



Government
Property
Function

Government Property Strategy

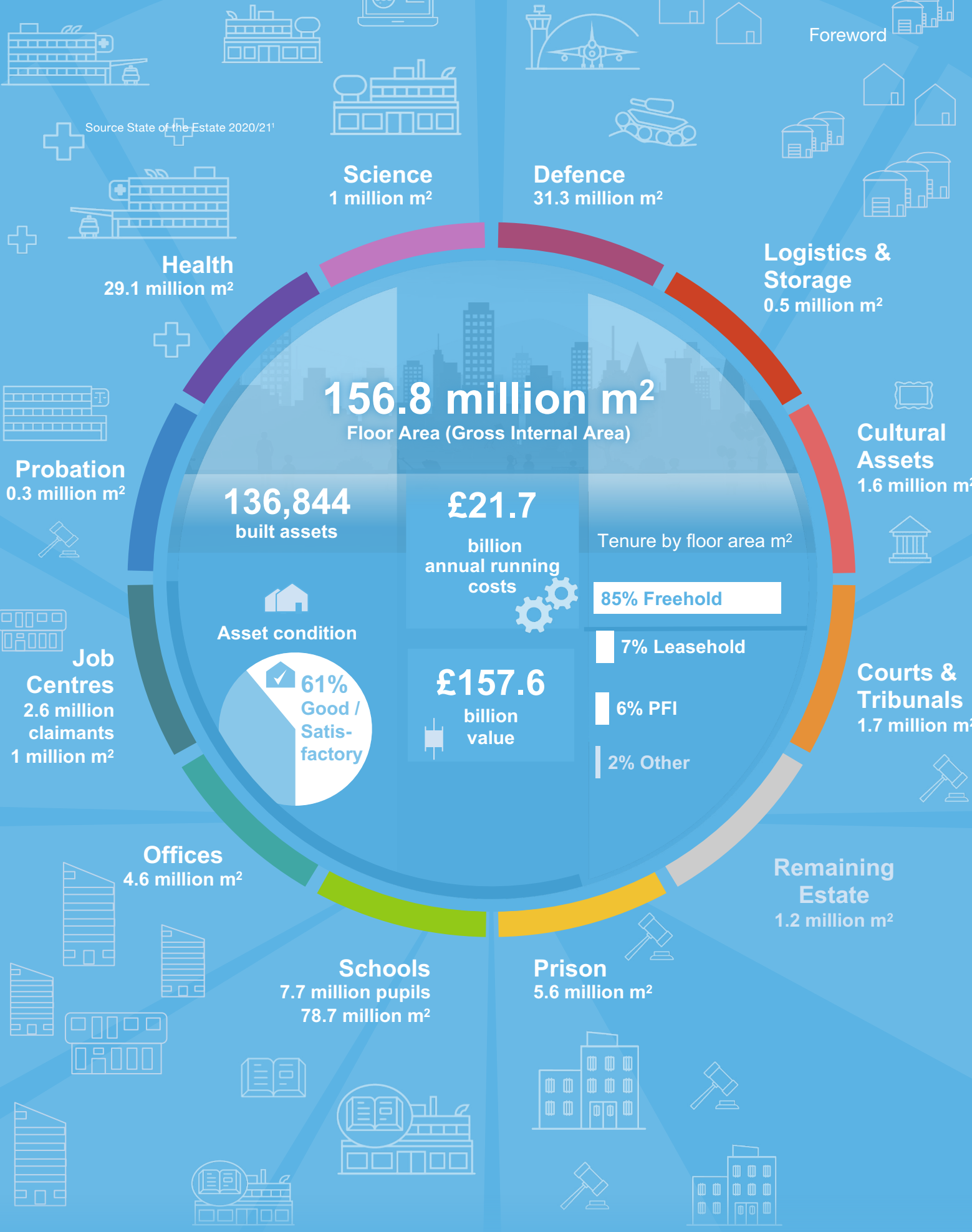
2022-2030





Contents

Foreword	4
Our Achievements	6
Our Missions	7
Mission One: Transform Places and Services	8
Mission Two: Smaller, Better, and Greener Estate	11
Mission Three: Professional Excellence and Insight	16
Implementation and Reporting	19
Annex A: Glossary	21
Annex B: Departments and organisations within the Government	22
Annex C: Government Major Programmes Portfolio – Property Programmes	23
Annex D: Baseline size and cost by portfolio	24
Annex E: Utilisation Metrics	25
Annex F: Programmes to improve estate quality	26
Annex G: Greening Government Commitments relevant to estates	27
Annex H: Greening Government Commitments: table of individual departmental emissions targets	28



¹ Central Government estate including Central Government Departments, their Arm's Length Bodies, hospitals and schools (includes centrally funded schools e.g. academies, schools funded via local authorities are not included). Source: Figure 1 and Figure 2 State of the Estate (SofTE) 2020/21. Detailed notes on data definitions and assumptions are contained within the SofTE document. <https://www.gov.uk/government/publications/state-of-the-estate-in-2020-2021>

Our Achievements



Since 2010 the size of the central general purpose estate² has reduced by **30%** delivering annual running cost savings of **£1.6bn**.

