procurement of Albion Mills, EA has carried out improvements to the heating system to further improve energy efficiency. The building is due to be assessed for both DEC and BREEAM ratings in the near future.

International House, Ashford

Defra committed to this building prior to the introduction of the legislation. At the time of acquisition, there were no other buildings in the area that met Defra’s needs and that were more energy efficient, and as a building owned by SEEDA, the decision was influenced by the drive to reuse vacant publicly funded space.

The Plaza, Liverpool

UK Border Agency (part of the Home Office) acquired the lease as short-term, interim accommodation to facilitate the consolidation of the UK Border Agency in Liverpool into a single building in the city. Relocation to a building with an EPC below 68 is expected in 2011/12.

Sikta House, Shrewsbury

Defra selected the best compromise balancing service delivery against energy efficiency in a market with very limited supply.

Axis Court, Swansea

UK Border Agency acquired this lease to allow an urgent relocation. The move out of the previous building, Poplar House, was instigated at lease expiry when it became apparent that the landlord would not be willing to negotiate on the unfavourable terms proposed.

Churchgate House, Manchester

The North West Development Agency procured some vacant space from its sub-regional partner in this building so they could be co-located, bringing with it the benefits of shared support services and reduced travel between offices and also the re-use of vacant public space.

1 Churchill Place, Docklands

The Olympic Delivery Authority (ODA) – part of the DCMS - has been co-located with the London Organising Committee of the Olympic Games since January 2006. Staff numbers have grown (and are likely to continue to expand) as 2012 draws closer. The pressure this created on the existing accommodation led to a market search for additional space. ODA's property consultants were unable to identify comparable Canary Wharf sites in terms of rent, floor size, location and nil fit-out costs, prompting the decision to expand into additional space on the 17th floor in the existing property.

Ty Myrddin, Carmarthen

The Health and Safety Executive (HSE) procured this property as replacement premises in Carmarthen at lease expiry of the previous premises. HSE had a continued operational need in Carmarthen and the expiry of the old lease presented an opportunity to reduce space, reduce spend and have better quality accommodation. In the limited Carmarthen property market, there were no other properties of better energy performance available.

St James House, Cheltenham

HSE acquired new leased premises as a central base for Nuclear Inspectors following the Stone Review. The property represented the best energy performance rating available in the specified location, meeting the business's needs and value for money requirements

Knolly's House, Croydon

DWP, under the PRIME contract, acquired additional space in the same building already occupied by the Pension Protection Fund. Acquiring space in the same property brings the benefits of shared support services and reduced travel between offices.

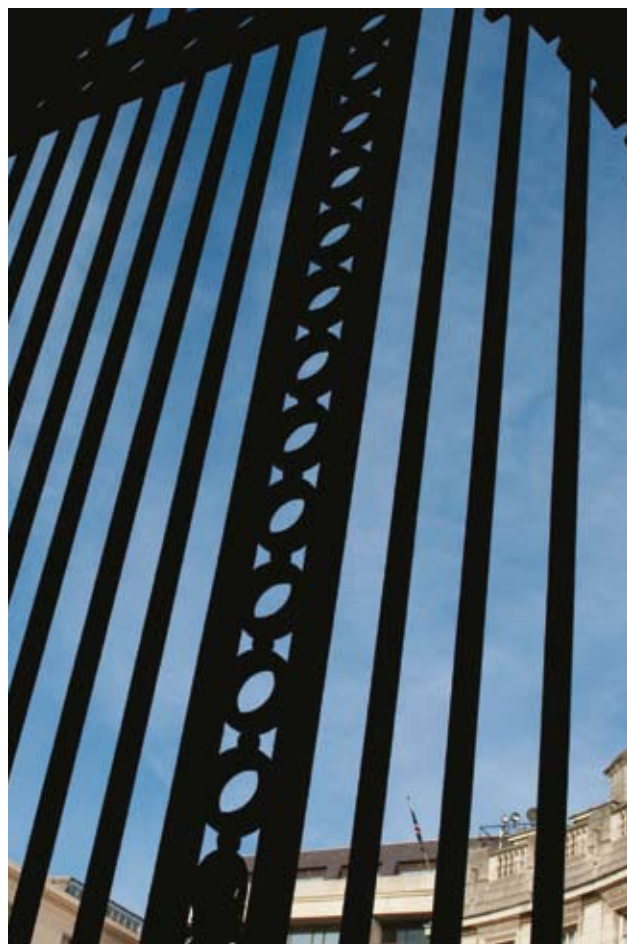
Old Childens Farm, Stoneleigh Park, Kenilworth

Defra's Agricultural and Horticultural Development Board (AHDB) has acquired these holdings for temporary occupation, pending the completion of a BREEAM Excellent new-build property on the site. This single property will allow consolidation of the organisation into a single site, be located close to rural community governance bodies and will provide the required space for some operational work.

472-478 India Buildings, Liverpool

This lease was acquired by the Home Office's Criminal Records Bureau (CRB) to meet a small additional requirement as business demand has expanded. For business efficiency purposes, it is co-located in a building already occupied by CRB. This is an interim solution until 2010/11 when CRB will review its estate strategy.

Excluded from this analysis are seven properties added to the estate in 2009 by the Central Office of Information. All seven are small units of serviced accommodation for which EPC information was not available.



4.3 Resource Consumption

4.3.1 CO₂ emissions from office buildings

Targets:

- reduce CO₂ emissions by 12.5% by 2010/11, relative to 1999/2000 levels
- reduce CO₂ emissions by 30% by 2020, relative to 1999/2000 levels.

Performance:

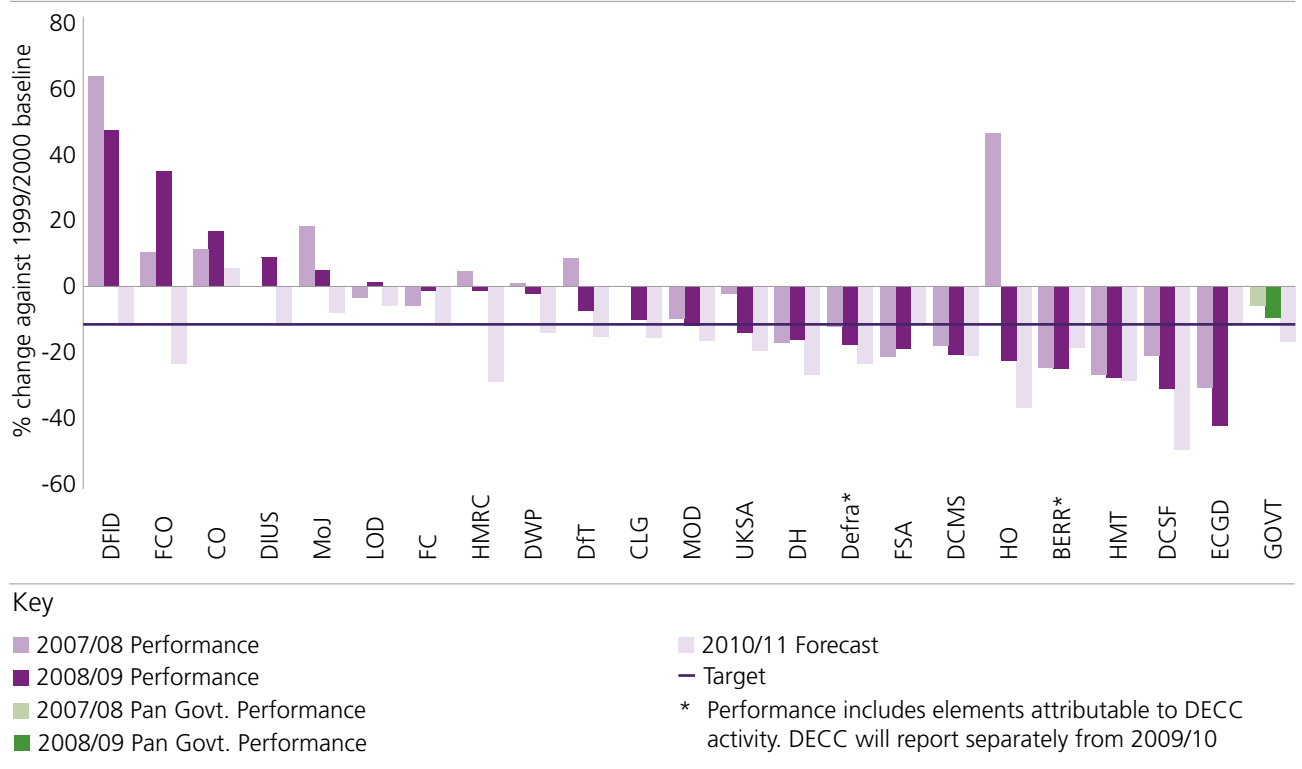
- Government achieved CO₂ emissions reduction of 10% in 2008/09, relative to 1999/2000 levels.

Government as a whole is forecast to exceed the 2010/11 target for CO₂ emissions, subject to the successful implementation of planned departmental initiatives (see Figure D.2).

Of the 21 departments that report against the SOGE targets, eight are already exceeding the target and the majority are on track to achieve it. However, five departments are currently forecasting a shortfall against the 2010/11 target.

A number of departments re-baselined in the 2008/09 reporting year, to ensure that assessments of progress were made against a baseline consistent with the scope of their current performance reporting. There are two reasons for this re-baselining - for example, a department may do so to reflect a changed scope of reporting (ie, where a new body is reporting for the first time or where improved baseline data is available). This means that while comparisons with baseline performances can be made, it is not always possible to compare performance meaningfully with the previous year's reported data, as the scope or quality may vary.

Figure D.2 Change in CO₂ emissions from offices by department





Some of the steps that departments are taking to reduce CO₂ emissions over the next two years include:

- **Ministry of Defence:** MOD has achieved its carbon reduction target of 12.5% two years early. It has installed around 2000 SMART electricity and gas meters, with plans for several hundred more. It has procured an energy management information system to help analyse this data to provide meaningful information to drive better energy management. MOD is also rolling out SMART oil meters and energy audits are being conducted on the top 200 consuming sites. 130 are complete and the findings are being used to target future investment in energy efficiency measures. MOD will launch an Energy Awards scheme in 2010 and is also examining options to further incentivise contractors and end-users to reduce consumption. Defence Estates and Defence Equipment & Support have also achieved the Carbon Trust Standard and the remaining Top Level Budget holders plan to apply for this during 2010.
- **Ministry of Justice:** HM Court Service is introducing Automatic Meter Reading across the court estate and is using the outputs from this system to publish court performance league tables. The behavioural change and competitive culture that this visibility of data is expected to generate will lead to significant reductions in energy consumption.

- **HM Revenue and Customs:** Following the successful pilot of the technology to switch off HMRC's computers when not in use, work began to roll this out across the department in July 2009. By the end of the first quarter, over 25,000 computers had been set up to use this low-power technology, which had reduced the quarterly energy costs by over £302,000.
- **Department for Work and Pensions:** The increased call on the DWP estate, in particular the Jobcentre Plus network, to support individuals through the recession, has impacted on the Department's ability to deliver the scale of carbon reductions previously planned. Telereal Trillium (DWP's workspace provider) is continuing to roll out the Relaunched Initiative for Saving Energy (RISE) in 300 priority sites, accounting for 75% of DWP's energy consumption. The RISE package includes regular maintenance of plant for operational efficiency and the continued and repeated checking and re-setting of heating/cooling and lighting timers. Daylight cleaning has also been introduced along with the installation of spend-to-save devices. The installation of Automatic Meter Reading in the top 600 sites is informing real action on the ground.

4.3.2 Waste

Waste performance is measured in two ways: waste arising (how many tonnes of waste are generated by departments) and waste recycling (how much of that waste is recycled).

Targets:

- reduce waste arisings by 5% by 2010/11, relative to 2004/05 levels
- increase recycling to 40% of waste arisings by 2010/11.

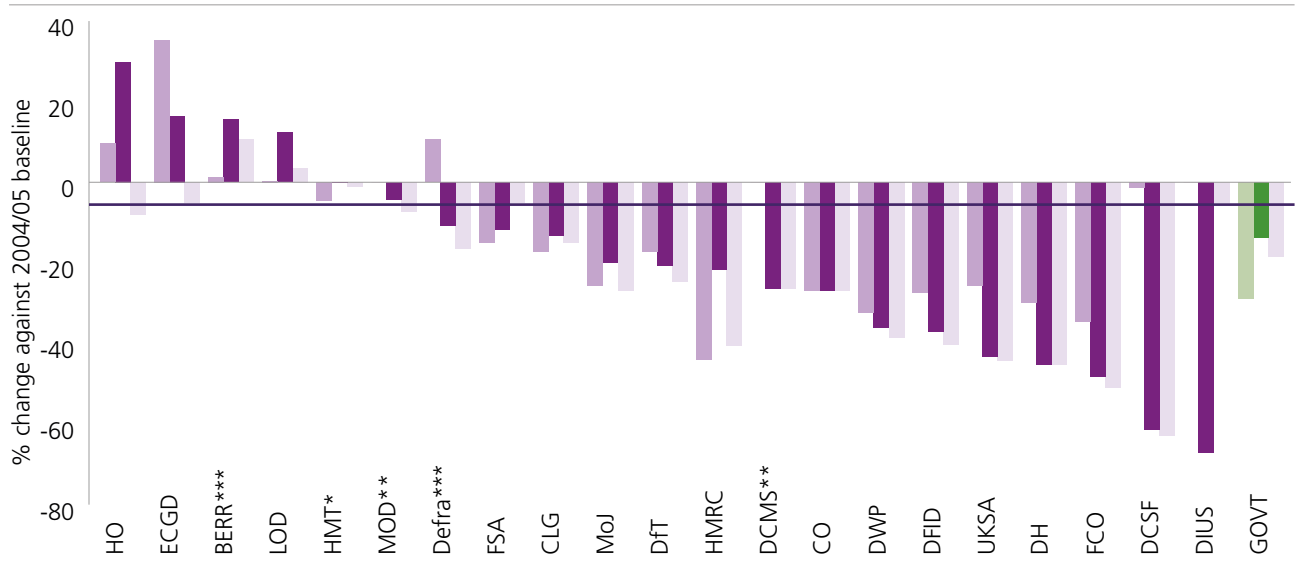
Performance:

- waste arisings reduced by 13.7% in 2008/09, relative to 2004/05 levels
- recycling increased to 48.3%.

