



Ministry of Housing,  
Communities &  
Local Government

# **Strategic Asset Management Plan**

2017/18

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## Executive Summary

The Ministry of Housing, Communities and Local Government's (MHCLG) job is to create great places to live and work, and to give more power to local people to shape what happens in their area. This government wants to rebalance the economy, devolve power, strengthen communities and build more homes. MHCLG's plans will ensure more people have the opportunity to own a home of their own.

This Strategic Asset Management Plan (SAMP) provides a strategic vision to the Ministry's property plan and identifies opportunities to further align the Departments operational assets with current and future business need.

### Our Portfolio

MHCLG has an operational presence in 18 core buildings, covering a collective floor area of seventeen thousand square metres. The vast majority of the estate is occupied through MOTOs, showing the extent to which the Department shares space with other government Departments.

### Our Progress

From 2011-2015 MHCLG achieved a government-best, 71% saving in its Estates budget, against a Civil Service average of 28%. The Department has achieved this through property disposal and minimising operational footprint while providing space for other government Departments. All wholly owned/occupied surplus properties have been vacated/disposed.

As of April 2017, MHCLG joined MOJ's Shared Service Estates Cluster. The MoJ Cluster provides an array of estates and facilities management service provisions, with MHCLG operating an Intelligent Client Function (ICF) to ensure the Departments' property requirements are detailed and met in full, with services that are fit for purpose, satisfactorily delivered, and that represent value for money. The Estates Cluster focuses on delivering MHCLG's business needs and the wider pan-government strategic property objectives of reducing the size of the Civil Estate and improving the utilisation of retained properties.

### Our Plan

MHCLG's future asset management plan continues to strive to achieve further cost-saving efficiencies while recognising the Department is indicating a reduced headcount over the coming years and operating within the constraints of lease obligations. We are developing plans to ensure that where properties are to be retained, they are fully-utilised, whether through MHCLG's own occupation or through sub-letting surplus space to other government Departments (OGDs). This will reduce net liability to the Ministry and improve performance metrics.

### Our people

We will invest in our people to develop inclusive, valued and high performing teams empowered by inspiring leaders. During 2017/18 we will build on our investment in learning and development by supporting professional development in property, project delivery, facilities management and health and safety disciplines. We will also strengthen our entry level jobs offer with apprenticeships, internships and Fast Stream opportunities.

The Ministry will continue supporting this strategy and we are working closely with both the Government Property Unit (GPU) and other Departments within the Estates Cluster to develop flexible office environments consistent with government space targets. As a facilitator, the Estates Cluster continues to collaborate with IT colleagues who are delivering a radical transformation of technology across MHCLG employees, to enable staff to work more remotely and flexibly.

In a period of fiscal constraint we are increasingly challenged to provide a fit for purpose, legally compliant and well maintained estate. Our strategy also focuses on securing sustainable funding for maintenance, continuing to drive down demand and future liabilities and prioritising available funding. We are committed to creating a financially sustainable and affordable estate by further strengthening our estates data and retrieval systems to inform good decision making.

We are firmly committed to our Greening Government Commitments which require further reductions in carbon emissions, air travel, water consumption and waste.

Adapting our administrative estate to reflect modern collaborative working practices and the importance of wellbeing in the workplace is also part of our Plan.

### Cross-Government Objectives

The Ministry is working in collaboration with partner organisations including the GPU and is committed to supporting their desire to deliver the New Property Model (NPM), One Public Estate (OPE) agenda and the "Hubs" Programme. In doing so, the MHCLG is committed to placing these wider government objectives at the core of their Departmental strategy by developing four core estate priorities to deliver the strategic vision:

- 1. Provide estate solutions to support business operations** Transitioning to the new Estates Cluster FM contracting model, enhancing reliability of data for decision-making and developing a strong account management function.
- 2. Continue to build and buy expert capability to deliver estate priorities** Recruiting and retaining expert staff from diverse backgrounds. Engaging with staff to make the Estates Cluster a better place to work, promoting line management that encourages development opportunities, holding more 'town hall' events for all staff and supporting the creation of a diverse and inclusive workforce.
- 3. Make the estate affordable by effectively prioritising investments** Achievement of this objective will be measured by on-track performance of Greening Government Commitments (GGCs) and the reduction of property running costs, whilst maintaining our estate and ensuring business operations continue to be supported.
- 4. Modernise the estate to current and future standards** Success of this priority will be measured based on the monitoring of estates efficiency metrics, as well as the delivery of projects to the targets set out in the government's construction strategy.

These core priorities are designed to support the government estate strategy and Departmental strategies within the Estates Cluster. To ensure they are met, the Ministry is working to improve data management, ways of working and delivering greater value through our estate and facilities management supply chain contracts. This will ensure that MHCLG operates from an affordable, fit for purpose and efficient estate, which is best placed to support local communities.