The average utilisation rate for government offices improved from **10.4m²** per person in 2014/15³ to **8.9m²** in 19/20⁴.



The government has reduced its emissions by **57%** in 2020-21 compared to 2009-10, with an estimated **38%** of this reduction due to improved management of the estate.⁵

The Government generated **£5.2bn** of capital receipts from property disposals between April 2015 and March 2020 for reinvestment in the retained estate and other priorities.⁶



Through the establishment of a network of 12 Government Hubs, increasing co-location and efficiency of space HMRC is on track to deliver savings of around **£300m** up to 2025 while modernising its operations and helping to improve customer service.⁷

The Government has reduced the number of central London offices from **63** in April 2018 to **36**.

One Public Estate programme investment in cross-public sector property projects has delivered: **c.£500m** in capital receipts; **c.£112m** in running cost savings; over **31,000** jobs; and land for over **27,000** homes.



² Metrics relate to the general purpose central government estate, a narrower scope than both this Strategy and State of the Estate 2020/21

³ <https://www.gov.uk/government/publications/state-of-the-estate-2014-to-2015>

⁴ <https://www.gov.uk/government/publications/state-of-the-estate-in-2019-2020>

⁵ <https://www.gov.uk/government/publications/state-of-the-estate-in-2019-2020>

⁶ <https://www.gov.uk/government/publications/sales-of-government-assets>

⁷ <https://www.gov.uk/government/publications/issue-briefing-hmrc-announces-next-step-in-its-ten-year-modernisation-programme/hmrc-makes-significant-progress-in-its-10-year-transformation-to-become-a-tax-authority-fit-for-the-future>

Our Missions

This strategy will ensure that the government estate helps to transform places and services; is smaller, better and greener; and is managed in a professional and increasingly commercial way.

<p>Mission One</p>	<p>Transform Places and Services</p> <ul style="list-style-type: none"> • Enable delivery of Government priority outcomes by levelling up communities • Reflect the commitment to high-quality design and beautiful places in the Levelling Up and Regeneration Bill
<p>Mission Two</p>	<p>A smaller, better, and greener public estate</p> <ul style="list-style-type: none"> • Transforming the Government property portfolio • Creating an estate which is more efficient, effective and sustainable
<p>Mission Three</p>	<p>Improve professional excellence and insight</p> <ul style="list-style-type: none"> • Manage with professional excellence, informed by good data and insight • Reform of the Government Property Function and Profession to achieve the aims of the strategy

This document provides more detail on how each of these three missions will be taken forward and sets out the overall approach to implementation.



Two members of staff from Defence School of Transport (DST) Leconfield walk around the new solar farm in September 2021.

Mission One:

Transform Places and Services

Property plays an essential role in enabling place-making and public service transformation.

	What?	How?
Transform Places	<p>The location of government services and civil servants can play a crucial role in levelling-up.</p> <p>The Government Property Function contributes to place-making, regeneration, and new housing supply.</p>	<p>This will be delivered through</p> <ul style="list-style-type: none"> • Places for Growth, • Redevelopment of surplus land and buildings, • Construction, infrastructure and regeneration projects, including through Homes England, and London and Continental Railways (LCR) programmes
Transform Services	<p>Delivering improvements to public-facing service delivery including digitalisation and co-location of public services.</p>	<p>Across Government, increasing digitalisation is changing the way in which public services are being delivered, including building on approaches developed in response to the COVID-19 pandemic, e.g. use of video technology in courts.</p> <p>Building in flexibility to adapt the estate to changing service models along with greater emphasis on co-location and multiple occupancy of buildings.</p>

2030 ambition

The ambition is that by 2030:

- Property has contributed to levelling-up, regeneration and housing supply outcomes.
- Property investment decisions have been used to improve the quality of places, including through locally-fitting, high-quality design..
- The estate supports changes in the way in which public services are delivered, including through greater co-location, increased flexibility and right sizing.