Waste arising

Government as a whole is currently exceeding the 2010/11 target and is forecast to improve this performance further (see Figure D.3). 15 departments have made excellent progress in reducing the waste arising from their office activities, exceeding the 2010/11 target. All departments except three are forecast to meet the target. MOD agreed its waste baseline during 2008/09, so it was able to report performance against this target for the first time this year.

Figure D.3 Change in waste arisings by department



Key

- 2007/08 Performance
- 2008/09 Performance
- 2007/08 Pan Govt. Performance
- 2008/09 Pan Govt. Performance
- 2010/11 Forecast
- Target

* HMT – Performance from 2008/09 includes only HM Treasury Group (excludes other Chancellors Departments)
 ** DCMS & MOD – Baseline year 2007/08, therefore no reported change in performance
 *** Performance includes elements attributable to DECC activity. DECC will report separately from 2009/10.

Figure D.4 Waste recycled by department



Key

- 2007/08 Performance
- 2008/09 Performance
- 2007/08 Pan Govt. Performance
- 2008/09 Pan Govt. Performance
- Target
- * HMT – Performance from 2008/09 includes only HM Treasury Group (excludes other Chancellors Departments)
- ** Performance includes elements attributable to DECC activity. DECC will report separately from 2009/10

Waste recycling

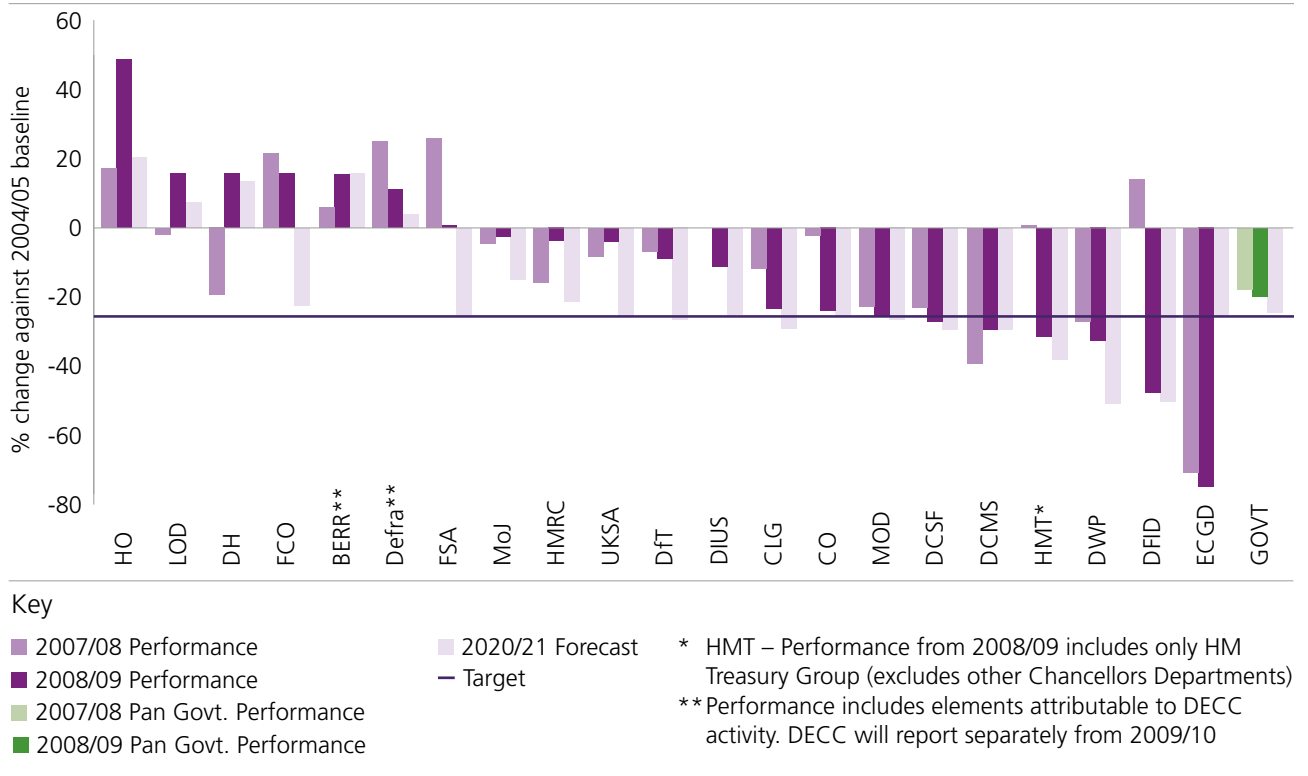
Overall, departments have made excellent progress in waste recycling, as shown in Figure D.4. All except three have achieved or exceeded the 2010 target and have made commitments to improve further wherever possible. All except one of the remaining departments have plans in place to meet the target.

Some of the steps that departments are taking to reduce waste arising and increase waste recycling include:

- **Defra's** 'bin the bin' initiative to remove desk-side bins has resulted in a 75% increase in recycling.
- **HM Revenue & Customs'** Reduced Paper Transactions: Business areas are improving processes to move to more paperless systems and encouraging customers to use online facilities. Modernising the PAYE process has resulted in 18.5 million fewer sheets of A4 paper being produced and 60 tonnes of paper have been saved as a result of customers filing online tax returns. HMRC's debt management section has introduced a text messaging option for its self-assessment customers.

- **Department for International Development's** printer numbers have been reduced by 38%, with remaining machines set to print in duplex mode to reduce the level of waste paper.
- **Department of Health** is specifying reusable packaging when buying IT equipment, and extending the life of existing equipment.
- **Ministry of Defence** has established a partnership between Defence Estates and Landmark which has resulted in six waste sorting sites being set up across the Defence Training Estate. These sites have led to an increase of 16% in recyclable materials being diverted from landfill. Additionally, a new waste food composter at the Defence Food Services School at Worthy Down converts the waste food to compost in approximately seven weeks, reducing the volume for disposal by 90% and saving an estimated £50,000 on landfill tax each year.

Figure D.5 Change in water consumption by department



4.3.3 Water consumption

Targets:

- reduce water consumption by 25% by 2020/21, relative to 2004/05 levels.

Performance:

- water consumption reduced by 19.9% in 2008/09, relative to 2004/05 levels.

Water consumption is measured in cubic metres (m³). Government as a whole is not yet forecast to meet its 2020 target, due in part to the lack of longer-term initiative planning by departments. Performance is variable, with one third of departments making excellent progress against the 2020 target, already showing reductions in excess of the 25% target against their departmental baselines. However, five departments have increased their water consumption by at least 15%. Eight departments are currently forecasting a shortfall against the target but are taking steps to improve.

- **DH and DFID's** initial plans to investigate rainwater harvesting.
- **DfT** has planned several refurbishments and moves into new buildings, which have the potential to save 4m³ per person.
- **HMRC** is investigating shared services schemes with PFI contractors for Pulse meters to identify leaks and problem areas of high consumption.
- **MoJ**: HM Prison Service is improving detection of water leaks via additional sub-metering and leak detection surveys.
- **MOD** has met its SOGE water consumption reduction target of 25% well in advance of the target year. MOD continues to take steps to reduce consumption through the use of water-efficient technologies ranging from aerated taps to Passive InfraRed urinal controls and to improve business practices. Water conservation projects are being undertaken across the estate, targeting the consistently high consuming sites which undergo a water audit before appropriate water conservation measures are installed.
- **Defra**: 85% of its water consumption in 2008/09 was related to its research laboratory estate. It is investing heavily in new technologies and equipment to reduce this consumption.

4.4 Energy Efficiency: DEC ratings

What are Display Energy Certificates?

DECs are required in all public sector buildings and offices larger than 1,000m² and which are frequently visited by the public.

DECs rate the operational energy efficiency and performance of a building with a rating of A to G – much like domestic appliances. The Operational 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. A qualified engineer issues the certificate and provides a report with suggestions for improving energy efficiency.

DECs provide critical information for identifying and delivering improvement in government’s energy performance. DEC performance is published six-monthly in ‘snapshot’ form on the OGC website and provides details of individual building records and departmental summary statistics. Included are links to CLG’s energy performance policy pages and the Landmark database with copies of the certificates and accompanying advisory reports.

The requirement for departments to have DEC for their buildings became mandatory in October 2008 therefore 2009 was the first opportunity to measure improvement in the ratings, as a number of buildings renewed their DEC for the first time.

The snapshot revealed a demonstrable improvement in the energy performance of the estate over the past 12 months. Nearly half (49.4%) of operational ratings are now better than the benchmark, compared with 41.6% reported in the previous The State of the Estate report.

A ratings were achieved by some MoJ occupied buildings.

The number of DEC ratings increased as more buildings held by wider departmental families were reported. The increasing availability of data reflects the value seen in DEC ratings as a driver for change.

G ratings include buildings that could not supply sufficient data for assessment and were automatically given a score of 200.

Pending ratings include buildings with expired DEC that are still in the process of renewal.

Figure D.6 Pan-Government DEC Ratings

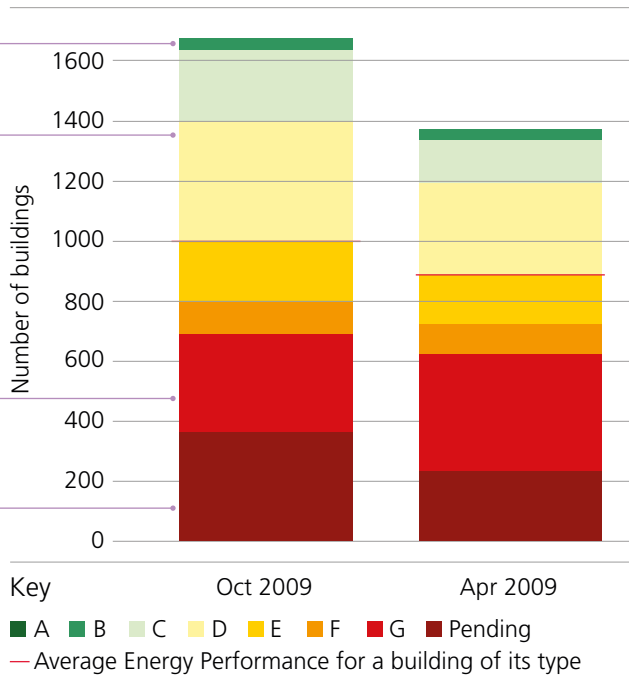


Figure 6 shows central government performance in relation to DEC ratings as at 30 September 2009 when this snapshot data was collected.

There has been a 6% reduction in G(200) ratings (used only where there is insufficient data to complete the assessment process). However, 52% of all G ratings are still G(200) which is not the level of improvement expected and to address this, action will be required.

Improving DEC ratings has been one of the top priorities for 2009/10 and resources have been allocated to this priority area. In addition to the funding for priority measures described in section 4.5, OGC has been working to explore how government can harness the expertise of the private sector to deliver energy savings for the government and to improve the energy efficiency of buildings that government will occupy for the long term. A high level review of energy efficiency in the wider public sector led jointly by DECC and HMT, is now underway. A report on progress will be given in Budget 2010.

4.5 Facilitating greater energy efficiency

4.5.1 Government focus for 2009/10

One of the top priorities for 2009/10 has been to ensure that departmental initiatives are implemented and that they deliver the necessary reduction in CO₂ emissions from offices; and to centrally co-ordinate work to reduce CO₂ emissions from offices and to increase the energy efficiency of Government buildings. These priorities are being achieved through:

- reducing the size of the Government estate's footprint by moving to private sector benchmarks for space occupancy
- procuring buildings that fall into the top quartile of energy performance
- ensuring that all new builds and major refurbishments meet BREEAM or equivalent 'excellent' and 'very good' certification standards
- improving the energy efficiency of buildings that the Government continues to occupy for the long or medium term, for example, by retrofitting those buildings with energy-saving equipment.

Three key initiatives are:

4.5.2 Energy Efficient Whitehall project

The Technology Strategy Board (TSB) has launched a £2.75m competition to demonstrate innovative retrofit solutions to reduce energy use and CO₂ emissions from four Whitehall HQs. The competition is jointly funded by TSB and DECC with support from OGC. Winning solutions could be anything from innovative ICT or lighting systems to supporting behavioural changes by management and users. Bidders will need to demonstrate that all proposals have an enduring effect and are not short-lived. Solutions must also be widely applicable across the Government estate and to office buildings across the UK. Further details are given in D.7.

