

Public Sector Corporate Services VfM Indicators

Estates Management

2007/2008

Funcester

compared with

Buncity
Dogworth
Footcity
Furshire
Handchester
Lootfield
Plumcaster
Richforest

Cottfield
Fatfield
Funcester
Gunton
Leftchester
Pearfield
Potshire

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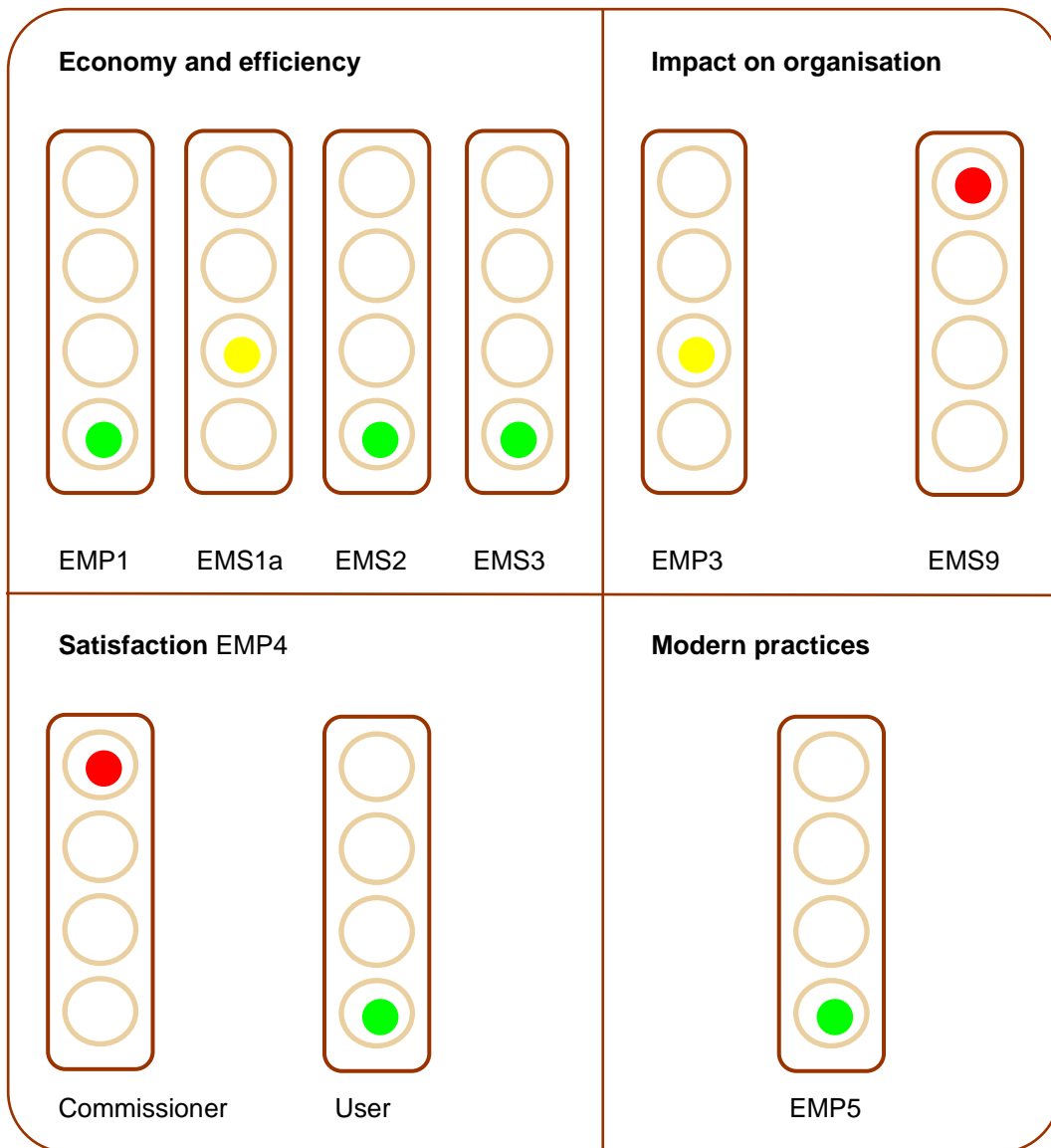
Tel: 020 8667 1144 Fax: 020 8681 6741

PART 1 - Whole Estate

The first part of this report looks at the indicators for the WHOLE ESTATE. Part 2 looks at the indicators for Administrative buildings

RESULTS ON ONE PAGE

The Audit Agencies developed an approach to considering Value for Money for Corporate Services which had four dimensions. The overall results are shown below:



Notes:

A green light indicates performance in the best quartile; a yellow light indicates performance between the median and best quartile; an amber light indicates performance between the median and worst quartile and a red light indicates performance in the worst quartile.

For the purposes of this report, high cost and low productivity are considered poor. However, we accept this is a generalisation and that in some circumstances organisations can choose to invest more in functions because they have under invested in the past or because they want to place particular emphasis on a function.

Full descriptions of the indicators are shown in the remainder of this report.

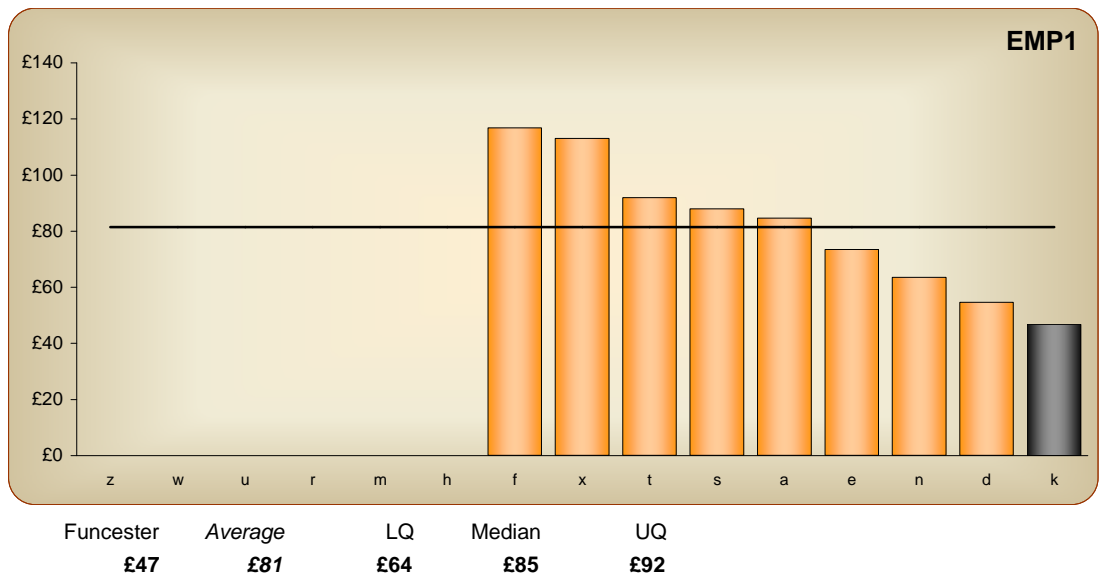
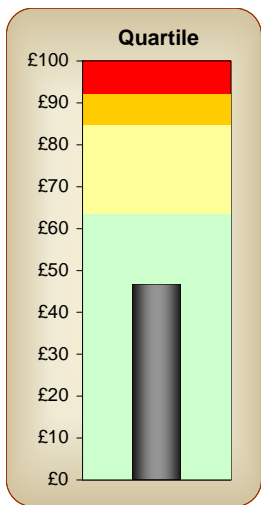
Section 1 - ECONOMY AND EFFICIENCY

Primary Indicators

EMP1 Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA)

Rationale and expected impact on behaviour

This indicator examines the overall cost-effectiveness of the Estates management function. In many circumstances organisations would aim to reduce their property costs relative to those paid by their peers over time. However organisations should examine their achievement against this indicator in conjunction with the measures of effectiveness of their estates management function (for example primary indicators 3 (measuring property maintenance backlog), 4 (the commissioner and user satisfaction index) and 5 (the management practice indicator) and secondary indicators 4 (percentage of capital projects completed within time and budget) and 9 (accessibility to public buildings for disabled people).