By 2025, we will:

Transform Places	Transform Services
<ul style="list-style-type: none"> • Deliver on the Government’s Places for Growth commitment to move 22,000 Civil Service roles, and 50% of UK-based Senior Civil Service roles, out of Greater London by 2030. By 2025, around 15,000 roles will have been relocated outside Greater London. Through local delivery plans, the Civil Service presence in places across the UK will make a tangible contribution to levelling up in those communities. • Build on existing work within organisations, taking a locality view to identify further opportunities for exit from or sharing of property across the government estate. This is already underway for the office estate, led by The Government Property Agency (GPA) and Places for Growth and has been undertaken by local authorities who have been supported by One Public Estate. • When disposing of surplus sites, organisations should assess alternative uses and Government policy priorities to identify the most appropriate disposal mechanism. In line with HMT Green Book guidance, social and public value must be considered alongside economic value in assessments. • Invest £300m in locally-led grant funding, including the Brownfield Land Release Fund to unlock smaller sites across England for housing. • Improve market engagement through a new digital shopfront for surplus property. By 2025, all vacant/surplus government sites will appear on the property finder, whenever possible. • Where major investment programmes are being delivered through partnerships, a single, holistic, whole of government programme business case should be prepared, managed by the lead partner to inform the governance processes of each of the bodies involved. 	<ul style="list-style-type: none"> • Drive more co-location - where departmental purpose and constraints allow, enabling sharing of space by multiple organisations with a shared purpose allows joining up of different services and brings teams together and breaks down silos. For citizens, co-location of services makes it easier to engage with the public sector. • Increase interoperability – to be effective, the public sector increasingly needs to work across organisational boundaries. In the future space needs to be interoperable, with consistent standards for access and technology to enable enhanced sharing of space and potential for future alternative use built in at the design stage. • Improve flexibility – organisational and portfolio strategies will identify the core and enduring footprint which will be required over time. They should also identify those parts of the estate where future changes in the service model mean that footprint change could be required. Future-proofing should be built in using short leases and lease breaks to achieve the required levels of flexibility. • Embed flexibility in design and construction – where there is uncertainty about future requirements this can be built into design for new buildings, for example through specification of flexible space which can be used for multiple purposes, through separation of shell and core from fit out or design to allow expansion and contraction without complex redesign.

Foundations

This strategy builds on the foundations of major programmes established by the 2018 Government Estate Strategy,⁸ which are reshaping of the public estate to support service transformation, including:

- the Government Hubs programme, which brings together occupiers from multiple government departments into a shared location making more efficient use of space; and
- the One Public Estate programme, which brings public sector partners together to make the best use of public sector land and property in order to deliver efficiencies, local economic growth and more integrated customer services

The baseline for this element of the strategy is the regional distribution of the government office estate and of civil servants at the start of the strategy period: 22% of civil servants and 24% of Government floorspace were in London at March 2021. The State of the Estate⁹ report, published every year on gov.uk, will report on annual change per region.

Key Performance Indicators

The impact of this element of the Strategy will be measured through:

- Reporting progress against the Places for Growth targets;
- Annual reporting on changes to the government office footprint in each region;
- Government Hubs Programme delivery of the next two phases of the programme (up to 50 additional Hubs by 2030); and
- One Public Estate: over the next three years we expect to deliver over £400m capital receipts, £80m running cost savings, land for over 10,000 homes and circa 30,000 jobs.

The Mildenhall Hub, West Suffolk, supported by the One Public Estate programme, providing health, leisure, education, employment and culture services under one roof, right in the heart of the community.



⁸ <https://www.gov.uk/government/publications/government-estate-strategy-2018>

⁹ <https://www.gov.uk/government/publications/state-of-the-estate-in-2020-2021>

Mission Two: Smaller, Better, and Greener Estate

A shift is needed to a higher quality, fit for purpose, shared, more efficient, productive and sustainable estate which is **smaller, better and greener**.

	What?	How?
Smaller	<p>The estate must be right-sized to respond to the reduction in the size of the civil service and meet operational requirements.</p> <p>The estate needs to be efficient and affordable, optimising efficiency in use, providing opportunities for sharing and delivering value for money.</p>	<p>Organisations will take a whole portfolio view of their assets, recognising the capital employed and the potential value to other Government priorities from repurposing or disposal. Organisations should prioritise costly, poor quality properties for disposal, recycling capital receipts or resource savings into improving the condition and environmental performance of their retained estate.</p> <p>Government will continue to be one of the largest occupiers of property in the UK. This scale, combined with strength of the government’s covenant allows us to work with the market to achieve value and the wider objectives set out in this strategy.</p>
Better	<p>The estate needs to be fit for purpose and in a good condition, reflecting citizens’ and the Modern Civil Service’s needs.</p>	<p>The estate needs to be fit for purpose and in a good condition, reflecting citizens’ needs and the Modern Civil Service’s needs: enhancing lives; enabling success; and ensuring value.</p> <p>Organisations will develop accessible and responsive spaces allowing delivery of flexible and inclusive services in supportive workplaces, enabled by FM professionals with the required skills and capabilities, who are supported by effective standards, tools, technology and organisation.</p> <p>Improved use of building technology will help us track and respond to building use and condition.</p>