4.5.3 Salix funding for energy efficiency

Budget 2009 provided over £50m in interest-free loans for the installation of a wide range of energy efficiency measures in public buildings. DECC and OGC have been working with the scheme providers, Salix Finance and the Carbon Trust, to support central Government departments in identifying appropriate projects and applying for this new funding.

A number of departments have had their applications approved and CO₂ emissions reduction projects are starting to be delivered in Government buildings across the country including:

- £3.8m to **MOD** for 49 energy saving projects which will deliver annual CO₂ savings of 4,400 tonnes.
- £2.7m for **MoJ** National Offender Management Service projects with a lifetime CO₂ saving of 96,800 tonnes.
- £245,000 for energy-efficiency measures in **MoJ** HQ with a lifetime CO₂ saving of 6,400 tonnes.
- £450,000 for a combined heat and power project in **DWP**, with a lifetime CO₂ saving of 13,500 tonnes.
- £100,000 for energy efficiency measures in **DECC**, with a lifetime CO₂ saving of 1,300 tonnes.

D.7 Energy Efficient Whitehall Competition

The age, design, heritage-listing and high-profile location of many Whitehall offices make it inherently difficult to match the energy efficiency standards of modern buildings.

The Technology Strategy Board (TSB) has launched a £2.75m competition to find innovative retrofit solutions to reduce energy use and CO₂ emissions from four Whitehall HQs (BIS, CLG, DECC and FCO). The competition, Energy Efficient Whitehall, is jointly funded by TSB and DECC with support from OGC and should provide valuable insights to other occupiers across the Government office estate.

The aim of the competition is to improve the use of energy within Government office buildings by addressing the use of electricity in building engineering and business systems. The competition will run throughout 2010 and entries will be invited

for both product and systems solutions which encourage behaviour change and adaptive responses in the use of electricity among building users.

Successful applicants will work closely with the departments involved to supply, fit and demonstrate the operating performance of their solutions. This may involve some training and knowledge transfer to departmental building management personnel and office end-users. Proof of success in reducing electricity consumption will need to be demonstrated post-installation. In co-operation with departments, monitoring of electricity savings arising as a direct result of using the new technology will be required.

More information can be found at www.innovateuk.org



4.5.4 Central Government low-carbon funding

DECC has made an additional capital budget available for central Government departments through its Low Carbon Investment Fund. This provides an additional £20m for projects which would not meet the Salix scheme criteria, for example the installation of advanced meters, micro-generation or measures to reduce travel emissions.

These grants are supporting departments in making further progress towards reducing their energy bills as well as their CO₂ emissions, in line with SOGE targets. MOD has secured £8.5m (including £0.9m for the Met Office) for 40 projects and SMART oil meters delivering savings of over 7,000 tonnes CO₂ per annum. The proposals include energy efficiency measures and new equipment to reduce energy consumption and emissions and a communications and travel avoidance programme to help reduce travel requirements and associated transport emissions. Other successful awards from the Fund include:

- **Cabinet Office:** £565,000 for various energy-efficiency measures, with a forecast CO₂ saving in excess of 2,700 tonnes.
- **Forestry Commission:** £1.45m for renewable energy installations and associated measures, with a forecast CO₂ saving of 5,600 tonnes.
- **FCO:** £244,000 towards the purchase of electric fleet vehicles and aerodynamic trailers to reduce emissions associated with transport.



Case study

Developing a regional sustainable approach

Civil Service in the English Regions

Within the Civil Service in the English Regions programme is an estates strand that has developed four objectives applicable across the government estate:

1. A general presumption in favour of collocation/ joint use of buildings with other government activity and a strong presumption against “stand alone” premises.
2. A specific presumption in favour of progressive concentration of government activity in major centres into “flagship sites” that support local regeneration.
3. Identification of preferred locations for incoming or relocation activity unless a specific location is required.
4. A presumption in favour of new or refurbished premises which will support the wider government community for example by allowing use of facilities such as conferencing and “drop in” space.

This work will enable the development of a regional estates strategy which will need to be more than

vision and aspiration. It needs to identify named sites for expansion or contraction within a given region with a clear focus on use and rationalisation. To deliver this it will be necessary to:

- Identify the long-term (15-years plus) core sites for the government estate in the regions.
- Establish how joined-up, public-facing services can be enabled through a common estate infrastructure (which coincides with the Total Place initiative).
- Establish common standards for design, building performance, sustainability and maintenance.
- Increase use of the estate in the regions.
- Establish a Property Asset Management regional board to develop common, single-point governance and management.
- Identify performance measures to monitor continuous improvement in the management and delivery of the regional central government estate.
- Understand and measure the contribution the estate will make to sustainability.



Working at HMRC's Lilly Hall Contact Centre, Workington, West Cumbria

Case study (continued)



Artist's impression of a possible 'government hub' development at Mayfield Road, Manchester (courtesy of Bennetts Associates – FlashForward)

Sustainable development at Mayfield

The development of the government-owned Mayfield Road site in Manchester is an example of this initiative. The aim of the project is to consolidate an extensive and disparate central Manchester government estate into one development, thereby leveraging economies of scale, whilst delivering a fully sustainable building meeting all government sustainability targets. It should also be seen as a natural magnet for further civil service relocations from London. The campus as planned will accommodate 5,000 civil servants, will allow new ways of working and collaboration for the Service, and will also help regenerate the Eastern Gateway area of Manchester, an area of high deprivation adjoining the City Centre. Mayfield therefore demonstrates the productivity and efficiency gains that could be achieved through the co-location of government departments, the sharing of functions and facilities, and through cutting edge design, the delivery of lower energy and building maintenance costs.



Lilly Hall Contact Centre, Workington (HMRC)

Regeneration at Lilly Hall (HMRC)

HMRC's Contact Centre at Lilly Hall, Workington, West Cumbria made the local TV news when it was opened in 2009. The building was constructed by the West Cumbria Development Agency to attract new employers to the area as part of its programme of regeneration. 400 staff were recruited to work at the Contact Centre, 50 came from HMRC offices with an uncertain future and 350 from the recession-hit local community. Whilst some had previously been employed as teachers, factory workers, lifeguards and beauticians, others had experienced barriers to work in the past or were school leavers facing the prospect of unemployment. The mix of backgrounds has created a vibrant workforce. The local infrastructure has also benefited from HMRC's presence. Food outlets have opened up, bus services have increased and other employers are now moving to the site.

5. 2010 Forward Look

This report highlights the strong progress that Government is making on improving the efficiency and sustainability of its property portfolio as well as further improvements that are required.

2010 will see further work on implementing the following key strategic initiatives:

- The delivery of a workplace standard for government buildings of 10m² /FTE as recommended by the *Putting the Front Line First: Smarter Government* White Paper;
- The development of regional strategies for the government estate in each of the nine Government Office English regions to drive further and faster the government's work to improve the efficiency and sustainability of the estate. They will underpin the delivery of the next phase of the government's plans for relocating posts from London and the South East to the English regions;
- deeper engagement with local authorities in the context of the Total Place initiative and with RIEPs for the development of integrated strategies for the entirety of the government estate (specialist, back office, and service delivery). These strategies will improve value for money, sustainability and service delivery;
- the further development of the role and remit of the Shareholder Executive property unit, which is tasked with oversight of improvements across the whole of the public sector estate, and with the development of new models of property ownership in the public sector and the effective disposal of property assets;
- new initiatives to improve the energy efficiency of the estate to take forward the recommendations of the high level review of energy efficiency in the public sector being jointly led by DECC and HMT

This will ensure the delivery of the £300m pa savings in energy efficiency announced in the PBR and help the government meet forward targets for climate change.

- The implementation of a new framework of targets for sustainable operations and procurement. The existing framework of targets and commitments has been under review , and the launch of a new target framework which will be more ambitious , cohesive and streamlined, is planned for Spring 2010.
- Continued delivery of strategic and collaborative facilities management procurement across the public sector; the target is to achieve annual savings of £540m by 2011/12.



Appendices

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

Department/Organisation @ 31/12/08	Size				Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)	Change (%)	
BERR/DIUS	1,247,051.00	1,209,662.00	-37,389.00	-3.00%	BIS ¹
BERR/DIUS	12,269.00	48,106.00	35,837.00	292.10%	Energy and Climate Change ²
Cabinet Office	49,431.00	49,962.00	532.00	1.10%	Cabinet Office
Cabinet Office	23,114.00	23,354.00	240.00	1.00%	Other Cabinet Office Agencies
Charity Commission	11,621.00	6,457.00	-5,164.00	-44.40%	Charity Commission
Children, Schools and Families	150,779.00	143,371.00	-7,408.00	-4.90%	Children, Schools and Families
CLG	282,340.00	261,771.00	-20,569.00	-7.30%	CLG
Culture, Media and Sport	106,611.00	99,983.00	-6,627.00	-6.20%	Culture, Media and Sport
Defence ³	604,999.00	615,032.00	10,033.00	1.70%	Defence
Environment, Food and Rural Affairs	614,673.00	575,071.00	-39,602.00	-6.40%	Environment, Food and Rural Affairs
ECGD	10,494.00	10,494.00	0.00	0.00%	ECGD
Food Standards Agency	14,382.00	14,326.00	-56.00	-0.40%	Food Standards Agency
FCO	117,042.00	116,700.00	-342.00	-0.30%	FCO
Government Equalities Office	3,630.00	8,331.00	4,701.00	129.50%	Government Equalities Office
Health	426,566.00	409,999.00	-16,567.00	-3.90%	Health
HM Revenue and Customs	1,679,693.00	1,598,900.00	-80,793.00	-4.80%	HM Revenue and Customs
Home Office	613,943.00	546,006.00	-67,937.00	-11.10%	Home Office
International Development	57,320.00	57,320.00	0.00	0.00%	International Development
Justice	2,207,501.00	2,002,842.00	-204,658.00	-9.30%	Justice
Law Officers' Departments	171,995.00	170,124.00	-1,872.00	-1.10%	Law Officers' Departments
Office of Fair Trading	11,493.00	11,423.00	-70.00	-0.60%	Office of Fair Trading
Ofgem	12,430.00	12,174.00	-256.00	-2.10%	Ofgem
The Chancellor's Departments	72,334.00	60,864.00	-11,470.00	-15.90%	HM Treasury Group
The Chancellor's Departments	2,874.00	2,874.00	0.00	0.00%	Government Actuary's Department
The Chancellor's Departments	76,364.00	76,364.00	0.00	0.00%	National Savings and Investments
The Chancellor's Departments	32,091.00	32,091.00	0.00	0.00%	Royal Mint
Transport	766,840.00	611,471.00	-155,369.00	-20.30%	Transport
UK Statistics Authority	69,025.00	68,608.00	-417.00	-0.60%	UK Statistics Authority
Work and Pensions	1,933,292.00	1,878,485.00	-54,808.00	-2.80%	Work and Pensions
Total	11,382,196.00	10,722,166.00	-660,030.00	-5.80%	Total
Total excluding MoG status changes⁴	11,153,170.00	10,772,166.00	-381,004.00	-3.40%	Total excluding MoG status changes⁴

¹Department for Business Innovation and Skills established June 2009, subsuming Department for Business Enterprise and Regulatory Reform and Department for Innovation, Universities and Skills.

²Department for Energy and Climate Change established October 2008. See Appendix A (full) for details.

³The total size of the Defence civil estate was 606,347m² at 31 December 2009. e-PIMS™ was not updated until January 2010.

⁴Machinery of Government changes mandated to non-mandated, total floor area 229,026m². See Appendix A (full) for details.

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

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)		
BERR/DIUS					BIS¹
BERR – Advantage West Midlands	4,612.00	4,612.00	0.00	0.00	BIS – Advantage West Midlands – Operational
BERR – Advisory Conciliation and Arbitration Service	14,431.00	14,867.00	436.00	3.00	BIS – Advisory Conciliation and Arbitration Service
DIUS – Adult Learning Inspectorate ⁴	1,855.00		N/A	N/A	⁴ Now historic – properties transferred to either Ofsted or Learning & Skills Council
DIUS – Arts & Humanities Research Council	1,002.00	1,502.00	500.00	49.90	BIS – Arts & Humanities Research Council
DIUS – Biotechnology & Biological Sciences Research Council	255,944.00	252,903.00	-3,041.00	-1.20	BIS – Biotechnology & Biological Sciences Research Council
BERR – Companies House	32,983.00	33,708.00	725.00	2.20	BIS – Companies House
		232.00	N/A	N/A	BIS – Capital for Enterprise
BERR – Competition Commission	9,804.00	8,258.00	-1,546.00	-15.80	BIS – Competition Commission
BERR – Consumer Focus	7,817.00	6,814.00	-1,003.00	-12.80	BIS – Consumer Focus
DIUS – Design Council	2,075.00	1,448.00	-627.00	-30.20	BIS – Design Council
BERR – East Midlands Development Agency	3,440.00	3,440.00	0.00	0.00	BIS – East Midlands Development Agency – Operational
BERR – East Of England Development Agency	2,767.00	2,767.00	0.00	0.00	BIS – East of England Development Agency – Operational
DIUS – Higher Education Funding Council for England	4,145.00	4,145.00	0.00	0.00	BIS – Higher Education Funding Council for England
BERR – Insolvency Service	33,761.00	33,923.00	162.00	0.50	BIS – Insolvency Service
DIUS – Investors in People UK	590.00	590.00	0.00	0.00	BIS – Investors in People UK
BERR – IWS Directorate	94,888.00	89,530.00	-5,358.00	-5.60	BIS – Core
		408.00	N/A	N/A	BIS – Local Better Regulation Office
DIUS – Medical Research Council	131,752.00	129,886.00	-1,866.00	-1.40	BIS – Medical Research Council
DIUS – National Endowment for Science Technology & the Arts	171.00	30.00	-142.00	-82.70	BIS – National Endowment for Science Technology & the Arts
DIUS – National Physical Laboratory	72,134.00	48,422.00	-23,712.00	-32.90	BIS – National Physical Laboratory
		4,482.00	N/A	N/A	BIS – National Measurements Office
DIUS – Natural Environment Research Council	144,109.00	145,298.00	1,189.00	0.80	BIS – Natural Environment Research Council
BERR – North West Development Agency	16,289.00	16,550.00	261.00	1.60	BIS – North West Development Agency – Operational

¹Department for Business Innovation and Skills established June 2009, subsuming Department for Business Enterprise and Regulatory Reform and Department for Innovation, Universities and Skills.