Secondary Indicators

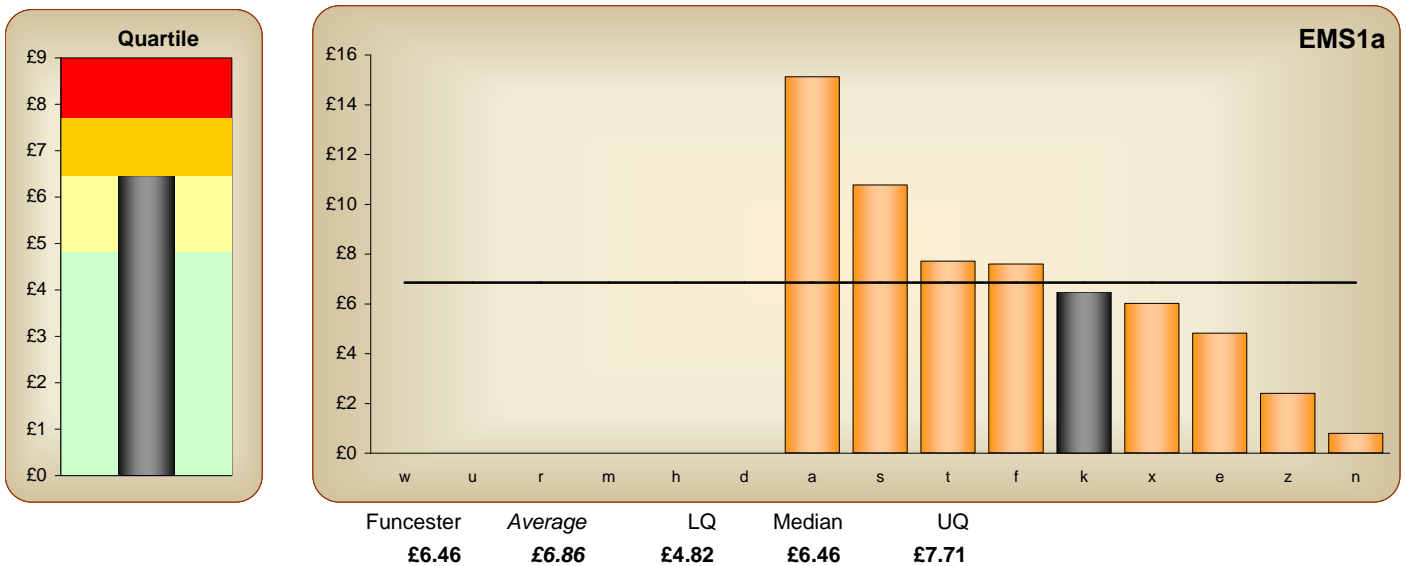
EMS1 Cost of the Estates Management function

Rationale and expected impact on behaviour

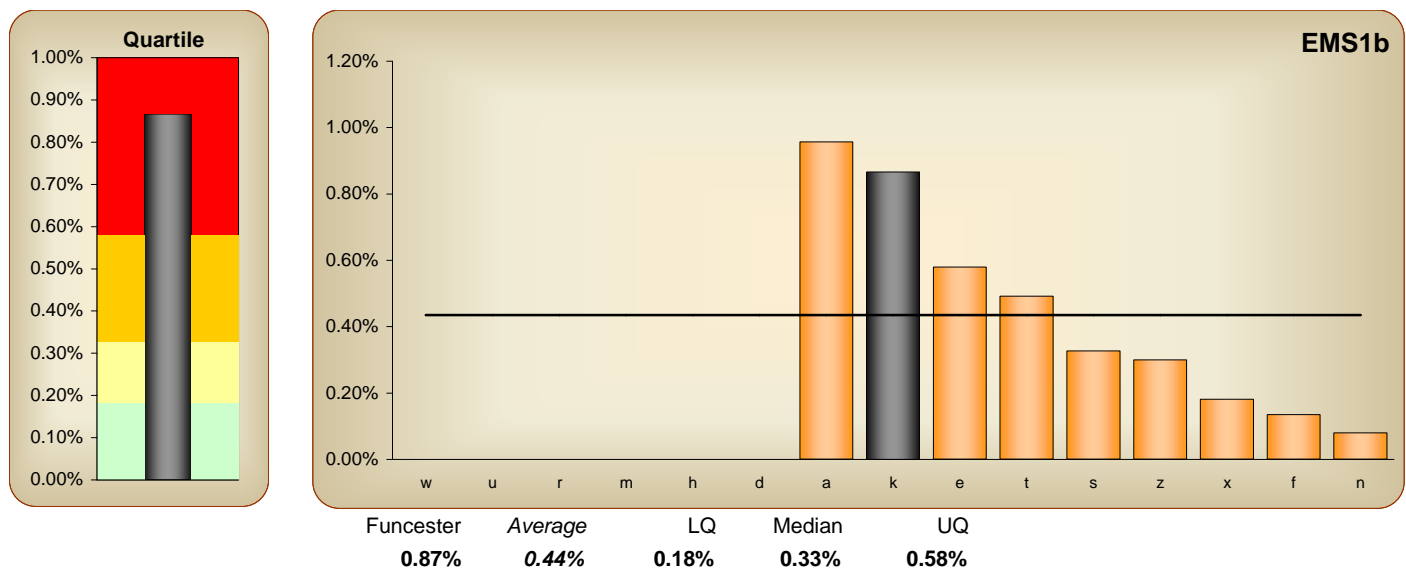
This indicator examines the cost-effectiveness of the organisation's estates management function. In many circumstances organisations would aim to reduce the cost of their estates management function relative to those paid by their peers over time. However organisations should examine their achievement against this indicator in conjunction with the measures of effectiveness of their estates management function (for example primary indicators 3 (measuring property maintenance backlog), 4 (the commissioner and user satisfaction index) and 5 (the management practice indicator) and secondary indicators 4 (percentage of capital projects completed within time and budget) and 9 (accessibility to public buildings for disabled people).

This indicator complements secondary indicators 2 and 3 which examine other aspects of estates costs – occupancy/ownership and building operation costs. These costs will also be included in the total cost figure for primary indicator 1.

EMS1(a) Cost of the Estates Management function per square metre GIA



EMS1(b) Cost of the Estates Management function as a percentage of organisational running costs



