

Home Office (HO)

Strategic Asset Management Plan - Executive Summary

Key Statistics

	Outturn for FY 18/19
Total estate running cost (annual, gross)	£214 million
Holdings (number)	499
Floorspace (buildings) sq.m	445,836
Office Space Utilisation m²/ FTE	7.61 ¹
Land area (ha)	106.07
Staff number (headcount/ FTE)	34,900
Locations	London and 400+ others (in UK); with minor Border Force occupations overseas

Our Business

The first duty of government is to protect the public. Since 1782, the Home Office (HO) has led work to keep the country safe from those who seek to do it harm. In doing so, we make a vital contribution to the government's plan for a stronger, fairer, outward-looking and united Britain. Our vision is for a United Kingdom that is secure and prosperous, where citizens, residents and visitors are safe and feel safe to go about their lawful business and where institutions at all levels of society uphold rights, liberties and the rule of law.

Today, the HO thinks and acts beyond the border of the United Kingdom. As Britain leaves the European Union, we will play our part in building and sustaining deep partnerships with a growing number of states, institutions and businesses around the world.

In a world that is increasingly complex and dynamic, we will have the capabilities to understand the change in our environment, act decisively to prevent the problems that we foresee and adapt rapidly to overcome those that we do not. Our people are the most vital part of our capability. The HO will be a great place to work – and a truly inclusive environment – with effective leaders, who empower skilled people to deliver improved outcomes for the country.

¹ Statistics included for benchmarked properties only i.e. those that do not include any operational areas; buildings that are mostly operational are not included.

Our Estate

The HO is committed to putting the Government Estate Strategy² at the heart of its departmental estate strategy. It has set four strategic priorities to deliver its own estates strategy in line with the vision from its 2019/20 Single Departmental Plan³, and wider government objectives.

These are to:

- Provide estate solutions to support business operations
- Make the estate affordable by prioritising investments effectively
- Modernise the estate to meet current and future standards
- Continue to secure and build expert capability to deliver estate priorities

To ensure these objectives are met, HO is working with its shared service provider, MoJ Estates Directorate, to improve data management, ways of working, and is delivering greater value through new estate and facilities management supply chain contracts. This will ensure that HO operates from an affordable and fit for purpose estate, which is capable of supporting day-to-day operations.

The efficiency of the HO estate is monitored via a number of KPIs (see below). Performance is higher than the civil estate average for both m²/FTE and £/FTE for a number of reasons including digitalisation of business processes, smarter ways of working, increasing headcount and consolidation of overseas visa work.

Comprising of 499 properties the HO portfolio provides an estate for over 33,000 FTEs. The Border Force estate covers over 75% of the total HO portfolio with 384 individual property holdings, yet only 17% of the total floor area. The HO is developing a Border Force estates strategy, following a review of its occupations at ports and airports. This will provide estate-based recommendations for operational sites with the objective of reducing costs, whilst ensuring the estate meets current and future business and operational needs.

Due to the current uncertainty in the future operational delivery of HO with regard to exiting the European Union, future headcount is unknown and not readily forecast, However workforce planning is ongoing, and the department is engaging respective business areas to develop its overarching location strategy. The department is committed to relocating civil service and Arm's-Length Bodies' roles out of London into the regions of the UK, as part of the Places for Growth (PfG) Programme, and where it does not impact on operational requirements

Over the next financial year, HO will continue to work in collaboration with its partner organisations including MoJ Estates Directorate, the Office of Government Property (OGP) and the Government Property Agency (GPA) to maximise opportunities for collaboration and

² Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/738217/Government_Strategy_Final_AW_v2.pdf

³ Available at:

<https://www.gov.uk/government/publications/home-office-single-departmental-plan/home-office-single-departmental-plan--3>

co-location. We remain committed to identifying efficiencies available through the One Public Estate (OPE) and the Government Hubs Programme. The department will also continue to work with the Cabinet Office to bring forward proposals ahead of the next Spending Review.

This year's top priority will be the development of the new Croydon hub, led by GPA. HO has been working closely with the PfG team, focusing on moving posts away from London and the South East, which has led to a forecast reduction of 3000 FTE from the existing baseline in advance of the new hub in December 2024.

A number of other projects will be progressed in 2019/20 in the South East reflecting the operational presence required by HO in this region. For example, HO will be relocating its Immigration Enforcement team, currently in occupation of Becket House, into a new property within London. Likewise, HO is currently working with MoJ Estates Directorate and GPA to develop a solution for the relocation of teams from Fleetbank House as part of the Whitehall Campus programme.

In parallel, HO will continue to implement its regional Campus Strategy which is a key enabler of estates efficiencies and change. Deliverables this year include the expansion into the regions at Waterside House, Leeds and Boilerhouse, Manchester; as well as a number of renewals in locations where long-term requirements have been identified, such as Sandford House, Solihull.

Our Capability

The HO set up an Intelligent Client Function (ICF) for the estate in June 2018. This consists of a small team that provides the following functions:

- Understanding estate requirements dictated by future workforce planning and business transformation
- Management of the Estate Investment Board and overall assurance of the estates budget (c.£200 million per annum)
- Providing challenge to the business for all estate bids for projects
- Leading Smarter Working roll out through directed communications and detailed planning with building users as part of project delivery
- Engagement with GPA for future onboarding and specific hub programmes including Peterborough and Croydon

MoJ Estates Directorate provides additional expertise in working with the ICF team to develop estates strategy, delivery of projects, treasury and property management and facilities management.

HO and MOJ Estates Directorate believe our people are our most important asset. We invest in our people to develop inclusive, valued and high performing teams led by inspiring leaders. We will continue to build on our investment in learning and development by supporting professional development in property, project and health and safety disciplines. We will also continue to strengthen our entry-level jobs offer with apprenticeships, internships and Fast Stream opportunities.