	What?	How?
Greener	<p>The estate needs to be planned and managed to address decarbonisation of the estate, adaption for the impacts of climate change, increasing natural capital, and making better use of our resources.</p> <p>Supporting Government in meeting the goals of the 25-Year Environment Plan¹⁰ and the Greening Government Commitments¹¹.</p>	<p>Improve cross-government data consistency and quality to strengthen the case for increased investment in large scale, urgent decarbonisation interventions across the estate.</p> <p>Develop and embed an adaptation framework to enable consistent high standards in development and use of Adaptation Risk Assessment and Action Plan methodologies.</p> <p>Develop and embed biodiversity and natural capital guidance for estates teams, including guidance to maximise the impact of interventions in constrained urban sites.</p> <p>Build on sustainability requirements and standards for the whole lifecycle of the property - from procurement to construction to end of life - to set high standards for refurbishments, new acquisitions and construction.</p>

More information on the approach to Facilities Management and Sustainability will be provided in the upcoming Facilities Management Strategy and the Government Estate Sustainability Strategy.

¹⁰ <https://www.gov.uk/government/publications/25-year-environment-plan>

¹¹ <https://www.gov.uk/government/collections/greening-government-commitments>

2030 ambition

The ambition is that by 2030 the estate is:

- Right-sized, reflecting the requirements of a smaller civil service and modern public services
- More flexible and adaptable to meet changing demands and needs for property.
- Planned through improved asset management; reducing the overall size and raising the quality, condition, sustainability and affordability of what remains.
- Managed with an enhanced focus on the customer experience
- Contributing towards achieving the legally-binding commitment to reach net zero emissions by 2050

By 2025, we will:

Smaller	Better	Greener
<p>Deliver £500m operating cost savings from the estate, as part of the 5% savings that departments have been asked to make against their operational budgets by 2024/25.</p> <p>Develop a pipeline of disposals, aiming to generate gross capital receipts of £500m per annum, to fund investment in the estate we need to keep.</p> <p>Identify further estate savings by portfolio, looking to future Spending Reviews and the period to 2030. Portfolio strategies should be in place across the estate by March 2023 to inform planning for the next Spending Review, which will set the context for efficiencies on the estate going forward.</p> <p>Enable a new, smaller Whitehall Campus, enabled through the Places for Growth programme moving Civil Services roles out of London. A new Plan for London is being developed aiming to consolidate further with only 16 buildings to remain in and around Whitehall.</p>	<p>Improve the estate quality for a number of departments from schools, to prisons, to defence (as set out in Annex F) through funded programmes.</p> <p>Establish metrics to measure customer satisfaction for each portfolio, building on current activity, during the first year of the strategy. The Cabinet Office Customer Service Excellence Standard or equivalent will be embedded across all organisations to help those delivering services put their customers at the core of what they do.</p> <p>Facilitate collection of comprehensive condition data to a common standard, through the Government Property Data Standard. This will support property teams to prioritise capital investment decisions. Developments in building technology can be used to enhance performance of existing assets.</p> <p>Seek to adopt the proposed guidance on appropriate toilet provision for both men and women, prior to formal changes in building regulations. As outlined in the Written Ministerial Statement of 4 July 2022, Hansard HCWS172.</p>	<p>Ensure each organisation takes action through the Greening Government Commitments in support of:</p> <ul style="list-style-type: none"> • Mitigating climate change. Headline commitments related to the estate are set out at Annex G • Minimising waste and promoting resource efficiency • Reducing water use • Procuring sustainable products and services • Nature recovery: making space for thriving plants and wildlife • Adapting to climate change <p>As the UK government requires sustainable design and procurement, organisations are required to undertake an appropriate environmental assessment, as set out in Government Buying Standards¹² for Buildings, and challenge acquisition of new buildings that are not within the top quartile of energy performance.</p>

More information on the approach to Facilities Management and Sustainability will be provided in the upcoming Facilities Management Strategy and the Government Property Sustainability Strategy.