Cost/Square Metre GIA 2007/08

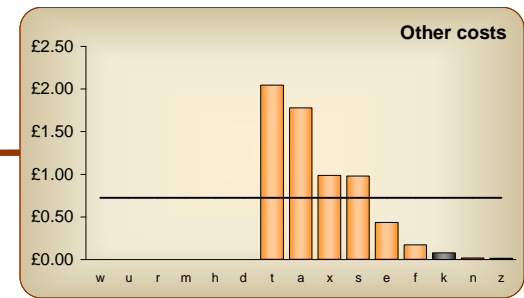
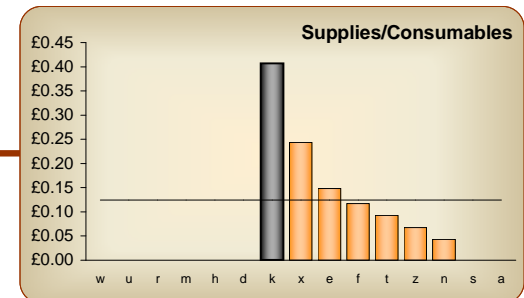
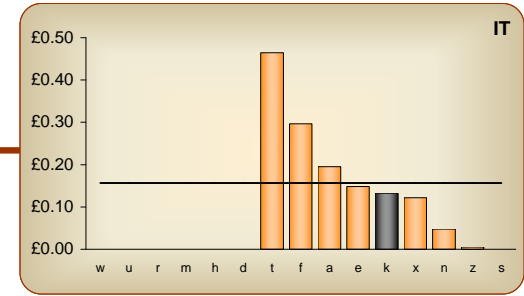
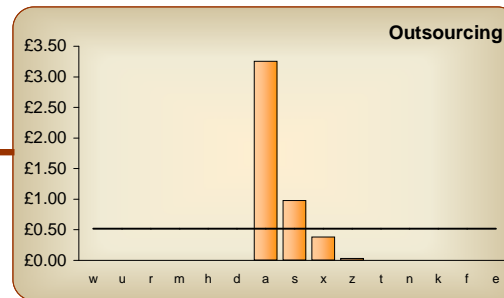
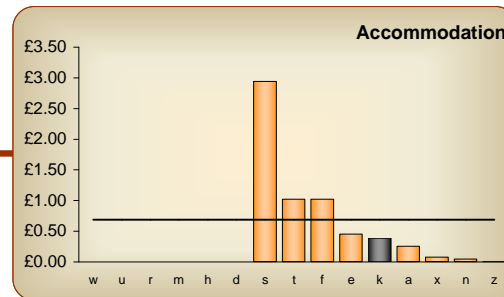
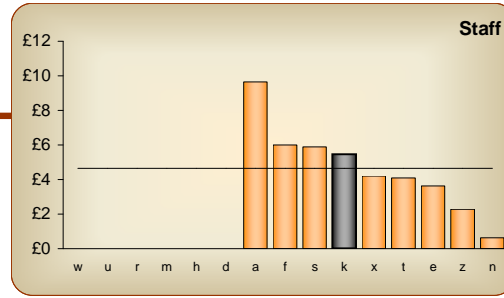
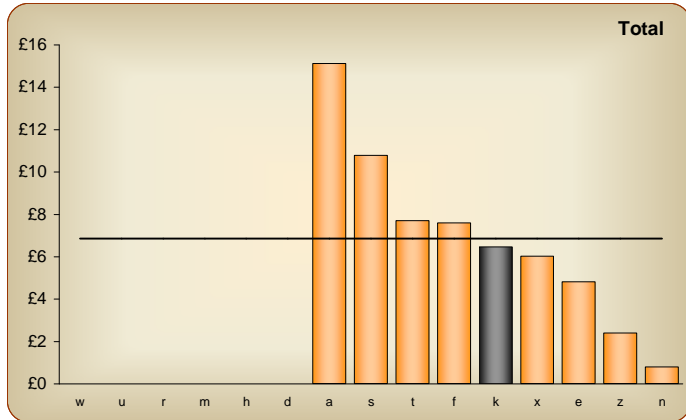
For each benchmark two figures are given, the first being the organisation's cost and the second (in italics) is the group average.

	Staff		
	£5.46	£4.65	
	IT		
	£0.13	£0.16	
	Accommodation		
	£0.39	£0.69	
Total Cost			
£6.46		£6.86	
	Supplies and Consumables		
	£0.41	£0.12	
	Outsourcing		
	£0.00	£0.52	
	Other		
	£0.08	£0.72	

Costs 2007/08 (£'000)

Staff	2347
IT	57
Accommodation	167
Supplies and Consumables	175
Outsourcing	0
Other	34
Total	2,780
GIA(m2)	430,023

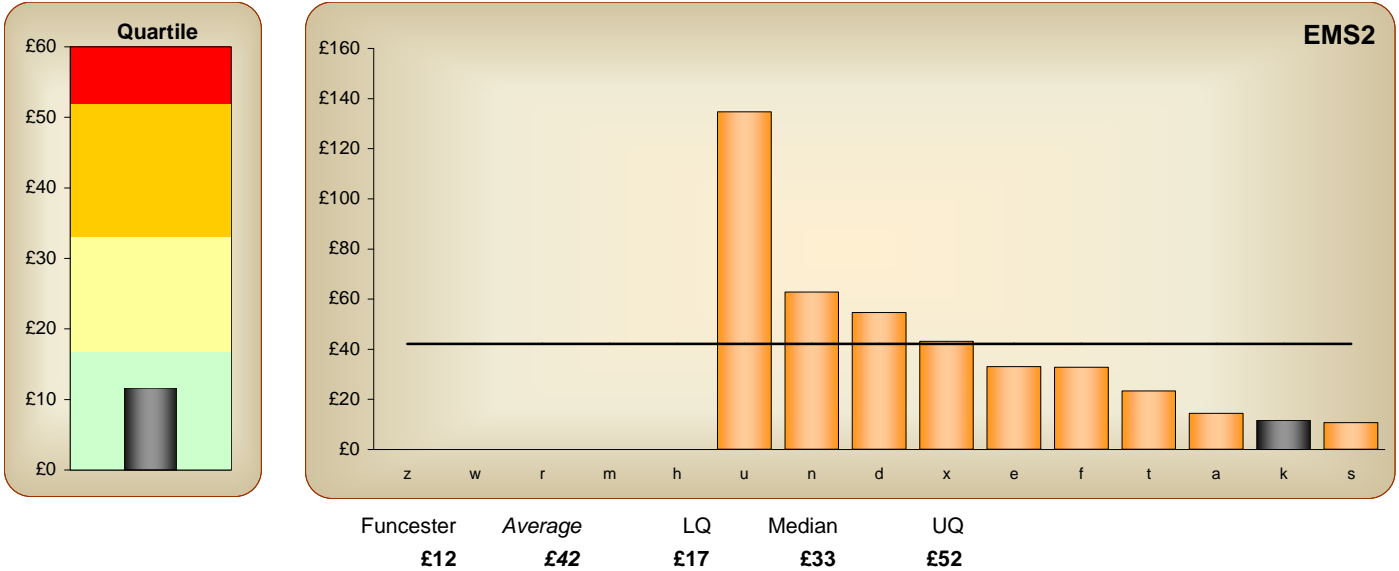
COST PER £'000 ORGANISATIONAL RUNNING COSTS
2007/08 Actuals



EMS2 Total property occupancy/ownership costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

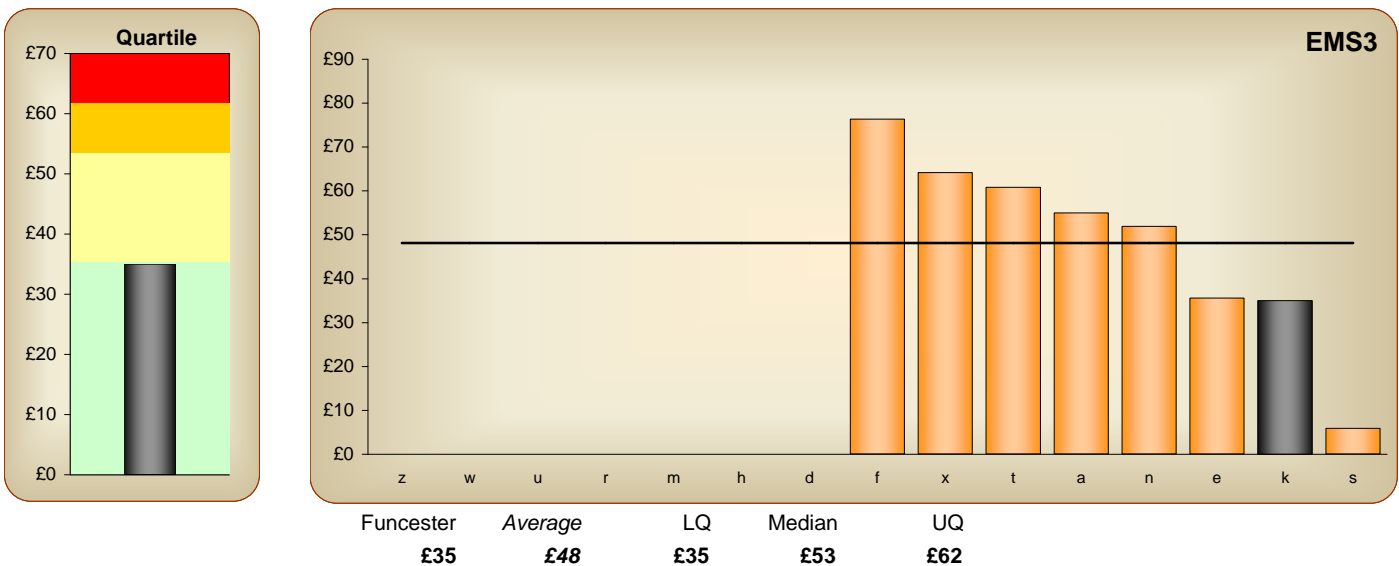
This indicator examines cost effectiveness by identifying the cost of building occupancy / ownership. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.