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)		
BERR/DIUS (continued)					BIS¹ (continued)
BERR – One Northeast	7,774.00	7,774.00	0.00	0.00	BIS – One North East – Operational
DIUS – Science & Technology Facilities Council	172,073.00	165,473.00	-6,600.00	-3.80	BIS – Science & Technology Facilities Council
BERR – South East England Development Agency	4,764.00	4,064.00	-700.00	-14.70	BIS – South East England Development Agency – Operational
BERR – South West of England Regional Development Agency	5,979.00	5,156.00	-823.00	-13.80	BIS – South West Regional Development Agency – Operational
DIUS – Student Loans Company Ltd	19,060.00	18,404.00	-656.00	-3.40	BIS – Student Loans Company Ltd
		1,226.00	N/A	N/A	BIS – Technology Strategy Board
DIUS – The Learning and Skills Council	75,464.00	75,291.00	-173.00	-0.20	BIS – The Learning and Skills Council
BERR – The Coal Authority ⁵			N/A	N/A	⁵ Now in DECC
DIUS – UK Commission for Employment and Skills	1,100.00	1,100.00	0.00	0.00	BIS – UK Commission for Employment and Skills
DIUS – Intellectual Property Office	20,980.00	20,980.00	0.00	0.00	BIS – Intellectual Property Office
BERR – UKAEA	96,661.00	97,675.00	1,014.00	1.00	BIS – UKAEA
BERR – Yorkshire Forward	8,626.00	8,705.00	79.00	0.90	BIS – Yorkshire Forward – Operational
BERR – Nuclear Decommissioning Authority ⁶			N/A	N/A	⁶ Now in DECC
BERR/DIUS					Energy and Climate Change²
		5,224.00	N/A	N/A	DECC – Department for Energy and Climate Change
BERR – Nuclear Decommissioning Authority	5,871.00	36,484.00	30,613.00	521.50	DECC – Nuclear Decommissioning Authority – Office
BERR – The Coal Authority	6,398.00	6,398.00	0.00	0.00	DECC – The Coal Authority
Cabinet Office					Cabinet Office
CO – Financial and Estate Management	49,431.00	49,962.00	532.00	1.10	CO – Financial and Estate Management
CO					Other CO Agencies
COI – Central Office of Information	10,001.00	11,033.00	1,032.00	10.30	COI – Central Office of Information
COI – Government News Network ⁷	792.00		N/A	N/A	⁷ Now historic – properties transferred to COI
NSG – National School of Government	12,321.00	12,321.00	0.00	0.00	NSG – National School of Government

¹Department for Business Innovation and Skills established June 2009, subsuming Department for Business Enterprise and Regulatory Reform and Department for Innovation, Universities and Skills.

²Department for Energy and Climate Change established October 2008.

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)		
Charity Commission					
Charity Commission	11,621.00	6,457.00	-5,164.00	-44.40	CHAR – Charity Commission
Children, Schools and Families					
DCSF – British Educational Communications & Technology Agency	2,688.00	2,688.00	0.00	0.00	DCSF – British Educational Communications & Technology Agency
DCSF – Children & Family Court Advisory & Support Service	27,340.00	24,641.00	-2,699.00	-9.90	DCSF – Children & Family Court Advisory & Support Service
		2,294.00	N/A	N/A	DCSF – Childrens Workforce Development Council
DCSF – National College for School Leadership	9,537.00	9,932.00	395.00	4.10	DCSF – National College for School Leadership
DCSF – Office of the Childrens Commissioner (now 11 Million)	718.00	718.00	0.00	0.00	DCSF – 11 Million
DCSF – Operational Properties	77,353.00	69,491.00	-7,862.00	-10.20	DCSF – Operational Properties
DCSF – Partnerships for Schools	575.00	0.00	-575.00	-100.00	DCSF – Partnerships for Schools (still have a presence on e-PIMSTM but now have no ‘Owned Holdings’)
DCSF – School Food Trust	398.00	404.00	6.00	1.50	DCSF – School Food Trust
DCSF – Sublet and Surplus Properties	8,319.00	14,127.00	5,808.00	69.80	DCSF – Sublet and Surplus Properties
		2,550.00	N/A	N/A	DCSF – Training & Development Agency for Schools
Ofsted – Office for Standards in Education	23,851.00	16,527.00	-7,324.00	-30.70	Ofsted – Office for Standards in Education
CLG					
CLG – Central	70,031.00	45,162.00	-24,869.00	-35.50	CLG – Central
CLG – Community Development Foundation	690.00	714.00	24.00	3.50	CLG – Community Development Foundation
CLG – English Partnerships (now HCA)	16,278.00	22,650.00	6,372.00	39.10	CLG – Homes and Communities Agency
CLG – Fire Service College	37,903.00	44,701.00	6,799.00	17.90	CLG – Fire Service College
CLG – Firebuy	158.00	172.00	14.00	8.70	CLG – Firebuy
CLG – GO East Midlands	5,078.00	5,078.00	0.00	0.00	CLG – GO East Midlands
CLG – GO East of England	1,158.00	821.00	-337.00	-29.10	CLG – GO East of England
CLG – GO London	6,987.00	7,012.00	25.00	0.40	CLG – GO London
CLG – GO North East	6,095.00	6,095.00	0.00	0.00	CLG – GO North East
CLG – GO North West	11,257.00	9,205.00	-2,052.00	-18.20	CLG – GO North West
CLG – GO South East	3,588.00	3,588.00	0.00	0.00	CLG – GO South East
CLG – GO South West	8,086.00	8,086.00	0.00	0.00	CLG – GO South West
CLG – GO West Midlands	9,487.00	9,487.00	0.00	0.00	CLG – GO West Midlands
CLG – GO Yorkshire and the Humber	9,611.00	8,914.00	-697.00	-7.30	CLG – GO Yorkshire and the Humber

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)		
CLG (continued)					
CLG – Housing Corporation (now HCA and TSA)	7,462.00	2,324.00	-5,138.00	N/A	CLG – Tenant Services Authority
CLG – Lease Advisory Service	379.00	379.00	0.00	0.00	CLG – Lease Advisory Service
CLG – London Thames Gateway Development Corporation	1,644.00	644.00	-1,000.00	-60.80	CLG – London Thames Gateway Development Corporation – Operational
CLG – Ordnance Survey HQ Estates Service	52,055.00	51,519.00	-536.00	-1.00	CLG – Ordnance Survey HQ Estates Service
CLG – Planning Inspectorate	13,160.00	13,161.00	1.00	0.00	CLG – Planning Inspectorate
CLG – Residential Property Tribunal Service		269.00	269.00	N/A	CLG – Residential Property Tribunal Service
CLG – Standards Board for England	1,143.00	1,143.00	0.00	0.00	CLG – Standards Board for England
CLG – Thurrock Thames Gateway Development Corporation	15,625.00	906.00	-14,720.00	-94.20	CLG – Thurrock Thames Gateway Development Corporation
CLG – Valuation Tribunal	4,051.00	2,768.00	-1,283.00	-31.70	CLG – Valuation Tribunal Service
CLG – West Northamptonshire Development Corporation	415.00	415.00	0.00	0.00	CLG – West Northamptonshire Development Corporation
		16,560.00	N/A	N/A	CLG – Queen Elizabeth II Conference Centre
Culture, Media and Sport					
DCMS – Arts Council England	16,087.00	14,977.00	-1,110.00	-6.90	DCMS – Arts Council England
DCMS – Big Lottery Fund	20,749.00	19,890.00	-859.00	-4.10	DCMS – Big Lottery Fund
DCMS – Commission for Architecture and the Built Environment	1,675.00	1,675.00	0.00	0.00	DCMS – Commission for Architecture and the Built Environment
DCMS – Department for Culture, Media and Sport	13,249.00	13,249.00	0.00	0.00	DCMS – Department for Culture, Media and Sport
DCMS – English Heritage	21,952.00	20,883.00	-1,069.00	-4.90	DCMS – English Heritage
DCMS – Football Licensing Authority	170.00	170.00	0.00	0.00	DCMS – Football Licensing Authority
DCMS – Gambling Commission	2,414.00	2,414.00	0.00	0.00	DCMS – Gambling Commission
		736.00	N/A	N/A	DCMS – Museums, Libraries and Archives Council (MLA)
DCMS – National Heritage Memorial Fund	6,236.00	6,236.00	0.00	0.00	DCMS – National Heritage Memorial Fund
DCMS – National Lottery Commission	587.00	587.00	0.00	0.00	DCMS – National Lottery Commission
DCMS – Olympic Delivery Authority	9,572.00	4,954.00	-4,618.00	-48.20	DCMS – Olympic Delivery Authority

Department/Organisation @ 31/12/08	Size		Change (m ²)	Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)			
Culture, Media and Sport (continued)					
DCMS – Public Lending Right	372.00	372.00	0.00	0.00	DCMS – Public Lending Right
DCMS – Sport England	6,044.00	6,337.00	294.00	4.90	DCMS – Sport England
DCMS – Churches Conservation Trust	233.00	233.00	0.00	0.00	DCMS – Churches Conservation Trust
DCMS – UK Film Council	1,175.00	1,175.00	0.00	0.00	DCMS – UK Film Council
DCMS – UK Sport	1,369.00	1,369.00	0.00	0.00	DCMS – UK Sport
DCMS – Visit Britain	4,727.00	4,727.00	0.00	0.00	DCMS – Visit Britain
Defence⁸					
MOD – Met Office	25,648.00	25,648.00	0.00	0.00	MOD – Met Office
MOD – Ministry of Defence*	579,351.00	589,384.00	10,033.00	1.70	MOD – Ministry of Defence*
Environment, Food and Rural Affairs					
Defra – Consumer Council for Water	2,431.00	1,641.00	-790.00	-32.50	Defra – Consumer Council for Water
Defra – Department for Environment, Food and Rural Affairs	353,439.00	354,803.00	1,364.00	0.40	Defra – Department for Environment, Food and Rural Affairs
Defra – Environment Agency	204,546.00	186,846.00	-17,700.00	-8.70	Defra – Environment Agency (All Property Centres)
Defra – Environment Agency National Lab. Service	10,605.00	9,409.00	-1,196.00	-11.30	Defra – Environment Agency National Lab. Service
		243.00	N/A	N/A	Defra – Natural England
FC – Forestry Commission England	23,456.00	19,028.00	-4,428.00	-18.90	FC – Forestry Commission England
FC – Forestry Commission Scotland ⁹	15,753.00		N/A	N/A	⁹ Now Non-Mandated
FC – Wales Regional Office ¹⁰	1,755.00		N/A	N/A	¹⁰ Now Non-Mandated
Office of Water Services	2,688.00	3,101.00	413.00	15.40	OFWAT – Office of Water Services
ECGD					
Export Credits Guarantee Department	10,494.00	10,494.00	0.00	0.00	ECGD – Export Credits Guarantee Department
Food Standards Agency					
FSA – Food Standards Agency	13,338.00	14,326.00	988.00	7.40	FSA – Food Standards Agency
FSA – Foods Standards Agency In Scotland ¹¹	1,044.00		N/A	N/A	¹¹ Now amalgamated with FSA
FCO					
BC – British Council	16,396.00	16,054.00	-342.00	-2.10	FCO – British Council
FCO – Foreign & Commonwealth Office	98,320.00	98,320.00	0.00	0.00	FCO – Foreign & Commonwealth Office
FCO – Wilton Park	2,326.00	2,326.00	0.00	0.00	FCO – Wilton Park

*The size of the Ministry of Defence civil estate was 580,699m² at 31 December 2009. e-PIMS™ was not updated until January 2010.