¹² <https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

Foundations

Smaller	Better	Greener
<p>The baseline against which progress will be monitored is the size and cost of running the estate.</p> <p>In 2020/21, the central government estate¹³ comprised a floor area of over 150 million m², with an annual running cost of over £20bn and a value of over £150bn.¹⁴</p> <p>The split by portfolio is shown in Annex E.</p>	<p>At the start of the strategy period, 61% of the Government estate was graded as being in Good or Satisfactory condition.¹⁵ There is a significant maintenance challenge across the government estate where backlog maintenance liabilities¹⁶ have been identified.</p>	<p>Performance against the GGCs to 2020/21 includes:</p> <ul style="list-style-type: none"> • Government has reduced its emissions by 57% in 2020/21 compared to 2009/10 • Government departments reduced their overall waste products by 51% in 2020/21 compared to 2009/10 • The government reduced its water consumption by 14% in 2020/21 compared to 2014/15

¹³ Central Government Departments, their Arm's Length Bodies, centrally funded schools (excl. Local Authority funded) and hospitals

¹⁴ [State of the Estate 2020/21](#)

¹⁵ Central Government Departments, Arm's Length Bodies, Schools and Hospitals (SofTE 2020/21 data set)

¹⁶ This is also known as 'backlog maintenance' and is a measure of how much would need to be invested to restore a building to a certain state based on a state of assessed risk criteria. It does not include planned maintenance work (rather, it is work that should already have taken place).

Key Performance Indicators

Annual monitoring and reporting through the State of the Estate will include:

Smaller

- size and annual running cost of each portfolio
- capital value
- area of land disposed
- progress in exiting from central London offices through the Whitehall Campus Programme

This will be accompanied by utilisation targets, shown in Annex E.

Better

- Estate condition
- Customer satisfaction

Greener

- Progress against the GGCs¹⁷ (shown in Annex H)
- Percentage of new acquisitions in the top quartile of energy performance

¹⁷ For those organisations within scope for the GGCs, GGC reporting will be used for these KPIs. During the period of this strategy we will work with the remaining organisations to identify potential alternative reporting mechanisms.



Mission Three: Professional Excellence and Insight

The Strategy will be delivered through reform of Government Property Function:

	What?	How?
Strengthened Expertise	Development of the Government Property Profession will include increased levels of professional accreditation, skills, leadership and talent management. The profile of the profession will better reflect the communities that we serve.	Professional training programmes such as apprenticeships and Fast Stream; senior accreditation programme for existing staff; embedding and broadening the scope and take-up of the Government School of Property.
Data and Insight	Improvements to data will include a comprehensive oversight of all government property, better quality property data, digitalisation and automation.	This will be achieved through a digital property asset register – a ‘Domesday Book’ of all government property assets; improved data quality; and strengthened data analytics capability in departments.
Driving up Standards	Working collaboratively across organisations there is scope to make best use of economies of scale through, including consistent approaches; best practice and innovation driving up quality.	This will be delivered through the Government Functional Standard for Property and its supporting management framework, including Net Zero Estate Playbook, Property Data Standard and FM Standards, National Property Control and FM Control, and greater standardisation, e.g. leases, and Modern Methods of Construction.

2030 ambition

The ambition is that by 2030 public sector property professionals are known for industry leading and commercial expertise, and business strategies are informed by high quality property data and insight.

By 2025, we will:

Profession	Data and Insight	Standards
<p>Deliver a leading, profession-specific learning offer, run through the Government School of Property, including graduate and apprenticeship schemes, a leadership, learning and development curriculum with enhanced focus on sustainability and digital skills.</p> <p>Introduce diversity and inclusion objectives for all senior leaders, and strengthen standards and guidance on SCS recruitment to improve representation, including providing guidance for the makeup of recruitment panels and shortlists.</p>	<p>Work collaboratively with individual organisations to help to continue to improve the quality of their property data and how they use it to inform their asset management plans and portfolio strategies.</p> <p>Deliver a step change in how data is shared across government to unlock opportunities for collaboration, maximise utilisation of space and help to identify surplus assets, releasing capital and generating savings.</p> <p>Replace the government’s central property database (the electronic Property Information Mapping Service - e-PIMS) with a new digital property asset register (InSite). InSite will offer a self-service analytical tool within government, drawing on relevant data fields in the Data Standard and will underpin reporting in the annual State of the Estate report.</p> <p>Work collaboratively with organisations to increase their use of new technologies such as smart buildings, sensors, and real-time feedback to improve the efficiency and effectiveness of building management.</p>	<p>Build a comprehensive management framework of standards, policies and guidance to embed greater consistency and more commercial approach across government, reduce complexity, enhance efficiency and maximise economies of scale, including through model leases, FM standards, data standards and consistent use of good practice approaches and processes.</p>

Foundations

- There are c.7,000 property professionals identified as working in central government across 24 core property roles, as defined by the Government Property Profession Career Framework.¹⁸
- The [Government Property Data Standard](#) was mandated in December 2020.
- The [Government Functional Standard GovS 004: Property](#) was published in September 2021 and has been mandated across government.