EMS3 Total building operation costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

This indicator examines the cost effectiveness of the operation of the estate (incorporating what might also be called 'facilities management'). Capital costs are excluded due to potential for significant year on year variances. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.

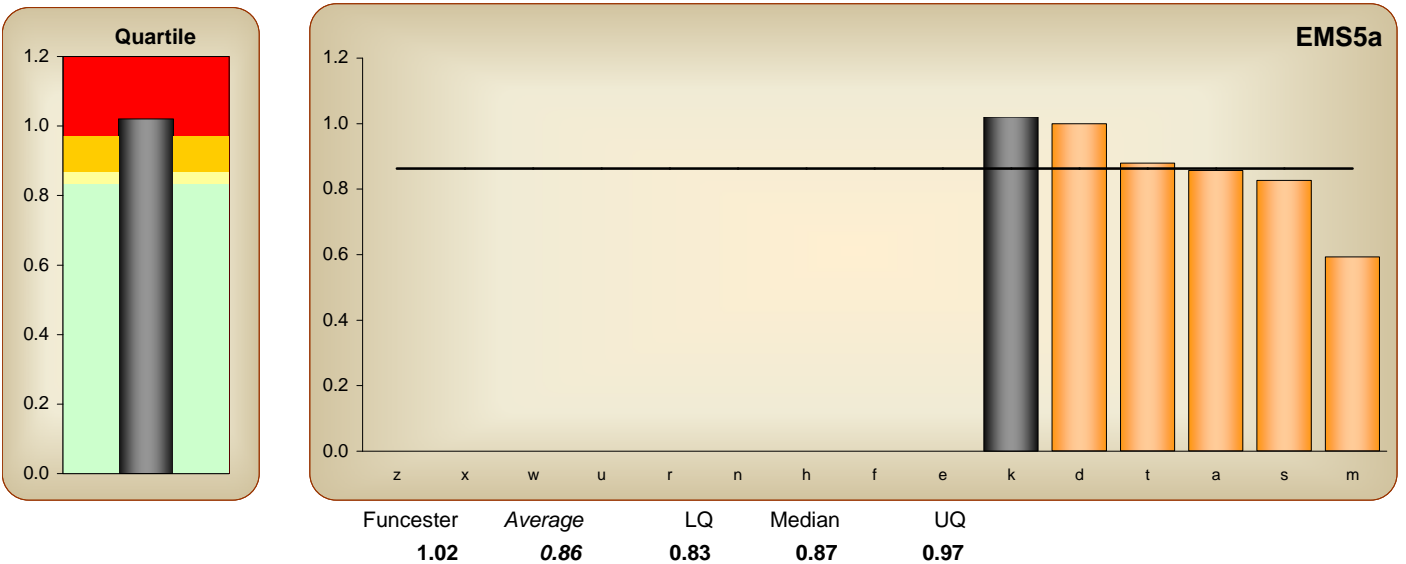


EMS5 Space use efficiency

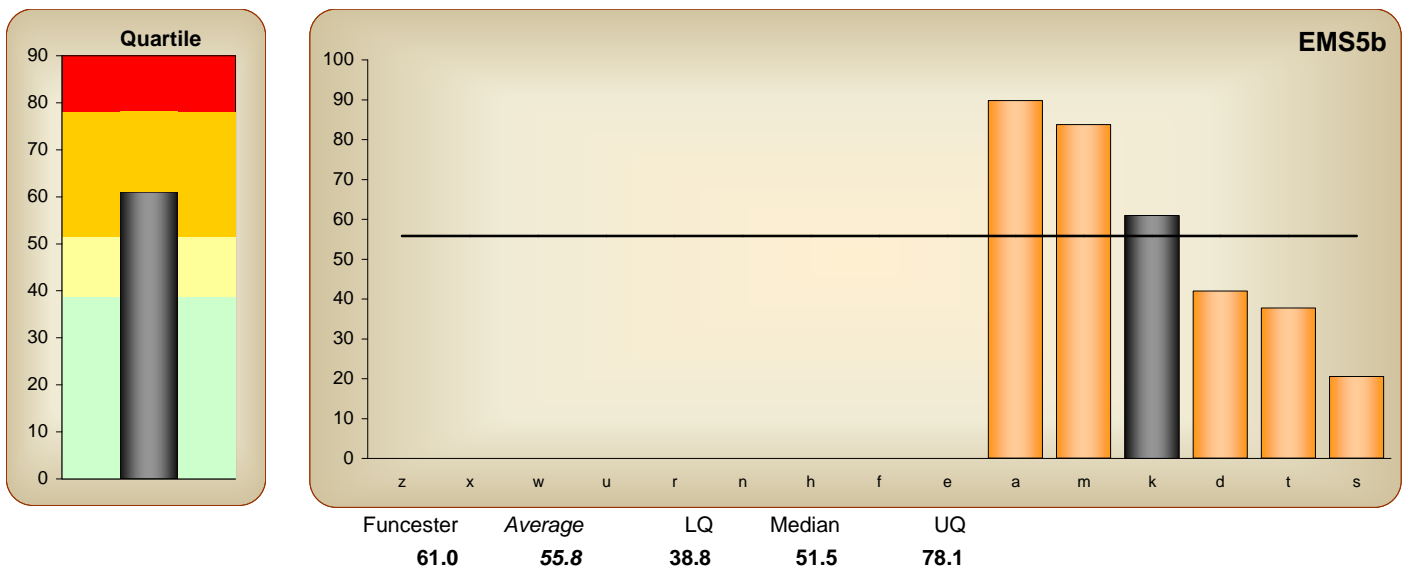
Rationale and expected impact on behaviour

This indicator examines the space use efficiency of workstation utilisation and the amount of space attributable to each workstation. This is a commonly used benchmark for space use efficiency often used to determine the amount of space needed across the organisation. This indicator is closely linked with primary indicator 2 (total accommodation per staff member). Most organisations will be particularly interested in comparing their results for this indicator with peer organisations and investigating whether there are robust reasons for any significant differences.