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Shift (m ²)		
GEO					
DWP – Equal Opportunities Commission	3,630.00	8,331.00	4,701.00	129.50	GEO – Equality and Human Rights Commission
Health					
DH – Alcohol Education & Research Council	25.00	25.00	0.00	0.00	DH – Alcohol Education & Research Council
DH – Commission for Social Care Inspection (now Care Quality Commission)	27,056.00	10,696.00	-16,360.00	-60.50	DH – Care Quality Commission
DH – Council for Healthcare Regulatory Excellence	487.00	466.00	-21.00	-4.40	DH – Council for Healthcare Regulatory Excellence
DH – General Social Care Council	4,425.00	4,425.00	0.00	0.00	DH – General Social Care Council
DH – Health & Social Care Information Centre	3,306.00	4,365.00	1,059.00	32.00	DH – Health & Social Care Information Centre
DH – Health Protection Agency	76,435.00	93,802.00	17,367.00	22.70	DH – Health Protection Agency (including NIBSC ¹³)
DH – Healthcare Commission ¹²	6,269.00		N/A	N/A	¹² Now Care Quality Commission
DH – HQ	47,920.00	47,919.00	-1.00	0.00	DH – HQ
DH – Institute for Innovation and Improvement	2,498.00	2,498.00	0.00	0.00	DH – Institute for Innovation and Improvement
DH – Medicine and Healthcare Product Regulatory Agency	14,456.00	14,456.00	0.00	0.00	DH – Medicine and Healthcare Product Regulatory Agency
DH – Mental Health Act Commission ¹³	894.00		N/A	N/A	¹³ Now Care Quality Commission
DH – Monitor	1,117.00	1,117.00	0.00	0.00	DH – Monitor
DH – National Institute for Biological Standards & Control ¹⁴	15,984.00		N/A	N/A	¹⁴ Merged with HPA, now historic
DH – National Institute for Health & Clinical Excellence	3,994.00	6,315.00	2,321.00	58.10	DH – National Institute for Health & Clinical Excellence
DH – National Patient Safety Agency	2,760.00	2,804.00	44.00	1.60	DH – National Patient Safety Agency
DH – NHS Appointments Commission	481.00	481.00	0.00	0.00	DH – NHS Appointments Commission
DH – NHS Blood & Transplant	113,432.00	115,140.00	1,708.00	1.50	DH – NHS Blood & Transplant
DH – NHS Business Services Authority	76,775.00	57,264.00	-19,511.00	-25.40	DH – NHS Business Services Authority
DH – NHS Connecting for Health	11,140.00	10,608.00	-532.00	-4.80	DH – NHS Connecting for Health
DH – Retained Estate	5,911.00	27,558.00	21,647.00	366.20	DH – Retained Estate
DH – NHS Litigation Authority	2,527.00	2,474.00	-53.00	-2.10	DH – NHS Litigation Authority
DH – NHS Professionals	4,555.00	4,284.00	-271.00	-5.90	DH – NHS Professionals
DH – NHS Purchasing and Supply Agency	3,483.00	3,302.00	-181.00	-5.20	DH – NHS Purchasing and Supply Agency
DH – Other (now have no 'Owned Holdings' – all minor occupations)	637.00		-637.00	-100.00	DH – Other (still have a presence on e-PIMSTM but now have no 'Owned Holdings')

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Shift (m ²)		
HM Revenue and Customs					
HM Revenue and Customs	1,603,574.00	1,526,208.00	-77,366.00	-4.80	HMRC – HM Revenue and Customs
HMRC – Valuation Office Agency	76,119.00	72,692.00	-3,427.00	-4.50	HMRC – Valuation Office Agency
Home Office					
HO – Commission for Racial Equality ¹⁵	843.00		N/A	N/A	¹⁵ Now under GEO Equalities and Human Rights
HO – Forensic Science Service ¹⁶	7,924.00		N/A	N/A	¹⁶ Now Non-Mandated
HO – Identity and Passport Service	61,752.00	69,113.00	7,361.00	11.90	HO – Identity and Passport Service
HO – Immigration Service	788.00		-788.00	-100.00	HO – Immigration Service (still have a presence on e-PIMS™ but now have no 'Owned Holdings')
HO – National Policing Improvement Agency	117,975.00	73,894.00	-44,081.00	-37.40	HO – National Policing Improvement Agency
HOPG – Animal Scientific Procedures Division	1,036.00	1,036.00	0.00	0.00	HOPG – Animal Scientific Procedures Division
HOPG – Core Home Office	107,469.00	106,930.00	-539.00	-0.50	HOPG – Core Home Office
HOPG – Criminal Records Bureau	4,194.00	4,988.00	794.00	18.90	HOPG – Criminal Records Bureau
HOPG – HM Inspectorate of Constabulary	2,264.00	2,264.00	0.00	0.00	HOPG – HM Inspectorate of Constabulary
HOPG – Home Office Pay & Pensions Service	3,146.00	3,146.00	1.00	0.00	HOPG – Home Office Pay & Pensions Service
HOPG – Home Office Scientific Development Branch	30,904.00	30,904.00	0.00	0.00	HOPG – Home Office Scientific Development Branch
HOPG – Independent Police Complaints Commission	7,103.00	7,103.00	0.00	0.00	HOPG – Independent Police Complaints Commission
HOPG – Office of the Immigration Service Commissioner	912.00	912.00	0.00	0.00	HOPG – Office of the Immigration Service Commissioner
HOPG – UK Border Agency	265,978.00	244,060.00	-21,918.00	-8.20	HOPG – UK Border Agency
SOCA – Serious Organised Crime Agency	1,656.00	1,656.00	0.00	0.00	SOCA – Serious Organised Crime Agency
International Development					
DFID – Department for International Development	57,320.00	57,320.00	0.00	0.00	DFID – Department for International Development
Justice					
Her Majesty's Courts Service	1,313,130.00	1,144,548.00	-168,582.00	-12.8	Her Majesty's Courts Service
MoJ – Criminal Cases Review Commission	1,970.00	1,970.00	0.00	0.00	MoJ – Criminal Cases Review Commission
MoJ – Criminal Injuries Compensation Authority	5,093.00	6,983.00	1,890.00	37.10	MoJ – Criminal Injuries Compensation Authority
MoJ – Information Commissioner's Office	3,039.00	8,876.00	5,837.00	192.10	MoJ – Information Commissioner's Office

Department/Organisation @ 31/12/08	Size		Change (m ²)	Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)			
Justice (continued)					
MoJ – HM Inspectorate of Probation ¹⁷	511.00		N/A	N/A	¹⁷ Now Non-Mandated
Land Registry Agency Estates Division AED	248,351.00	238,384.00	-9,967.00	-4.00	MoJ – Land Registry Agency Estates Division AED
MoJ – Legal Services Commission	26,186.00	12,391.00	-13,795.00	-52.70	MoJ – Legal Services Commission
MoJ – Ministry of Justice HQ	86,017.00	59,692.00	-26,325.00	-30.60	MoJ – Ministry of Justice HQ
MoJ – National Offender Management Service (Non Custodial)	7,044.00	367,253.00	360,209.00	5113.40	MoJ – National Offender Management Service (Non Custodial)
NPS – Eastern ¹⁸	91,271.00		N/A	N/A	¹⁸ Now under NOMS Non Custodial
NPS – Hostels ¹⁹	45,773.00		N/A	N/A	¹⁹ Now Non-mandated
NPS – Northern ²⁰	155,815.00		N/A	N/A	²⁰ Now under NOMS Non Custodial
NPS – Western ²¹	65,738.00		N/A	N/A	²¹ Now under NOMS Non Custodial
MoJ – Privy Council Office ²²	839.00		N/A	N/A	²² Now Non-Mandated
MoJ – Scotland Office ²³	3,140.00		N/A	N/A	²³ Now Non-Mandated
MoJ – Tribunals Service	86,320.00	94,934.00	8,614.00	10.00	MoJ – Tribunals Service
MoJ – Wales Office	1,140	1,106.00	-34.00	-3.00	MoJ – Wales Office
MoJ – Youth Justice Board	651.00	1,351.00	700.00	107.50	MoJ – Youth Justice Board
TNA – The National Archives	65,474.00	65,355.00	-119.00	-0.20	TNA – The National Archives
Law Officers' Departments					
AGO – Attorney General's Office	1,157.00	1,157.00	0.00	0.00	AGO – Attorney General's Office
CPS – Crown Prosecution Service	147,696.00	146,705.00	-991.00	-0.70	AGO – CPS (All Property Centres)
CPS – HM CPS Inspectorate	1,757.00	886.00	-871.00	-49.60	AGO – HM CPS Inspectorate
Serious Fraud Office	7,459.00	7,459.00	0.00	0.00	SFO – Serious Fraud Office
TS – The Treasury Solicitor	13,927.00	13,917.00	-9.00	-0.10	AGO – Treasury Solicitor
Office of Fair Trading					
Office of Fair Trading	11,493.00	11,423.00	-70.00	-0.60	OFT – Office of Fair Trading
Ofgem					
Office of Gas and Electricity Markets	12,430.00	12,174.00	-256.00	-2.10	Ofgem – Office of Gas and Electricity Markets
Office of Water Services					
Office of Water Services ²⁴			N/A	N/A	²⁴ Now in Defra
The Chancellor's Departments					
Government Actuary's Department ²⁵			N/A	N/A	²⁵ Now in GAD
HMT – Buying Solutions	5,128.00	4,636.00	-492.00	-9.60	HMT – Buying Solutions
HMT – Debt Management Office	1,679.00	1,679.00	0.00	0.00	HMT – Debt Management Office

Department/Organisation @ 31/12/08	Size			Change (%)	Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)		
The Chancellor's Departments (continued)					HM Treasury Group (continued)
HMT – HM Treasury	31,200.00	30,093.00	-1,107.00	-3.50	HMT – HM Treasury
HMT – Office of Government Commerce ²⁶	9,731.00		N/A	N/A	²⁶ Now under HM Treasury
HMT – Residual Estate	24,596.00	24,456.00	-140.00	-0.60	HMT – Residual Estate
HMT – National Savings and Investments ²⁷			N/A	N/A	²⁷ Now under NS&I
Office for National Statistics ²⁸			N/A	N/A	²⁸ Now under UK Statistics Authority
HMT – Royal Mint ²⁹			N/A	N/A	²⁹ Now under Royal Mint
The Chancellor's Department					Government Actuary's Department
Government Actuary's Department	2,874.00	2,874.00	0.00	0.00	GAD – Government Actuary's Department
The Chancellor's Department					National Savings and Investments
HMT– National Savings and Investments	76,364.00	76,364.00	0.00	0.00	NS&I – National Savings and Investments
The Chancellor's Department					Royal Mint
HMT – Royal Mint	32,091.00	32,091.00	0.00	0.00	Royal Mint
Transport					Transport
DfT – British Railways Board Ltd (Residuary) ³⁰	117,089.00		N/A	N/A	³⁰ Now Non–Mandated
DfT – British Transport Police ³¹	32,021.00		N/A	N/A	³¹ Now Non–Mandated
DfT – Channel Tunnel Rail Link ³²	60.00		N/A	N/A	³² Now Non–Mandated
DfT – Crossrail ³³	4,162.00		N/A	N/A	³³ Now Non–Mandated
DfT – DfT Central	55,140.00	56,708.00	1,568.00	2.80	DfT – DfT Central
DfT – Driver Vehicle Licensing Agency	97,021.00	106,170.00	9,149.00	9.40	DfT – Driver Vehicle Licensing Agency
DfT – Driving Standards Agency	44,709.00	49,342.00	4,633.00	10.40	DfT – Driving Standards Agency
DfT – Government Car and Despatch Agency	6,374.00	5,589.00	-785.00	-12.30	DfT – Government Car and Despatch Agency
DfT – Highways Agency	219,497.00	212,673.00	-6,824.00	-3.10	DfT – Highways Agency
DfT – Maritime and Coastguard Agency	51,389.00	51,965.00	576.00	1.10	DfT – Maritime and Coastguard Agency
DfT – Vehicle and Operator Services Agency	132,021.00	121,316.00	-10,705.00	-8.10	DfT – Vehicle and Operator Services Agency
DfT – Vehicle Certification Agency LPC	1,974.00	2,024.00	50.00	2.50	DfT – Vehicle Certification Agency LPC
ORR – Office of Rail Regulation HQ	5,384.00	5,684.00	300.00	5.60	ORR – Office of Rail Regulation HQ

Department/Organisation @ 31/12/08	Size				Department/Organisation @ 31/12/09
	@ 31/12/08 (m ²)	@ 31/12/09 (m ²)	Change (m ²)	Change (%)	
UK Statistics Authority					
Office for National Statistics	69,025.00	68,608.00	-417.00	-0.60	ONS – Office for National Statistics
Work and Pensions					
DWP – All GORs	1,815,451.00	1,524,075.00	-291,376.00	-16.00	DWP – All GORs
		246,248.00	N/A	N/A	DWP – Head Office
DWP – Equal Opportunities Commission ³³			N/A	N/A	³³ Now under GEO Equalities and Human Rights
DWP – The Pensions Regulator	3,366.00	3,366.00	0.00	0.00	DWP – The Pensions Regulator
DWP – The Rent Service (now Residual Rent Service Estate)	8,266.00	6,633.00	-1,633.00	-19.80	DWP – Residual Rent Service Estate
Health and Safety Executive	106,210.00	98,163.00	-8,047.00	-7.60	DWP – Health and Safety Executive
Total	11,382,196.00	10,722,166.00	-660,030.00	-5.80	Total
Total excluding MoG status changes*	11,153,170.00	10,722,166.00	-381,004.00	-3.40	Total excluding MoG status changes*

*Machinery of Government changes mandated to non-mandated, total floor area 229,026m². See details below.