¹⁸ <https://www.gov.uk/government/publications/the-government-property-profession-career-framework--2>

Key Performance Indicators

Profession

- Property workforce in senior practitioner and leadership roles to be accredited or working towards accreditation with approved property professional bodies, with the target to achieve 90% accreditation by 2030.
- Continue to grow and improve early talent programmes, ensuring a high-quality pipeline of new talent entering the profession. This should include attracting a minimum of 300 apprentices and 60 graduates by 2025.
- The Government Property Profession will continue to collect data and monitor the diversity of the Property Profession.

Data and Insight

- Progress towards 100% compliance with the data mandate for all central government property assets, sharing strategic property data in the new government asset register.
- Providing local authorities and Devolved Administrations the opportunity to use InSite for their property data.

Standards

- We expect to see year-on-year improvements to results of the annual Quality Survey of the Functions, with a target of being at least within 20% of the highest scoring function by 2024/25.

The new Wolverhampton HQ of the Department for Levelling Up, Housing, and Communities.



Implementation and Reporting

This strategy forms a key element of the overall planning and performance management framework for the Government Property Function. The Government Functional Standard for Property outlines how managers of the government estate should fulfil fundamental aims of sustainability, excellence, suitability, efficiency and affordability through good governance and property management practices, extending from the strategic choices to day-to-day decision-making, and throughout the property life cycle.

This strategy is directly linked to the annual Property Function Plan, to the property strategies of individual government organisations through their Strategic Asset Management Plans, and to portfolio strategies for particular groups of assets. The strategy also encompasses those property programmes within the Government Major Programmes Portfolio that contribute to delivering its objectives (set out in Annex C)..

This strategy is supported by sub-strategies on Sustainability and Facilities Management which provide more detail about the ambition and actions planned in these areas.

Portfolio strategies

Organisations are required to develop property strategies setting objectives that take account of their individual business drivers and informed by the principles of this Strategy.

Where there are property asset types in use by multiple organisations, portfolio strategies will be developed, setting objectives that take into account future cross-government demand, condition, sustainability and affordability for each asset class. These should be in place by March 2023.

Each portfolio strategy will be informed by the principles of this strategy but each has different emphasis - some more focused on service transformation, others with greater focus on smaller, better and greener estates.

The principal portfolios are listed at Annex D.

Measurement

Key Performance Indicators (KPIs) have been identified for each element of the strategy. The intention is to provide transparency through annual reporting against all of these, with targets developed at portfolio level for identified metrics. These draw on existing commitments which were announced prior to the launch of this strategy.

The table below summarises the KPIs included within each section of the strategy.

Table One

	Transform Places	Transform Services	Smaller	Better	Greener	Excellence and Insight
Inputs	Sq m offices per region	Extent property re-purposed or used for multiple-occupancy	Utilisation by portfolio (T) Sq m by portfolio Cost by portfolio Capital value Portfolio strategies in place by March 2023		EPC for new acquisitions (T) Renewables generated	% property professionals accredited (T) Diversity of profession No. apprentices and graduates Functional Standard awareness and impact
Outputs	Places for Growth (T) progress Relevant programme outputs	Government Hubs Programme progress (T) One Public Estate progress	Ha land disposed Progress against the Whitehall Campus strategy	Condition A - D by portfolio	Greening Government Commitments (T)	
Outcomes	Social Value	Is property important to your objectives?		Customer feedback/user experience	Emission reduction	

In the first year of the strategy, targets will be developed at portfolio level for the indicated metrics. Further work will be undertaken to define metrics that better measure the economic, social, and business outcomes that are enabled by Government Property.

Reporting

The State of the Estate report provides information on the efficiency and sustainability of the government estate and is laid before Parliament each year. Future reports will report on progress of this Strategy based on the KPIs, including year-on-year changes against the indicators and the reasons for change.