EMS5(a) Workstations per full-time equivalent staff (FTE)



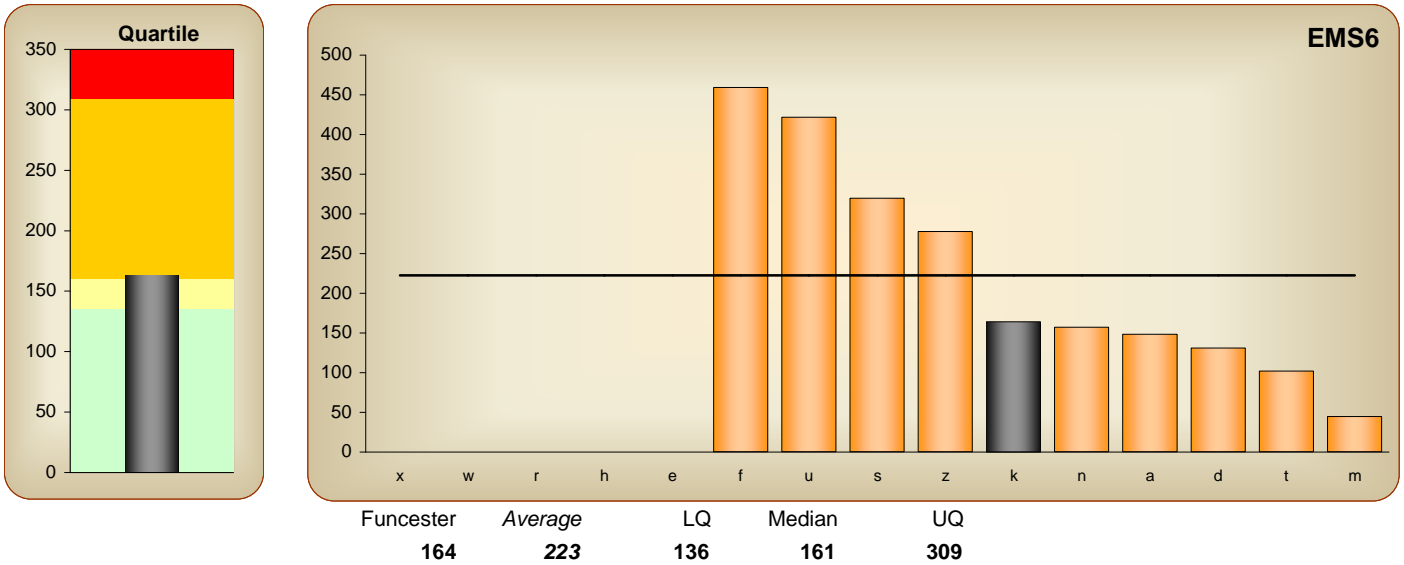
EMS5(b) Area (square metres) per workstation



EMS6 Total annual energy consumption (kw/h) per square metre (GIA)

Rationale and expected impact on behaviour

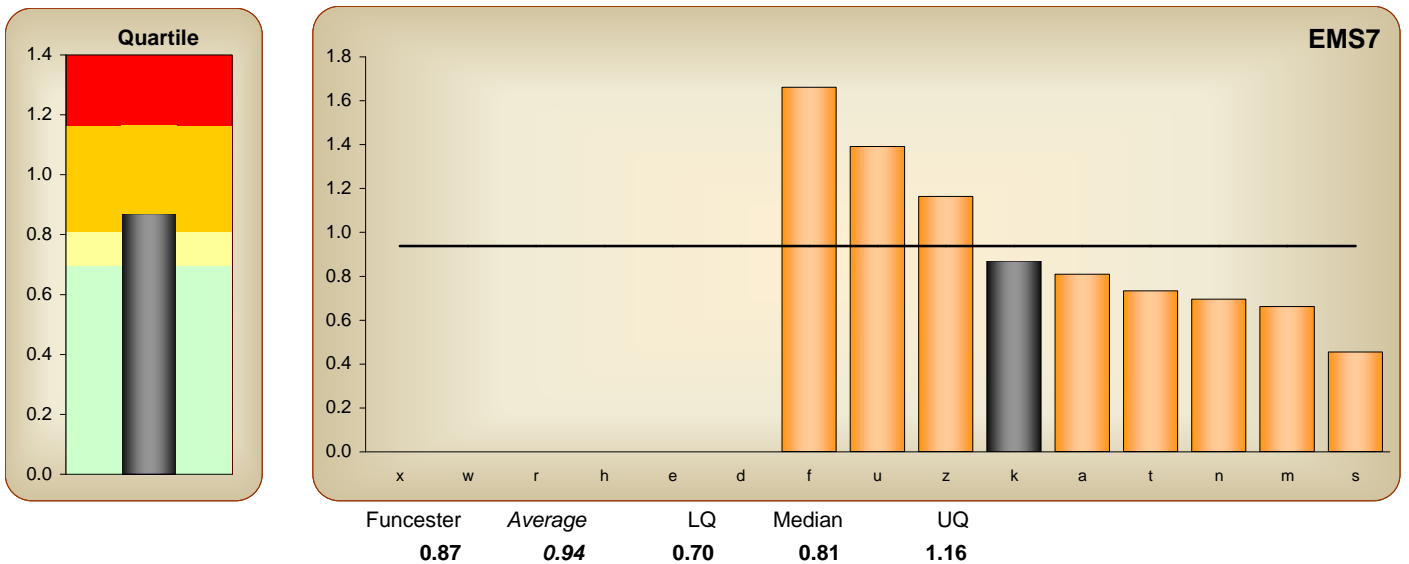
This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its energy consumption. Organisations should expect this cost to reduce over time.



EMS7 Total annual water consumption (cubic metre) per square metre (GIA)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its water consumption. Organisations should expect this cost to reduce over time.

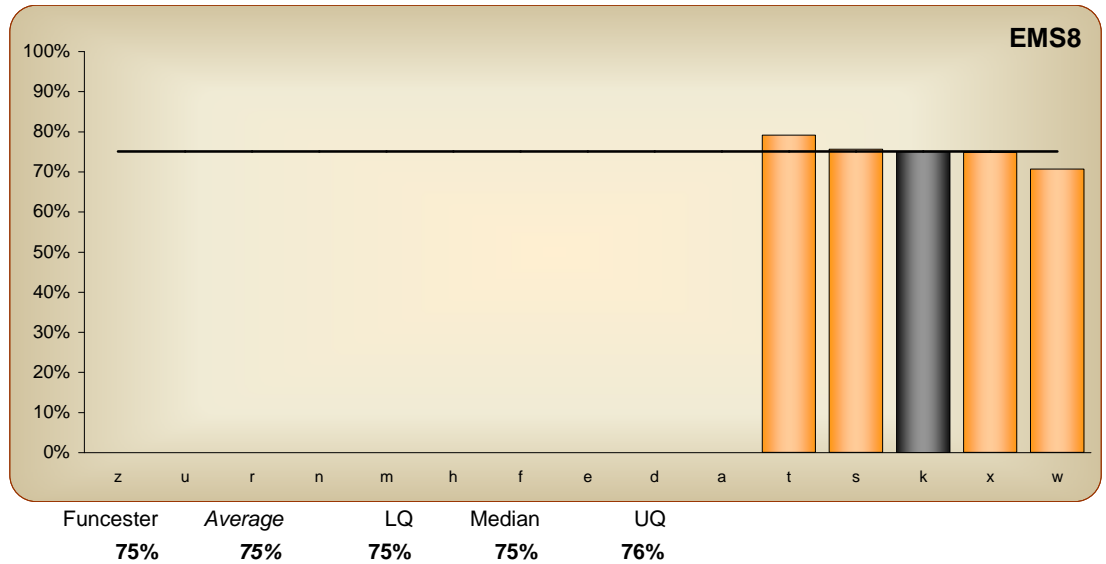
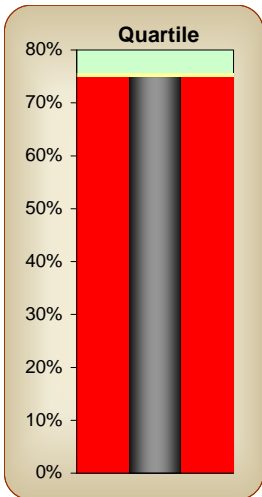


EMS8 Total accommodation (square metre NIA) over total accommodation (square metre GIA)

Rationale and expected impact on behaviour

This indicator examines the usability and design efficiency of the estate. Organisations would expect to increase this percentage over time.

This indicator is closely linked to primary indicator 2 (total accommodation per staff member), primary indicator 4 (satisfaction index) and secondary indicator 5 (number of workstations and area attributable to them).