Appendix A – Machinery of Government status changes

Department		Size
Environment, Food and Rural Affairs	FC – Forestry Commission Scotland (now Non-Mandated)	15,753.00
	FC – Wales Regional Office (now Non-Mandated)	1,755.00
Transport	DfT – British Railways Board Ltd (Residuary) (now Non-Mandated)	117,089.00
	DfT – British Transport Police (now Non-Mandated)	32,021.00
	DfT – Channel Tunnel Rail Link (now Non-Mandated)	60.00
	DfT – Crossrail (now Non-Mandated)	4,162.00
Home Office	HO – Forensic Science Service (now Non-Mandated)	7,924.00
Justice	MoJ – HM Inspectorate Of Probation (now Non-Mandated)	511.00
	NPS – Hostels (now Non-mandated)	45,773.00
	MoJ – Privy Council Office (now Non-Mandated)	839.00
	MoJ – Scotland Office (now Non-Mandated)	3,140.00
Total		229,026.00

Appendix B – Cost of the mandated estate

Department (alphabetical)	Total Reported Annual Operating Cost 2008/09 (£)
Business, Innovation and Skills	£310,700,000
Cabinet Office	£36,840,000
Charity Commission	£4,500,000
Children, Schools and Families	£68,900,000
Communities and Local Government	£70,860,000
Culture, Media and Sport	£44,840,000
Defence	£154,070,000
Energy and Climate Change ¹	-
Environment Food and Rural Affairs	£162,280,000
Export Credits Guarantee Department	£2,950,000
Food Standards Agency	£9,380,000
Foreign and Commonwealth Office ¹	-
Government Actuary's Department	£1,740,000
Government Equalities Office ¹	-
Health	£199,070,000
HM Revenue & Customs	£498,860,000
HM Treasury Group	£36,700,000
Home Office	£248,780,000
International Development	£14,510,000
Justice	£656,910,000
Law Officers' Departments	£61,550,000
National Savings and Investments ¹	-
Office of Fair Trading	£8,610,000
Office Of Gas & Electricity Markets	£4,290,000
Royal Mint ¹	-
Transport	£138,750,000
UK Statistics Authority	£19,650,000
Work and Pensions	£733,170,000
Total Reported Annual Operating Cost 2008/09 (£)	£3,487,910,000
Total Cost² (Reported + Estimated)	£3,550,000,000

¹No cost data supplied.

²Including the estimated total costs of organisations for which cost data was not supplied.

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

Main Department	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE	Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)
Business, Innovation and Skills	76	204,142	16,712	4,543	122	372	116	12.2
Cabinet Office	7	27,359	1,704	8,494	109	529	124	16.1
Children, Schools and Families	22	70,885	5,562	6,469	103	508	97	12.7
Communities and Local Government	66	146,472	9,821	6,462	86	433	100	14.9
Culture, Media and Sport	39	67,469	5,287	6,646	94	521	94	12.8
Defence	25	293,836	22,326	4,097	123	311	122	13.2
Energy and Climate Change¹	4	10,522	589	3,022	120	169	141	17.9
Environment, Food and Rural Affairs	169	279,214	23,643	3,338	130	283	125	11.8
Foreign and Commonwealth Office	5	67,791	4,021	6,072	133	360	146	16.9
Health	61	172,480	13,191	5,496	108	420	107	13.1
HM Revenue and Customs	421	1,287,133	85,497	3,560	125	236	133	15.1
HM Treasury Group	6	28,313	1,944	10,743	62	738	73	14.6
Home Office	87	329,627	27,137	5,031	109	414	104	12.1
International Development	2	25,160	1,506	6,812	112	408	129	16.7
Justice	240	393,359	26,133	4,050	115	269	128	15.1
Law Officers' Departments	76	115,546	8,627	5,688	87	425	95	13.4
Transport²	78	190,272	14,514	4,819	109	368	108	13.1
Work and Pensions	261	898,452	84,579	3,166	125	298	112	10.6

¹**Department for Energy and Climate Change:** DECC was formed during financial year 2008/09 therefore benchmarking data for this Department is not available. The data here relates to the former BERR bodies, the Coal Authority and the Nuclear Decommissioning Agency which transferred to DECC on its formation.

²**Department for Transport:** the figures in this report include some properties procured for Operational Transport purposes. These properties comprise 7 Highways Agency Regional Control Centres; 4 Accident Investigation Branches; 1 VOSA site; 2 MCA properties; and 3 BTP properties. The exclusion of these 19 Operational Transport Properties would mean that the following revised key figures would apply to DfT:

58 Buildings

165,838m²

13,093 office based FTE and

12.7m² / FTE

Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Rent (£)	Total Rates (£)	Other Costs (£) ³	Total Property Costs (£) ⁴
106	1.0	109	12.0	91	40,799,797	13,556,848	21,567,510	75,924,155
80	1.0	114	16.2	53	4,832,571	2,467,082	7,173,402	14,473,055
105	0.9	117	13.5	79	21,858,274	4,789,884	9,333,973	35,982,131
85	1.1	105	13.6	75	37,093,320	10,734,757	15,634,379	63,462,456
99	1.1	101	11.6	93	21,117,308	4,995,906	9,025,364	35,138,756
100	0.9	119	14.1	70	27,821,639	14,058,839	44,924,950	91,463,170
64	1.1	101	15.6	57	344,750	303,042	1,132,012	1,779,804
106	1.0	112	11.5	91	48,181,400	14,520,773	16,209,029	78,911,202
75	1.0	108	15.8	58	9,331,959	3,367,861	11,715,123	24,414,943
100	1.2	96	11.0	100	41,385,197	10,790,773	20,324,382	72,500,352
89	1.0	105	14.9	74	19,394,101	55,456,933	78,372,825	304,333,377
90	1.1	100	12.7	84	2,157,787	1,855,129	1,633,789	20,883,752
105	1.0	114	12.2	86	53,581,947	21,023,275	25,376,307	136,536,889
77	1.1	107	15.7	59	5,547,256	2,161,880	2,549,108	10,258,244
81	1.2	88	12.1	91	55,007,000	20,488,069	30,342,553	105,837,622
91	1.0	100	12.8	89	28,584,616	7,692,115	12,791,211	49,067,942
99	1.1	105	12.2	89	30,316,112	11,024,111	27,139,946	69,949,148
115	1.0	112	10.2	102	98,439,981	36,300,906	112,703,484	267,745,742

³Total Property Costs figures include, where appropriate, additional costs for Unitary Charges under PFI contracts.

⁴Other costs include service charges; internal repair & maintenance; security; cleaning; water & sewerage and total energy costs.

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

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE
Business, Innovation and Skills	Department for Business, Innovation and Skills	6	51,692	4,419
	Advisory Conciliation and Arbitration Service	10	10,138	630
	Advantage West Midlands	1	3,505	388
	Consumer Focus	1	1,291	114
	Companies House	2	14,775	1,232
	Competition Commission	1	2,502	155
	Design Council	1	814	68
	East Midlands Development Agency	1	3,440	300
	East of England Development Agency	2	2,097	257
	Higher Education Funding Council for England	1	3,727	248
	Insolvency Service	29	25,969	2,189
	Medical Research Council	4	8,636	659
	Natural Environment Research Council	1	14,796	1,282
	National Endowment for Science Technology and the Arts	1	1,804	98
	North West Development Agency	1	3,997	329
	One North East	3	5,028	420
	South East England Development Agency	2	5,172	288
	Student Loans Company Ltd	2	16,228	1,820
	South West Regional Development Agency	3	4,734	290
	UK Commission for Employment and Skills	1	1,100	75
	Intellectual Property Office	1	15,589	923
	Yorkshire Forward	2	7,108	528
		Business, Innovation and Skills	76	204,142
Cabinet Office	Cabinet Office	7	27,359	1,704
	Cabinet Office	7	27,359	1,704
Other Cabinet Office Agencies	Central Office of Information	1	10,001	900
	National School of Government	1	1,763	36
	Other Cabinet Office Agencies	2	11,764	936
Charity Commission	Charity Commission	3	9,235	481
	Charity Commission	3	9,235	481

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
6,282	129	537	117	11.7	113	0.9	122	13.2	81	27,760,425
6,275	73	390	102	16.1	70	1.0	112	15.5	51	3,953,435
3,379	134	374	113	9.0	124	0.9	116	10.6	110	1,311,102
7,818	117	690	101	11.3	116	1.0	115	11.6	96	891,298
2,250	145	188	139	12.0	110	1.1	102	10.6	103	2,771,712
16,013	7	992	38	16.1	81	1.1	105	14.9	66	2,482,073
10,038	89	839	74	12.0	112	1.1	103	10.9	103	682,562
3,888	112	339	96	11.5	115	1.1	102	10.3	108	1,166,378
3,234	135	396	96	8.2	137	1.0	115	8.3	123	831,197
5,247	88	349	99	15.0	89	1.1	103	13.6	78	1,301,259
4,839	98	408	96	11.9	101	1.1	93	10.5	108	10,593,188
3,673	155	280	155	13.1	100	1.0	111	12.7	83	2,420,742
1,510	163	131	157	11.5	115	1.0	116	12.1	91	1,935,183
12,350	48	671	88	18.4	64	1.2	98	15.8	58	1,210,263
3,557	105	293	94	12.1	110	1.1	106	11.3	99	1,170,197
4,105	110	343	102	12.0	108	1.2	96	9.9	108	1,723,896
7,927	40	441	82	18.0	64	1.3	88	14.0	72	2,282,917
3,115	123	349	101	8.9	119	1.0	105	8.9	108	5,669,950
4,694	80	288	104	16.3	75	1.3	86	12.4	85	1,361,297
3,487	95	238	111	14.7	82	1.4	83	10.6	98	261,520
1,992	150	118	160	16.9	75	1.0	112	16.9	48	1,838,848
4,365	112	324	112	13.5	99	1.2	98	11.5	96	2,304,713
4,543	122	372	116	12.2	106	1.0	109	12.0	91	75,924,155
8,494	109	529	124	16.1	80	1.0	114	16.2	53	14,473,055
8,494	109	529	124	16.1	80	1.0	114	16.2	53	14,473,055
3,924	146	353	135	11.1	118	1.0	112	11.1	100	3,532,000
31,751	0	648	107	49.0	0	1.1	111	46.4	0	1,143,044
4,995	134	397	129	12.6	106	1.0	113	12.5	86	4,675,044
9,845	0	513	65	19.2	45	1.2	95	15.4	51	4,735,559
9,845	0	513	65	19.2	45	1.2	95	15.4	51	4,735,559

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE
Children, Schools and Families	Department for Children, Families and Schools	4	44,273	3,306
	British Educational Communications and Technology Agency	1	2,686	297
	Children and Family Court Advisory and Support Service	12	7,561	396
	National College for School Leadership	1	1,436	174
	Office of the Children's Commissioner	1	718	28
	Partnerships for Schools	1	574	53
	Qualification and Curriculum Authority	1	7,862	844
	Training and Development Agency for Schools	1	5,775	464
	Children, Schools and Families	22	70,885	5,562
Communities and Local Government	Communities and Local Government	2	24,434	1,965
	Audit Commission	37	17,689	1,792
	Homes and Communities Agency	6	10,904	600
	Fire Service College	1	1,905	104
	Government Office East Of England	1	5,195	259
	Government Office East Midlands	1	3,690	309
	Government Office London	1	6,009	210
	Government Office North East	1	5,895	628
	Government Office North West	2	10,917	343
	Government Office South East	1	3,507	223
	Government Office South West	2	4,137	306
	Government Office West Midlands	1	6,024	459
	Government Office Yorkshire and the Humber	1	5,612	299
	London Thames Gateway Development Corporation	1	644	52
	Ordnance Survey	1	29,790	1,478
	Planning Inspectorate	1	4,817	496
	Standards Board for England	1	1,142	79
	Tenant Services Authority	4	3,256	169
	Thurrock Thames Gateway Development Corporation	1	905	50
	Communities and Local Government	66	146,472	9,821

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
5,732	109	428	108	13.4	101	0.9	118	14.3	72	18,948,872
2,850	127	315	91	9.0	133	0.8	126	10.7	104	846,555
5,520	74	289	120	19.1	44	1.1	99	16.7	45	2,185,982
2,590	136	314	104	8.3	133	1.0	117	8.4	119	450,646
13,606	14	531	102	25.6	11	1.1	100	22.4	0	380,967
9,128	103	843	79	10.8	120	1.2	92	8.8	121	483,807
9,192	104	987	60	9.3	131	0.8	129	11.6	96	7,758,302
10,619	88	853	78	12.4	108	1.1	106	11.6	96	4,927,000
6,469	103	508	97	12.7	105	0.9	117	13.5	79	35,982,131
9,991	92	803	82	12.4	108	1.1	103	11.3	99	19,631,901
4,063	123	412	100	9.9	121	0.8	131	12.9	83	7,281,699
6,556	68	361	105	18.2	60	1.2	96	15.0	60	3,933,786
1,890	141	103	160	18.3	52	1.1	106	16.4	42	196,575
8,717	16	435	86	20.1	38	1.5	70	13.1	74	2,257,740
4,407	100	369	87	11.9	112	1.0	113	12.1	91	1,361,610
21,024	0	735	95	28.6	0	2.9	0	10.0	104	4,415,090
4,068	109	433	80	9.4	124	0.9	123	10.3	101	2,554,840
10,438	0	328	105	31.8	0	1.3	90	24.5	0	3,580,230
7,936	34	505	69	15.7	73	1.5	72	10.4	100	1,769,670
13,033	0	964	0	13.5	91	2.1	26	6.6	137	3,987,960
7,895	53	602	61	13.1	94	1.2	100	11.1	93	3,623,840
8,896	15	474	78	18.8	49	0.9	120	19.8	10	2,659,860
4,113	147	332	142	12.4	109	1.0	112	12.4	89	213,862
1,786	163	89	175	20.2	51	0.9	120	22.1	2	2,639,377
3,693	121	380	90	9.7	128	1.1	102	8.7	122	1,831,974
4,597	109	318	115	14.5	93	1.0	113	14.6	69	363,173
4,938	73	256	118	19.3	45	1.2	100	16.3	43	834,465
6,496	53	359	90	18.1	66	1.0	112	18.1	38	324,804
6,462	86	433	100	14.9	85	1.1	105	13.6	75	63,462,456