Annex A:

Glossary

25 YEP	25 Year Environment Plan
AGO	Attorney General's Office
ALB	Arm's Length Body
CO	Cabinet Office
DWP	Department for Work and Pensions
FSA	Food Standards Agency
FM	Facilities Management
FTE	Full Time Equivalent
GGC	Greening Government Commitments
GES	Government Estate Strategy
GMPP	Government Major Programmes Portfolio
GPA	Government Property Agency
GPF	Government Property Function
GPP	Government Property Profession
GPS	Government Property Strategy
HE	Homes England
HMCTS	Her Majesty's Courts and Tribunal Service
HMRC	Her Majesty's Revenue and Customs
KPI	Key Performance Indicator
LCR	London and Continental Railways
MMC	Modern Methods of Construction
NPC	National Property Controls
OGP	Office of Government Property
OPE	One Public Estate
PfG	Places for Growth
SAMP	Strategic Asset Management Plan
SCS	Senior Civil Service
SofTE	State of the Estate
SR	Spending Review

Annex B:

Departments and organisations within the Government

- Office of Government Property
- Delivery organisations
 - Defence Infrastructure Organisation
 - LocatED
 - FCO Services
 - Government Property Agency
 - Homes England
 - HS2, LCR
 - NHS England, NHS Property Services, Community Health Partnerships
 - Network Rail, Highways England
 - Valuation Office
- Departments & ALBs
 - Cabinet Office
 - Department for Business, Energy & Industrial Strategy
 - Department for Digital, Culture, Media & Sport
 - Department for Education
 - Department for Environment Food & Rural Affairs
 - Department of Health & Social Care
 - Department for International Trade
 - Department for Levelling Up, Housing & Communities
 - Department for Transport
 - Department for Work & Pensions
 - Foreign, Commonwealth and Development Office
 - HM Revenue & Customs
 - HM Treasury
 - Home Office
 - Law Officers' Departments
 - Ministry of Defence
 - Ministry of Justice
- Regulatory bodies
 - Crown Premises Fire Inspection Group
 - Building Regulations
 - Health & Safety Executive
 - Historic England
 - Standing Committee on Structural Safety

Annex C: Government Major Programmes Portfolio – Property Programmes

A number of major government programmes have a component that is driven or significantly influenced by this strategy. These include both cross-government programmes and others managed and delivered by a single department.

Cross-Government Programmes

Places For Growth	Cabinet Office
Government Hubs Programme	Cabinet Office (GPA)
Whitehall Campus Programme	Cabinet Office (GPA)
Workplace Services Transformation Programme	Cabinet Office (GPA)

Department Programmes

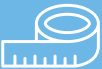














Priority School Building Programme 2	Department for Education
FE Capital Transformation	Department for Education
School Rebuilding Programme	Department for Education
New Beijing Embassy and Residence	Foreign, Commonwealth and Development Office
Washington Embassy Refurbishment	Foreign, Commonwealth and Development Office
UKHSA Science Hub	Department of Health and Social Care
New Hospital Programme	Department of Health and Social Care
Building Our Future Locations Programme	HM Revenue & Customs
Defence Estate Optimisation	Ministry of Defence
Clyde Infrastructure	Ministry of Defence
HMCTS Reform	Ministry of Justice
Probation Programme	Ministry of Justice
Wellingborough New Build Prison	Ministry of Justice
Glen Parva New Build Prison	Ministry of Justice
Additional Prison Places Programmes - Estate Expansions	Ministry of Justice
Blythe House Programme	Department for Culture, Media and Sport
Natural History Museum Science and Digitisation Centre.	Department for Culture, Media and Sport

Annex D:

Baseline size and cost by portfolio

The table below shows the baseline size and cost by portfolio.

Table Two

				
Portfolio		Total Floor Area (m ²) Gross Internal Area (m ²)	% Total Floor Area	Annual Running Cost
	School	78.7 million ¹⁹	50.1%	£3.3 billion
	Defence	31.3 million	20.2%	£3.7 billion
	Health	29.1 million	18.5%	£10.8 billion
	Prison	5.6 million	3.6%	£981.8 million
	Office	4.6 million	2.9%	£1.6 billion
	Cultural assets	1.6 million	1.0%	£102.6 million
	Court and Tribunal	1.7 million	1.1%	£424.3 million
	Remaining estate	1.2 million	0.8%	£148.5 million
	Science	1.0 million	0.6%	£167.6 million
	Job centre	1.0 million	0.6%	£327.6 million
	Logistics and storage	0.5 million	0.3%	£21.5 million
	Probation	0.3 million	0.2%	£88.6 million

Data for 2020/21 Source: State of the Estate 2020/21

¹⁹ State funded schools

Annex E:

Utilisation Metrics

Utilisation targets are defined and set using metrics relevant to each portfolio.