Funcester *Average* LQ Median UQ
75% **75%** **75%** **75%** **76%**

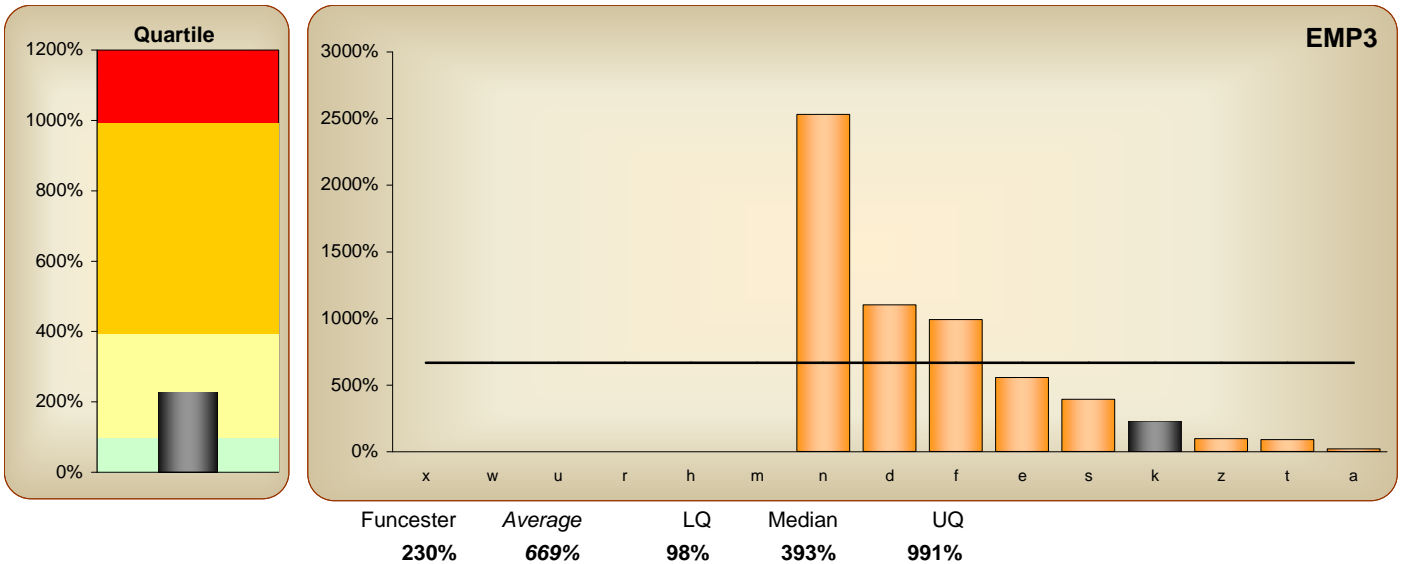
Section 2 - IMPACT

Primary Indicators

EMP3 Total property required maintenance backlog as a percentage of average annual maintenance spend for the last three years

Rationale and expected impact on behaviour

This indicator examines whether the organisation manages the repair and maintenance programme of their estate effectively. High performing organisations should expect to reduce their backlog over time.



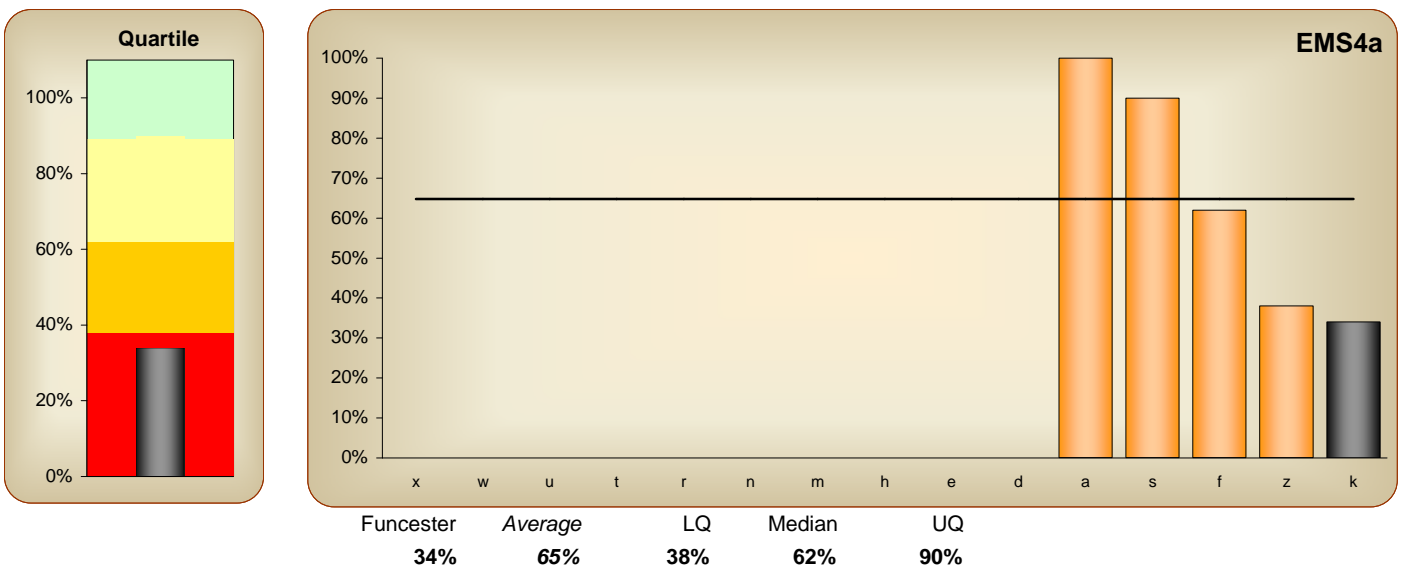
Secondary Indicators

EMS4 The percentage of property related capital projects within the last 3 years completed:

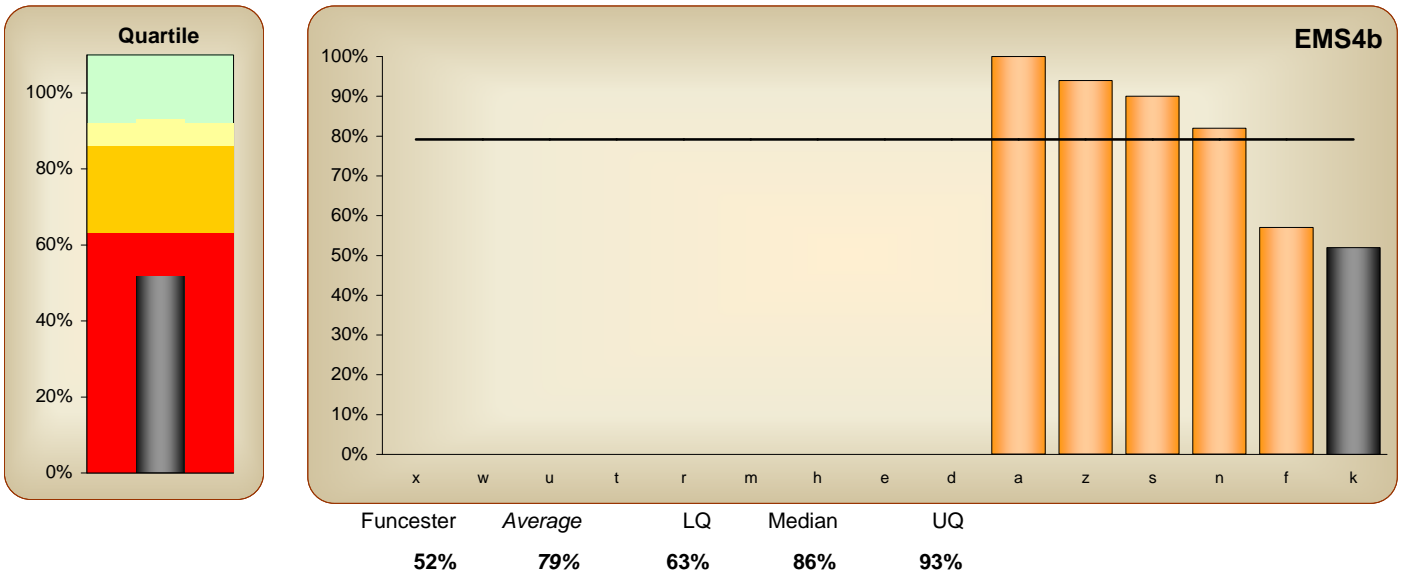
Rationale and expected impact on behaviour

This indicator examines the standard of project management within the estates management function, recognising that late running / overspent projects can have a significant impact on the operational effectiveness of the organisation. Organisations would expect the percentage of projects delivered to time and budget to increase over time.