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE
Culture, Media and Sport	Department for Culture, Media and Sport	1	8,049	611
	Arts Council England	10	10,698	643
	Big Lottery Fund	9	14,065	1,046
	Commission for Architecture and the Built Environment	1	1,670	126
	English Heritage	9	13,592	1,202
	Gambling Commission	1	2,313	191
	National Heritage Memorial Fund	1	1,937	150
	National Lottery Commission	1	587	44
	Olympic Delivery Authority	1	6,162	637
	Sport England	2	3,329	201
	UK Film Council	1	1,175	77
	UK Sport	1	1,369	112
	Visit Britain	1	2,550	247
	Culture, Media And Sport	39	67,469	5,287
Defence	Ministry of Defence	23	272,683	20,883
	Met Office	2	21,153	1,443
	Defence	25	293,836	22,326
Energy and Climate Change	Department for Energy and Climate Change ¹	n/a	n/a	n/a
	The Coal Authority	1	3,689	164
	Nuclear Decommissioning Authority	3	6,833	425
	Energy and Climate Change	4	10,522	589
Environment, Food and Rural Affairs	Department for Environment, Food and Rural Affairs	91	151,879	11,884
	Consumer Council for Water	1	791	48
	Environment Agency	74	120,583	11,225
	Forestry Commission England	1	730	45
	Natural England	1	2,544	227
	Office of Water Services	1	2,687	214
	Environment, Food and Rural Affairs	169	279,214	23,643
Export Credits Guarantee Department	Export Credits Guarantee Department	1	3,983	280
	Export Credits Guarantee Department	1	3,983	280

¹**Department for Energy and Climate Change:** DECC was formed during financial year 2008/09 therefore benchmarking data for this Department is not available. Former BERR bodies, the Coal Authority and the Nuclear Decommissioning Agency were transferred to DECC on its formation.

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
12,030	73	913	69	13.2	103	1.0	112	13.2	82	7,350,620
5,814	103	349	127	16.6	65	1.3	79	13.1	86	3,738,676
6,832	72	508	77	13.4	96	1.2	98	11.4	94	7,146,774
7,869	113	594	111	13.3	102	1.0	115	13.7	77	991,439
4,221	115	373	100	11.3	115	1.0	109	10.8	101	5,073,873
6,994	81	578	66	12.1	111	1.2	98	10.4	106	1,335,770
6,540	131	506	127	12.9	105	1.7	54	7.7	130	981,044
14,766	45	1,107	43	13.3	102	1.1	106	12.5	88	649,710
4,651	0	481	0	9.7	0	1.0	0	9.5	0	2,962,694
8,990	70	543	106	16.6	61	1.0	101	16.4	60	1,807,017
7,545	121	494	130	15.3	87	1.0	111	15.1	65	580,999
7,611	100	623	98	12.2	101	1.1	110	11.5	89	852,452
6,752	108	654	79	10.3	124	0.9	120	11.3	98	1,667,688
6,646	94	521	94	12.8	99	1.1	101	11.6	93	35,138,756
3,841	129	294	128	13.1	100	0.9	119	14.0	71	80,205,296
7,802	6	532	22	14.7	92	0.9	117	15.5	61	11,257,874
4,097	123	311	122	13.2	100	0.9	119	14.1	70	91,463,170
n/a	n/a	n/a	n/a	n/a	n/a	0.0	0	n/a	n/a	n/a
2,810	124	125	154	22.5	34	1.2	96	18.9	30	460,816
3,104	119	193	135	16.1	75	1.1	103	14.2	67	1,318,988
3,022	120	169	141	17.9	64	1.1	101	15.6	57	1,779,804
3,882	128	304	128	12.8	98	1.1	108	12.0	86	46,133,969
8,782	50	533	77	16.5	78	1.0	112	16.5	52	421,539
2,769	130	258	119	10.7	114	1.0	117	11.0	95	31,077,078
2,133	149	132	161	16.2	69	1.1	110	15.2	54	96,000
1,260	164	112	157	11.2	117	1.2	94	9.3	116	285,952
4,190	128	334	123	12.6	107	1.2	97	10.7	104	896,664
3,338	130	283	125	11.8	106	1.0	112	11.5	91	78,911,202
7,788	99	547	104	14.2	95	1.1	107	13.4	80	2,180,666
7,788	99	547	104	14.2	95	1.1	107	13.4	80	2,180,666

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE	
Food Standards Agency	Food Standards Agency	4	12,246	809	
	Food Standards Agency	4	12,246	809	
Foreign and Commonwealth Office	Foreign and Commonwealth Office	2	53,096	2,875	
	British Council	3	14,695	1,146	
	Foreign and Commonwealth Office	5	67,791	4,021	
Health	Department of Health	5	66,044	4,096	
	General Social Care Council	2	3,506	200	
	Human Fertilisation and Embryology Authority	1	1,152	83	
	Health Protection Agency	1	1,567	150	
	Health and Social Care Information Centre	1	3,439	520	
	Institute for Innovation and Improvement	1	2,346	311	
	Medicine and Healthcare Product Regulatory Agency	2	12,632	1,050	
	Monitor	1	1,117	101	
	NHS Business Services Authority	10	29,360	2,412	
	NHS Blood and Transplant	6	5,077	357	
	NHS Estates	14	12,780	749	
	NHS Litigation Authority	1	1,758	122	
	NHS Professionals	1	2,520	304	
	National Patient Safety Agency	2	2,926	294	
	National Institute for Health and Clinical Excellence	2	6,314	326	
	NHS Purchasing and Supply Agency	2	2,813	195	
	Postgraduate Medical Education Training Board	1	700	67	
	Care Quality Commission	2	6,470	546	
	NHS Connecting for Health	6	9,959	1,308	
	Health	61	172,480	13,191	
	HM Revenue and Customs	HM Revenue and Customs	371	1,236,157	82,881
		Valuation Office Agency	50	50,976	2,616
HM Revenue and Customs		421	1,287,133	85,497	
HM Treasury Group	HM Treasury (including OGC)	3	23,812	1,545	
	Buying Solutions	2	3,211	285	
	Debt Management Office	1	1,290	114	
	HM Treasury Group	6	28,313	1,944	

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
10,517	69	695	84	15.1	86	1.2	99	13.1	81	8,508,581
10,517	69	695	84	15.1	86	1.2	99	13.1	81	8,508,581
6,200	134	336	152	18.5	64	1.0	108	17.6	42	17,825,260
5,750	122	448	118	12.8	105	1.1	103	11.6	96	6,589,683
6,072	133	360	146	16.9	75	1.0	108	15.8	58	24,414,943
7,006	98	435	114	16.1	81	1.3	90	12.9	85	28,697,035
7,438	62	424	103	17.5	59	1.4	79	12.2	82	1,487,673
8,123	102	585	105	13.9	98	1.2	98	12.0	92	674,202
8,310	100	795	70	10.4	123	1.0	108	10.0	110	1,246,463
3,298	137	499	71	6.6	151	1.0	115	6.9	139	1,714,712
1,557	160	206	129	7.5	144	0.8	133	9.9	112	484,257
6,933	103	576	91	12.0	111	1.0	110	11.7	95	7,279,716
6,989	116	632	109	11.1	107	1.1	96	10.4	111	705,845
2,671	136	219	133	12.2	103	1.3	88	9.2	112	6,442,444
3,626	118	255	128	14.2	87	1.2	99	12.0	86	1,294,634
5,103	102	299	128	17.1	63	1.4	69	12.5	93	3,821,799
9,360	87	650	94	14.4	94	1.1	106	13.4	80	1,141,918
3,618	130	436	86	8.3	139	0.9	122	9.4	116	1,099,961
6,359	123	639	99	10.0	124	0.9	119	10.6	102	1,869,592
7,339	68	379	115	19.4	44	1.6	69	12.5	80	2,392,591
4,425	102	307	116	14.4	84	1.0	114	14.1	64	862,847
5,299	128	507	106	10.4	123	1.1	104	9.6	114	355,039
6,646	115	561	102	11.8	113	1.1	106	11.1	101	3,628,784
5,582	77	733	0	7.6	140	1.1	109	7.2	132	7,300,840
5,496	108	420	107	13.1	100	1.2	96	11.0	100	72,500,352
3,546	126	238	133	14.9	91	1.0	107	14.9	74	293,891,367
3,992	98	205	138	19.5	36	1.3	69	14.6	75	10,442,010
3,560	125	236	133	15.1	89	1.0	105	14.9	74	304,333,377
12,142	54	788	73	15.4	84	1.2	99	13.3	79	18,759,395
2,612	127	232	120	11.3	109	1.1	105	10.0	103	744,287
12,106	54	1,070	25	11.3	116	1.0	112	11.3	98	1,380,070
10,743	62	738	73	14.6	90	1.1	100	12.7	84	20,883,752

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE
Chancellor's Other Departments	Government Actuary's Department	1	1,582	108
	National Savings and Investments	1	4,324	176
	Chancellor's Other Departments	5	10,407	683
Home Office	Home Office	4	63,258	5,278
	Criminal Records Bureau	2	4,071	598
	Independent Police Complaints Commission	5	6,439	414
	Identity and Passport Service	7	38,070	2,972
	National Policing Improvement Agency	7	15,747	316
	Home Office Pay and Pensions Service	1	3,300	213
	Office of the Immigration Service Commissioner	1	912	68
	Security Industry Authority	1	664	106
	UK Border Agency	59	197,166	17,172
	Home Office	87	329,627	27,137
	International Development	Department for International Development	2	25,160
International Development		2	25,160	1,506
Justice	Ministry of Justice	7	24,110	2,126
	Criminal Cases Review Commission	1	1,969	82
	Criminal Injuries Compensation Authority	1	6,534	515
	Her Majesty's Courts Service	14	15,051	817
	HM Inspectorate of Probation	1	524	24
	Information Commissioner's Office	2	2,443	301
	Land Registry	24	135,235	6,935
	Legal Services Commission	11	14,513	1,034
	National Offender Management Service (Non Custodial)	174	186,961	13,768
	Tribunals Service	2	2,727	418
	Scotland Office	2	2,652	80
	Wales Office	1	640	33
	Justice	240	393,359	26,133
	Law Officers' Departments	Crown Prosecution Service	73	98,569
Serious Fraud Office		2	5,860	423
Treasury Solicitor		1	11,117	777
Law Officers' Departments		76	115,546	8,627

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
11,688	56	798	67	14.6	92	1.2	96	12.4	89	1,262,350
2,747	162	112	179	24.6	19	1.1	103	22.2	1	483,390
5,666	112	372	123	15.2	85	1.1	104	13.7	74	3,870,097
9,640	95	804	83	12.0	110	0.9	118	12.8	83	50,878,615
2,787	122	409	58	6.8	145	0.9	121	7.3	130	1,666,820
8,944	49	575	72	15.6	80	1.2	95	12.8	81	3,702,687
3,866	115	302	118	12.8	96	1.1	106	11.8	89	11,489,298
8,049	0	162	145	49.8	0	1.2	97	41.0	0	2,543,369
7,143	17	461	40	15.5	86	1.4	80	11.3	98	1,521,454
8,924	78	665	77	13.4	101	1.0	112	13.4	80	606,832
5,314	136	848	62	6.3	154	1.1	101	5.5	150	563,300
3,702	124	322	116	11.5	110	1.0	116	11.6	90	63,564,514
5,031	109	414	104	12.1	105	1.0	114	12.2	86	136,536,889
6,812	112	408	129	16.7	77	1.1	107	15.7	59	10,258,244
6,812	112	408	129	16.7	77	1.1	107	15.7	59	10,258,244
7,379	110	651	93	11.3	115	1.0	112	11.3	98	15,687,477
7,995	63	333	123	24.0	23	1.4	78	17.3	45	655,554
4,152	124	327	119	12.7	106	1.0	115	13.1	83	2,138,442
5,523	76	300	114	18.4	55	1.0	117	19.0	20	4,512,309
4,493	99	206	145	21.8	17	1.0	98	21.0	21	107,840
3,036	114	374	61	8.1	138	1.0	111	7.9	128	913,934
3,711	111	190	140	19.5	53	1.8	48	11.0	99	25,735,207
4,141	114	295	124	14.0	87	1.4	86	10.4	100	4,281,496
3,474	126	256	134	13.6	87	1.0	101	13.0	86	47,826,111
4,022	82	617	0	6.5	147	1.0	113	6.3	139	1,681,385
20,955	0	632	97	33.2	0	1.6	66	20.9	0	1,676,368
18,833	1	971	61	19.4	57	1.6	56	11.9	94	621,499
4,050	115	269	128	15.1	81	1.2	88	12.1	91	105,837,622
5,136	83	387	93	13.3	90	1.0	101	13.0	88	38,148,308
10,577	68	764	76	13.9	94	1.3	89	10.8	100	4,474,270
8,295	108	580	113	14.3	94	1.1	101	12.7	86	6,445,364
5,688	87	425	95	13.4	91	1.0	100	12.8	89	49,067,942