The metrics apply to the overall portfolio, recognising that the characteristics of individual properties within the portfolio will give rise to significant deviation (e.g due to listed building constraints).

Portfolio	Utilisation Metric	Baseline	Target
Offices**	m ² per FTE	8.9m ² ** (March 2020*)	6m ²
Probation	Probation staff	17,785 probation staff	18% increase in staff
	No. property holdings	664 holdings (December 2021)	3% reduction in holdings
Primary care	% reduction in void space	NHSPS – 124,963m ² CHP – 33,104m ² (March 2021)	Over 20%

Targets will be agreed for other portfolios during the first year of the strategy.

* 2019/20 has been used as a baseline as 2020/21 represented the first year of the COVID pandemic when there were short term changes to some organisation operating models

** Baseline source: State of the Estate 2019/20

Note: For some portfolios, e.g. schools and cultural assets, utilisation targets are not appropriate and progress will be captured through size and cost data.

Annex F:

Programmes to improve estate quality

Through investment programmes already in place, a number of departments have been funded to improve the quality of their estate, including:

Education: rebuilding 500 schools in England over the next decade.

Health: initial investment of £3.7 billion for 40 new hospitals and £1.7 billion for over 70 hospital upgrades.

Jobcentres: c.£1 billion to maintain and upgrade DWP estates.

Defence: The Defence Estate Optimisation portfolio forecasts that through investment of £4.3bn over the next 10 years it will achieve a 16% reduction in the size of its estate by 2040/41

Prisons: £3.8 billion of investment across England and Wales over three years to deliver 20,000 additional prison places by the mid-2020s.

Culture: over £850 million over the SR21 period for cultural and heritage infrastructure.

FCDO: funding for green energy and energy efficiency investments and further significant increases in the department's presence in East Kilbride.

Annex G:

Greening Government Commitments relevant to estates

The Greening Government Commitments (GGCs)²⁰ set out commitments to reduce government impacts on the environment in the period 2021-2025, including through estates.

Theme	Headline commitment 2021–25
Mitigating climate change: working towards net zero by 2050	Reduce the overall greenhouse gas emissions from a 2017/18 baseline and also reduce direct greenhouse gas emissions from estate and operations from a 2017/18 baseline (with individual targets set by BEIS in agreement with individual departments - see table in Annex H)
Minimising waste and promoting resource efficiency	Reduce the overall amount of waste generated by 15% from the 2017/18 baseline
Reducing water use	Reduce water consumption by at least 8% from the 2017/18 baseline
Procuring sustainable products and services	Continue to buy more sustainable and efficient products and services with the aim of achieving the best long-term, overall value for money for society.
Nature recovery – making space for thriving plants and wildlife	<p>Departments and partner organisations with the greatest potential to improve biodiversity should develop and deliver Nature Recovery Plans for their land, estates, development, and operations.</p> <p>All other departments and partner organisations should consider what they can do to support the government’s commitment to improve nature and develop and deliver Nature Recovery Plans for their organisations, where suitable.</p>
Adapting to climate change	<p>Develop an organisational Climate Change Adaptation Strategy across estates and operations. This headline commitment is broken down into 2 parts:</p> <ul style="list-style-type: none"> • Departments should conduct a Climate Change Risk Assessment across their estates and operations to better understand risk and to target areas that need greater resilience • Departments should develop a Climate Change Adaptation Action Plan, including existing or planned actions in response to the risks identified,

Source: Extracts from the Greening Government Commitments relevant to property

²⁰ <https://www.gov.uk/government/collections/greening-government-commitments>

Annex H:

Greening Government Commitments: table of individual departmental emissions targets

Department	Overall Emission Reduction Target	Direct Emission Reduction Target
AGO	49%	25%
BEIS	62%	30%
CO	52%	20%
DCMS	58%	33%
DFE	56%	36%
DFT	62%	19%
DHSC	44%	20%
DIT	48%	20%
DWP	45%	17%
FCDO	56%	30%
FSA	27%	21%
HMRC	60%	40%
HMT/UKEF	69%	25%
HO	44%	25%
DLUHC	47%	25%
MOD	30%	10%
MOJ	41%	23%
NCA	43%	15%
ONS	38%	43%

Guidance on direct greenhouse gas emissions target under the Greening Government Commitments:

- this target comprises direct emissions from estate and operations. This includes emissions arising from fuel use and fugitive emissions across the estate and on sites
- this target does not include transport emissions or emissions arising from grid electricity use – these are still captured under the overall emissions target under the Greening Government Commitments.