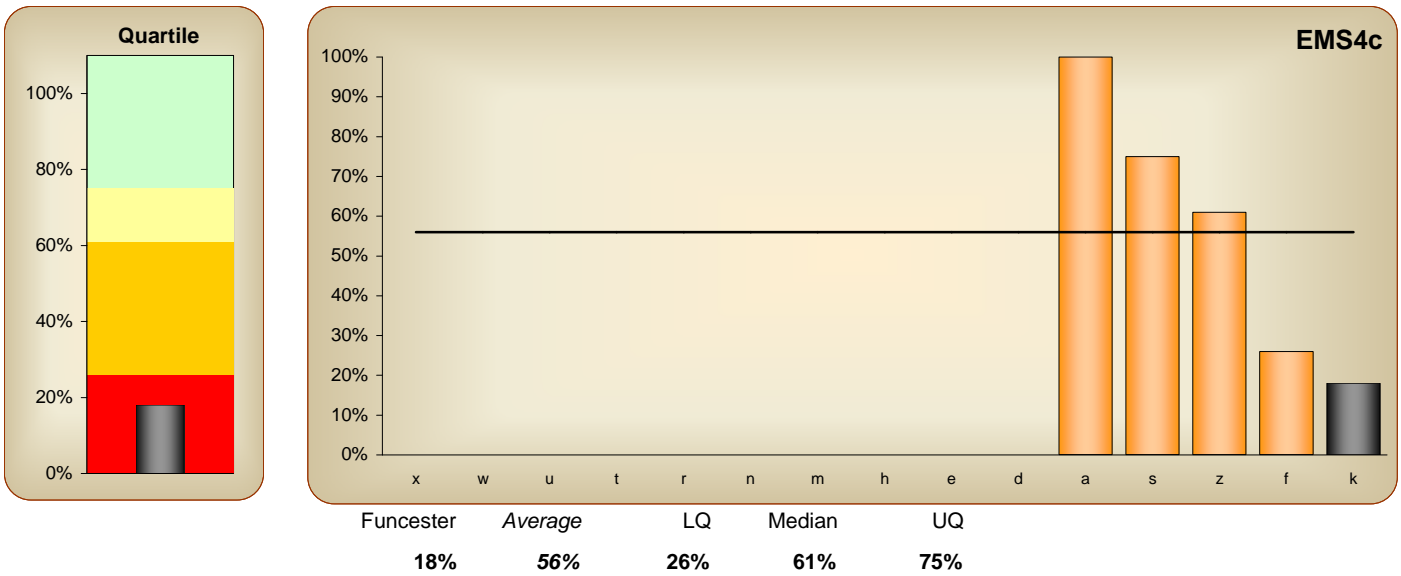
a) % projects where the actual time between Commit to Design and Commit to Construct is within, or not more than 5% above, the time predicted at Commit to Design.



b) % projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct.



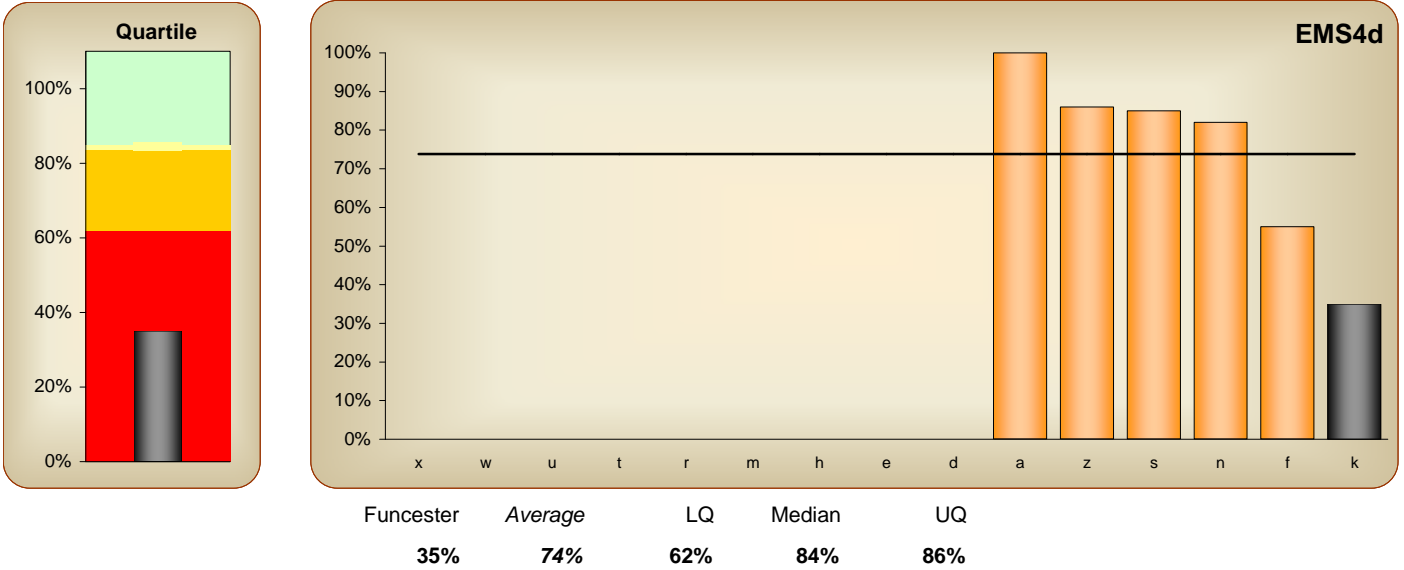
c) % projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design.



d) % projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.

Rationale and expected impact on behaviour

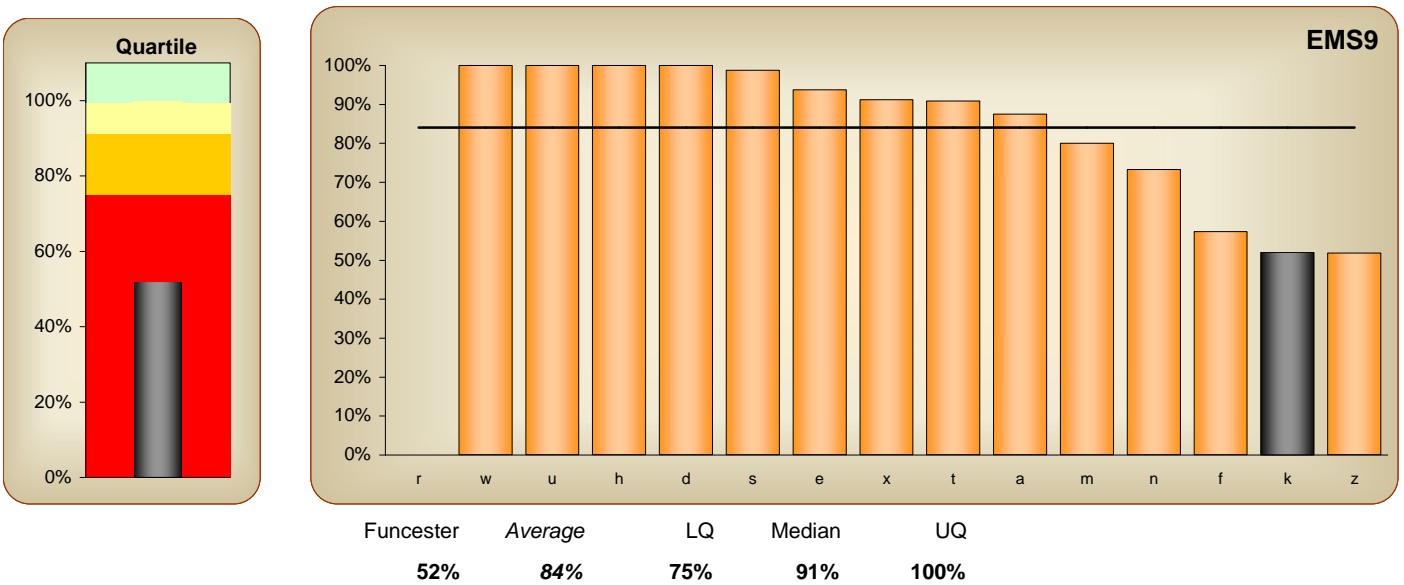
This indicator assesses the extent to which the organisation has made efforts to reduce the impact of the estate on the environment. High performing organisations would expect this percentage to increase over time.



