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One Home Office transformation programme - changes to Fire and Resilience Director and wider structure

I wanted to take this opportunity to firstly share with you details of The *One Home Office (OHO)* transformation programme. This programme is designed to ensure that we are best placed to deliver the Government's priorities as we respond to the C-19 pandemic, seize the opportunities created by the UK's withdrawal from the EU and implement the important recommendations from the Windrush Lessons Learned Review.

An early priority on the OHO journey has been to ensure the Home Office has the right Director General and Director level structure to support outcome delivery – our 'blueprint' for effective change. From 1 April we will move to a missions and capabilities structure.

Our new structure has three vertical DG led "Missions" **Homeland Security, Public Safety, and Migration and Borders** set up to deliver end-to-end services; and five horizontal "Capabilities", centres of excellence delivering high-quality and efficient services, both to the Department and directly to customers. I attach the structure at the Annex.

Accountability for fire will sit within Public Safety under my leadership. This brings together our work to keep the public safe by cutting crime (including by disrupting the highest harm criminals), protecting the vulnerable and reforming police, fire and rescue services, so they are as efficient and effective as they can be in delivering front-line public services. Lord Greenhalgh will remain as the responsible Minister for fire within the Home Office.

We will continue to work closely with the new Homeland Security mission around issues such as national resilience and development of the New Dimensions 2 programme. Similarly, there will need to continue to be close and ongoing work with the STARS function (Science, technology, Analysis, Research and Strategy).

The creation of the new Public Safety Group does offer new opportunities and I am determined to seize the chance these changes give us to support:

- A new emphasis on fire reform and be in a strong position to implement the recommendations from the Grenfell Inquiry;
- A more integrated approach to preventing exploitation, abuse and supporting victims;
- A more joined up approach to online work, as well as international cooperation on law enforcement, criminal justice and serious organised crime;
- Levelling up our focus on state threats and cyber, creating greater parity with CT;

- A cross-system view on policing and an end-to-end approach on crime;
- Strengthening how we approach Crime Strategy;
- A clearer sense of the contributions major programmes can and should make to the realisation of outcomes; and
- A stronger commissioning relationship on major programme delivery, within the department, and with key partners.

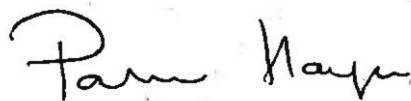
The transformation programme will create more transparent, stable and sustainable links between the law enforcement, national security, fire and rescue services and this will ensure we are delivering the right strategies and capabilities across the board.

I would also like to take this opportunity to update on an immediate change in senior leadership on fire and resilience and also a wider transformation programme across the Home Office.

As you are aware Luke Edwards has been covering Covid response as well as his fire and resilience role for the last 12 months. He has done an excellent job on two hugely important agendas. We anticipate that Covid 19 will still be a focus in the coming months. Looking ahead, the White Paper and the wider reform agenda will likely accelerate; focus on Grenfell reform will intensify; and there is a series of major events planned over the summer. On this basis Luke and I have agreed that he will step back from the fire and resilience director role and focus on Covid 19 over the next few months. I have asked Rachel Atkinson (currently Director, Serious and Organised Crime System) to move over with immediate effect to lead Fire and Resilience Directorate. The role will be advertised later as part of the wider structural changes within the One Home Office transformation programme. I'm sure you'll want to join me in thanking Luke for all he has done and extending a warm welcome to Rachel, who will be in touch cover the coming weeks.

In large part, I expect your teams will continue to engage with their existing Home Office contacts and I know Rachel Atkinson is looking forward to meeting many of you.

Yours sincerely,



Patricia Hayes
Director General – Crime, Policing & Fire Group (Public Safety Group)

ANNEX – One Home Office – new structure as of 1 April 2021

