

Department of Health and Social Care (DHSC)

Strategic Asset Management Plan - Executive Summary

*Key Statistics*¹

	Outturn for FY 2018/19
Total estate running cost (annual, gross)	£157.49 million
Holdings (number)	342
Floorspace (buildings) sq.m	478,478
Land area (ha)	4.23
Staff number (headcount/ FTE)	27,607
Main Locations	London, Leeds, Newcastle, Birmingham, Bristol, Manchester

Our Business

The Department of Health and Social Care (DHSC) helps people to live more independent, healthier lives for longer. We work closely with our partners in the health and care system, our Arm's-Length Bodies (ALBs) and agencies, local authorities, and across government. We are also committed to ensuring that the health and care system puts patient safety and quality at the heart of everything we do. We are responsible for:

- Supporting and advising our ministers: we help them shape and deliver policy that delivers the government's objectives.
- Setting direction: we anticipate the future and lead debate ensuring we protect and improve global and domestic health.
- Accountability: we make sure the department and our ALBs deliver on our agreed plans and commitments.
- Acting as guardians of the health and care framework: we make sure the legislative, financial, administrative and policy frameworks are fit for purpose and work together.
- Troubleshooting: in the last resort, the public and Parliament expect us to take the action needed to resolve crucial and complex issues.

The department's priorities for 2019/20 are set out in our Single Departmental Plan².

¹ All data is forecast and subject to final review

² available at:

<https://www.gov.uk/government/publications/department-of-health-single-departmental-plan/dhsc-single-departmental-plan>

Our Estate

- The estate of DHSC and our ALBs covers some 478,478m², providing working accommodation for over 27,000 staff.
- Over 90% of the estate is occupied by our ALBs.
- It includes a diverse range of properties including offices, laboratories, blood centres, warehouses, storage facilities and hybrids of these.
- Our largest concentrations of staff are in London, Leeds, Newcastle and Manchester but we are also located in many other cities around the country.
- We have relocated into our new London headquarters at 39 Victoria Street, delivering a modern, smarter working environment and improving efficiency.
- We were shortlisted for two '*Smarter Working awards 2019*' recognising the department's commitment to promote new and collaborative ways of working and increasing property efficiency.
- We actively manage the estate across the health cluster by maintaining a strategic view through our Property Asset Management Board. In addition, the department complies with National Property Controls and follows the lease exception process.

Key Property Objectives for 2019/20:

- We are committed to working with Cabinet Office to bring forward proposals as part of the Places for Growth Programme.
- We will deliver further rationalisation and colocation through a number of projects in the next year and beyond, working with support from One Public Estate partners. Our ambition is to provide a cost effective, efficient and sustainable estate that continues to exceed the 8 sq m per FTE target and improves on the current position of 7.79 sq m per FTE³.
- We are committed to supporting wider government priorities on housing, by maximising the release of surplus NHS land - including to support more affordable housing for NHS staff - working with the One Public Estate programme.
- We are fully committed and engaged with the Government Hubs Programme. In 2018, Medicines and Healthcare Products Regulatory Authority successfully relocated to the East London Hub.
- NHS Digital has been working closely with the Government Property Agency (GPA) and HMRC in the design and operation of the new Government Hub in Leeds, exploring design options which will feed in to the planning for future Government Hub locations.
- NHS Digital is scheduled to relocate in November 2020, supporting the rationalisation of the public estate in Leeds and delivering a modern workplace for its staff.
- We will commence preparatory activity to transfer our office accommodation to the GPA.

Our Capability

- We are committed to identifying, growing and developing our people to be successful in their roles, ensuring that our leaders are confident, inspirational and empowering, supporting high performance and creating a diverse and inclusive workforce.

³ Predicted value. Data is forecast and subject to final review during 2019/20

Development of our people

- We will develop recruitment strategies for all vacant roles and will ensure that fully staffed teams are in place by end of 2019/20.
- We will create a skills map to track development of capability and map capability against Government Property Profession Standards.
- We will ensure that all people have career development plans, including undertaking apprenticeships, in place that help fill gaps on the skill map.
- All Facilities Management staff will undergo the Civil Service Contract Management Capability programme.

Sharing Expertise

- We will utilise the Health Property Asset Management Board to share expertise across the Health cluster and cross advertise vacancies.
- We will continue to be a committed member of the Government Property Professional Network.

Recruitment

- We will manage our talent pipeline to ensure plans are in place for key posts and support the development needed to prepare people for key posts.
- We will continue to develop into the profession new staff to Property Asset Management and Facilities Management recruited in 2018/19.