Main Department	Organisation	Number of buildings	Occupied Net Internal Area (m ²)	Office Based FTE
Office of Fair Trading	Office of Fair Trading	1	11,423	684
	Office of Fair Trading	1	11,423	684
Ofsted	Office for Standards in Education	4	15,144	1,490
	Ofsted	4	15,144	1,490
Transport ²	Department for Transport	8	36,060	2,330
	British Railways Board (Residuary) Ltd	1	1,249	27
	British Transport Police	10	10,677	942
	Driver Vehicle Licensing Agency	26	69,463	5,906
	Driving Standards Agency	3	7,352	805
	Highways Agency	17	45,194	3,414
	Maritime and Coastguard Agency	3	7,885	498
	Vehicle Certification Agency	1	1,038	88
	Vehicle and Operator Services Agency	9	11,354	506
	Transport²	78	190,272	14,514
	UK Statistics Authority	Office for National Statistics	2	40,299
UK Statistics Authority		2	40,299	2,592
Work and Pensions	Department for Work and Pensions	216	768,456	73,425
	Child Maintenance Enforcement Commission	24	73,149	8,031
	Health and Safety Executive	21	56,847	3,123
	Work and Pensions	261	898,452	84,579

²**Department for Transport:** the figures in this report include some properties procured for Operational Transport purposes. These properties comprise 7 Highways Agency Regional Control Centres; 4 Accident Investigation Branches; 1 VOSA site; 2 MCA properties; and 3 BTP properties. The exclusion of these 19 Operational Transport Properties would mean that the following revised key figures would apply to DfT:

58 Buildings
 165,838m²
 13,093 office based FTE and
 12.7m² / FTE

Total Property Cost per FTE (£)	Total Property Cost SCORE	Total Property Cost per m ² (£)	Total Property Cost per m ² SCORE	Occupied space / FTE (m ²)	Occupied Space / FTE SCORE	Workstation / FTE	Workstation / FTE SCORE	Occupied Space / Workstation (m ²)	Occupied space / Workstation SCORE	Total Property Costs (£)
9,521	83	570	105	16.7	77	1.2	91	13.4	79	6,512,300
9,521	83	570	105	16.7	77	1.2	91	13.4	79	6,512,300
5,142	114	506	90	10.2	121	1.0	117	10.5	102	7,662,263
5,142	114	506	90	10.2	121	1.0	117	10.5	102	7,662,263
8,170	103	528	115	15.5	85	1.2	97	13.2	81	19,036,416
23,672	0	512	105	46.3	0	1.2	96	39.0	0	639,133
3,250	145	287	136	11.3	114	0.8	132	14.5	67	3,061,965
3,717	105	316	100	11.8	105	1.1	95	10.3	106	21,954,094
2,655	139	291	113	9.1	130	1.0	113	9.1	116	2,137,608
4,995	102	377	99	13.2	102	0.9	121	14.4	69	17,054,325
6,634	58	419	81	15.8	80	1.3	91	12.6	85	3,303,756
4,087	113	347	100	11.8	113	1.0	109	11.4	98	359,673
4,747	98	212	141	22.4	26	1.4	77	15.7	54	2,402,178
4,819	109	368	108	13.1	99	1.1	105	12.2	89	69,949,148
3,167	122	204	135	15.5	80	1.4	82	11.4	95	8,208,443
3,167	122	204	135	15.5	80	1.4	82	11.4	95	8,208,443
3,086	127	295	114	10.5	116	1.0	112	10.0	103	226,611,027
2,549	132	280	107	9.1	127	1.0	112	8.8	115	20,474,877
6,615	46	363	91	18.2	60	1.1	103	16.2	49	20,659,838
3,166	125	298	112	10.6	115	1.0	112	10.2	102	267,745,742

Appendix D – New Administrative Procurements

Dept.	Property name	Address	Floor area (m ²)	Acquisition date	EPC rating
BIS	139 Fountainbridge	139 Fountainbridge Edinburgh EH3 9FF	725	16/01/2009	A*
BIS	Tower Wharf	Tower Wharf Cheese Lane, Bristol BS2 0JJ	586	01/09/2009	B(35)
BIS	Fusion Point 2	Fusion Point 2 Cardiff CF10 5BF	556	01/12/2009	C(62)
BIS	Churchgate House	Churchgate House Manchester M6 7HJ	276	13/05/2009	D(82)
DCSF	Suite 9, Victoria Hall	Suite 9, Victoria Hall Barrow-in-Furness LA14 1BX	55	01/05/2009	C(67)
DCMS	1 Churchill Place	1 Churchill Place Docklands E14 5LN	1,367	25/07/2009	D(91)
Defra	Albion Mills	Albion Mills Hull HU10 6DN	480	30/04/2009	C(69)
Defra	International House	International House Ashford TN23 1HU	524	05/01/2009	C(71)
Defra	Sikta House	Sikta House Shrewsbury SY2 6LG	354	23/02/2009	D(78)
Defra	Old Childens Farm	Old Childens Farm Stoneleigh Park Kenilworth CV8 2LZ	1,178	18/05/2009	F(144)
Defra	Calendonian Suite Old Childens Farm	Calendonian Suite Old Childens Farm Stoneleigh Park Kenilworth CV8 2LZ	330	20/07/2009	G(155)
DfT	Unit 9 Temple Point	Unit 9 Temple Point Leeds LS15 9JQ	1,220	24/06/2009	C(62)

Dept.	Property name	Address	Floor area (m ²)	Acquisition date	EPC rating
DWP	Ty Myrddin	Ty Myrddin Carmarthen SA31 1LP	197	26/05/2009	D(93)
DWP	St James House	St James House Cheltenham GL50 3PR	411	01/02/2009	E(103)
DWP	Knolly's House	Knolly's House Croydon CR0 6SR	699	01/04/2009	E(111)
DH	Level 1	Level 1 Manchester M1 4BD	2,321	05/04/2009	B(47)
DH	Solent Business Park	Solent Business Park Fareham PO15 7FN	283	07/12/2009	B(48)
HO	Ledu House	Ledu House Belfast BT8 6TB	1,453	12/01/2009	C(58)
HO	The Plaza	The Plaza Liverpool L3 9QJ	408	21/09/2009	C(75)
HO	Axis Court Axis 11	Axis Court Axis 11 Swansea SA7 0AJ	163	25/10/2009	D(79)
HO	472-478 India Buildings	472-478 India Buildings Liverpool L2 0XG	164	22/06/2009	D(81)
MoJ	Arrival Square	Arrival Square Mansfield NG18 1LP	1,212	28/05/2009	B(40)
MoJ	Usk House	Usk House Newport NP20 2GD	1417	11/12/2009	C(55)
MoJ	Fort Dunlop Unit 415	Fort Dunlop Unit 415 Birmingham B24 9FD	981	29/09/2009	C(61)
Ofgem	Cornerstone	Cornerstone Glasgow G2 2BA	301	12/05/2009	B*

Glossary

Abbreviated Department Names

AHDB	– Agricultural and Horticultural Development Board	DSA	– Driving Standards Agency
BERR	– Department for Business, Enterprise and Regulatory Reform (now BIS)	DVLA	– Driver and Vehicle Licensing Agency
BIS	– Department for Business, Innovation and Skills	DWP	– Department for Work and Pensions
BRE	– Building Research Establishment	EA	– Environment Agency
CAFCASS	– Children and Family Court Advisory and Support Service	ECGD	– Export Credits Guarantee Department
CCE	– Central Civil Estate	EH	– English Heritage
CESP	– Centre of Expertise in Sustainable Procurement	FC	– Forestry Commission
CIBSE	– Chartered Institution of Building Services Engineers	FCO	– Foreign and Commonwealth Office
CLG	– Department for Communities and Local Government	FSA	– Financial Services Authority
CO	– Cabinet Office	GOWM	– Government Office for the West Midlands
COI	– Central Office of Information	HMCS	– Her Majesty's Court Service
CPS	– Crown Prosecution Service	HMRC	– HM Revenue and Customs
CRB	– Criminal Records Bureau	HMT	– HM Treasury Group
DCMS	– Department for Culture, Media and Sport	HO	– Home Office
DCSF	– Department for Children, School and Families	HSE	– Health and Safety Executive
DECC	– Department for Energy and Climate Change	LOD	– Law Officers' Departments
Defra	– Department for Environment, Food and Rural Affairs	MOD	– Ministry of Defence
DFID	– Department for International Development	MoJ	– Ministry of Justice
DfT	– Department for Transport	NDPB	– Non-Departmental Public Body
DH	– Department of Health	NSG	– National School of Government
DIUS	– Department for Innovation Universities and Skills (now BIS)	NS&I	– National Savings and Investments
		ODA	– Olympic Delivery Authority
		Ofgem	– Office of the Gas and Electricity Markets
		Ofsted	– Office for Standards in Education
		OGC	– Office of Government Commerce
		ONS	– Office for National Statistics
		OPSI	– Office of Public Sector Information
		RIEPs	– Regional Improvement and Efficiency Partnerships
		SDC	– Sustainable Development Commission
		UKSA	– UK Statistics Authority

BMS

Building Management System

BREEAM

BRE Environmental Assessment Method

One of the most widely-used environmental assessment methods for buildings. It sets standards for best practice in sustainable design and buildings' environmental performance.

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, non-departmental public bodies and special health authorities in Great Britain.

It does not include the operational NHS estate, the prisons' operational estate, the Foreign Office 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 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 via the OPSI website (www.opsi.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 1,000m² 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.

DPU

The *Delivery Plan Update*, last published in December 2009.

DREAM

Defence Related Environmental Assessment Methodology

The in-house, web-enabled defence-related environmental assessment method, developed by Defence Estates and based on BREEAM.

Energy Efficiency Action Plan

This 2004 Plan, from the then ODPM, sets out the package of policies and measures Government has put in place to deliver improvements in energy efficiency in the UK.

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 it is 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, arms' 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 SDC (HM Treasury instruction to Accounting Officers DAO Gen 08/05).

FTE

Full-time equivalent (for staff).

£/FTE

Cost per person

m²/FTE

Space per person

HPP

High Performing Property

An OGC programme to address inefficiency in property asset management with the aim of transforming central Government's civil estate into one which achieves annual savings of at least £1bn by 2013, is sustainable and is better fit for purpose.

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'.

OEP

Operational Efficiency Programme

Launched by the Chief Secretary to the Treasury on 3 July 2008, it has looked at achieving greater efficiency in back office operations and IT, collaborative procurement, asset management and sales, property and local incentives and empowerment.

OGC

Office of Government Commerce facilities are managed as part of HM Treasury within HM Treasury Group.

Operational Ratings

Government's methodology for assessing the operational performance of buildings ie, annual emissions of CO₂/m² arising from energy consumption, compared to 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

PBS

Property Benchmarking Service

It conducts an annual analysis of offices over 500m² and has established a baseline set of industry standard KPIs to measure the efficiency, effectiveness and sustainability of offices across the estate. For 2008, a total of 1,650 central Government building occupations were benchmarked – thought to be the largest programme of its kind in Europe.

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.

PSG

Professional Skills for Government

Residual Estate

The residual estate is a portfolio of surplus government accommodation inherited from Departments in 1996 following a scrutiny review of the management of the government civil estate. Originally 384 holdings were transferred to Property Advisers to the Civil Estate (PACE) and subsequently taken over by OGC when PACE's responsibilities were incorporated into OGC in 2001. 15 holdings remain.

SDiG

Sustainable Development in Government

An annual report on Government's progress towards meeting its sustainability aims in operations and procurement, published in recent years by the Sustainable Development Commission. The report is based on operational data submitted by each department. Prior to 2005, Government was responsible for its own assessment of operational performance.

Securing the Future 2005

The UK strategy for sustainable development.

SOFTE2008

State of the Estate Report 2008.

SOGE

Sustainable Operations on the Government Estate

SOGE targets

A framework of targets for central Government departments to improve the environmental impact of their estate. The refreshed SOGE framework of targets was launched in June 2006. These new targets replaced those in the Framework for Sustainable Development on the Government Estate (originally published between 2002 and 2004). They include targets to reduce CO₂ emissions, waste arising and water consumption and to increase recycling.

SPAP

Sustainable Procurement Action Plan. Central Government's plan for improving the sustainability of its procurement activities, published in March 2007.

Total Place

Total Place is an initiative that looks at how a 'whole area' approach to public services can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency at the local level, as well as across Whitehall.

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.

Workspace standards

Government standards recommended for workspace:

- 10m²/FTE (net internal area) for all new or major refurbishments of office buildings
- 10m²/FTE to 12m²/FTE for all other refurbishments including the introduction of flexible working arrangements and layout alterations.

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About OGC

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OGC Service Desk

OGC customers can contact the central OGC Service Desk about all aspects of OGC business.

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You can contact the Service Desk 8am – 6pm Monday to Friday:

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