EMS9 The percentage of buildings which are used by the public in which all public areas are suitable for, and accessible to, disabled people

Rationale and expected impact on behaviour

This indicator assesses how well the organisation is meeting the requirements of the Disability Discrimination Act. High performing organisations would expect to achieve 100 per cent against this indicator (or, at least, for this percentage to increase over time).



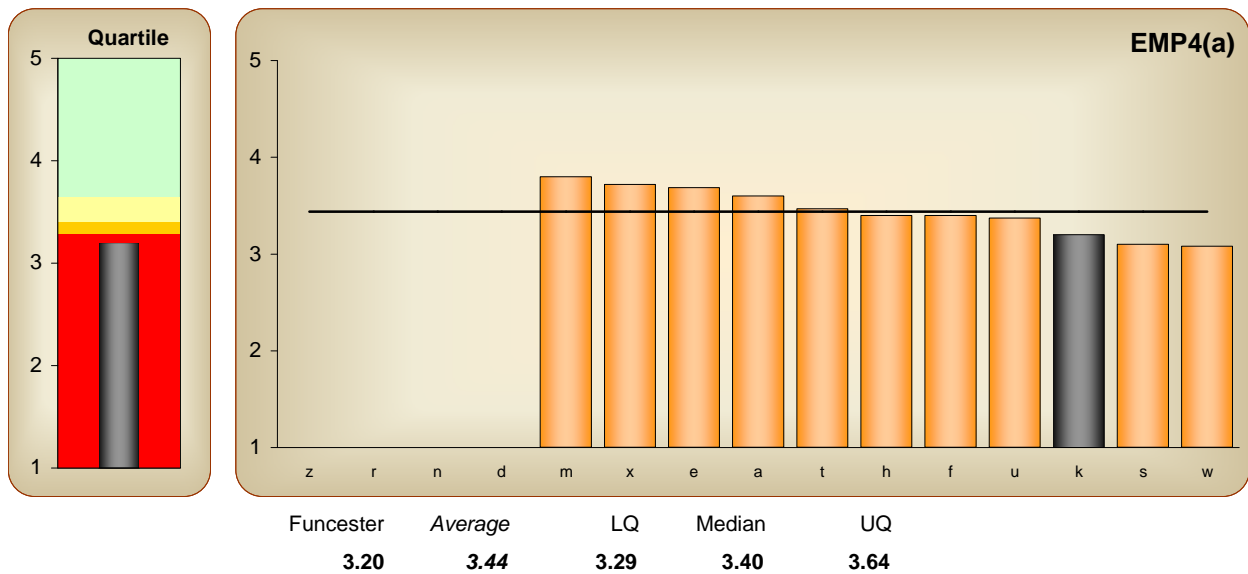
SECTION 3 - SATISFACTION

Rationale and expected impact on behaviour

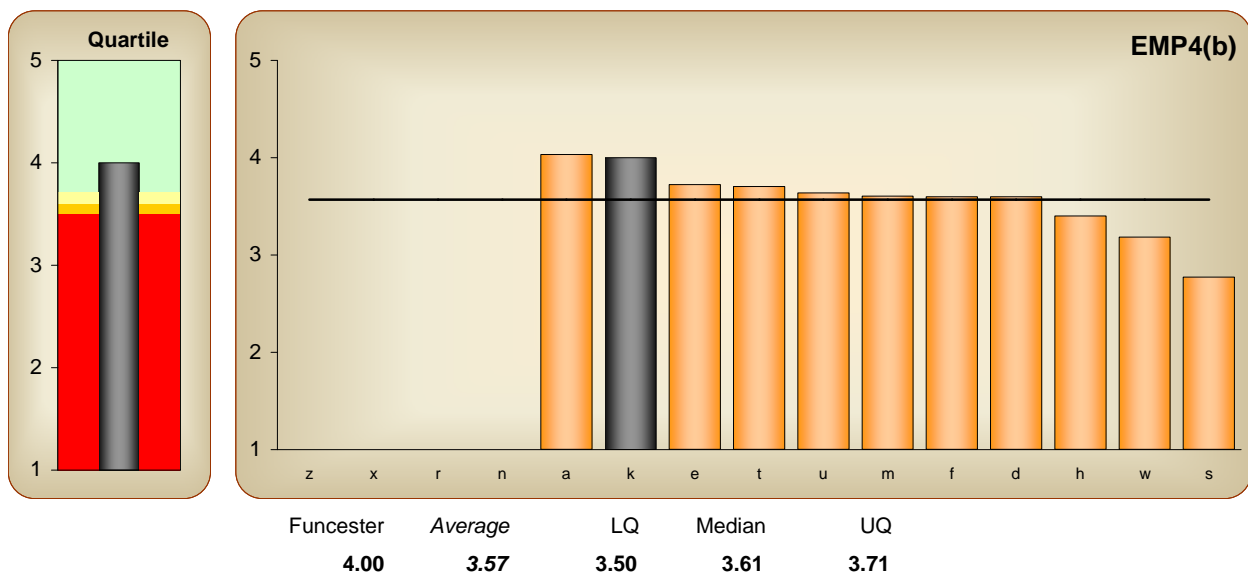
This indicator examines the effectiveness of the Estates function by assessing the perceptions of its commissioners and users. The indicators have been identified because they are considered to indicate whether the function communicates effectively with its commissioners and users, and is responsive to the requirements of the organisation.

Over time, organisations should seek to increase the proportion of commissioners and users agreeing with the statements.

EMP 4(a) Commissioner satisfaction average score



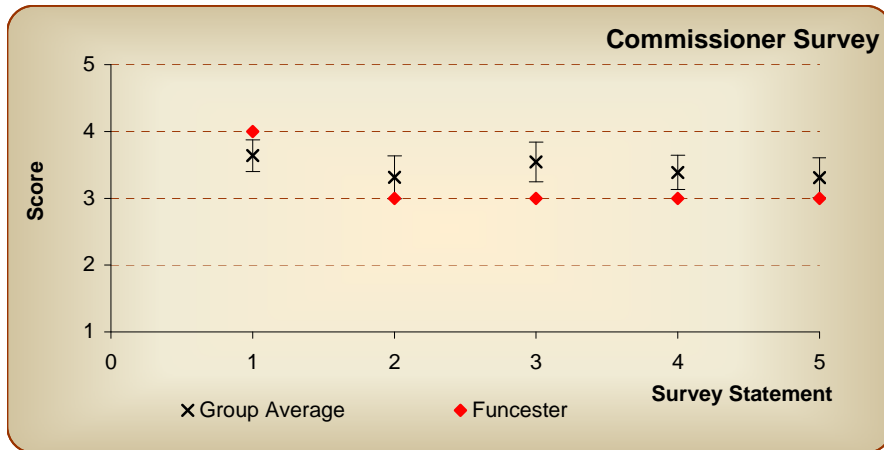
EMP 4(b) User satisfaction average score



Analysis of individual statement scores

These charts show the average performance scores for all participants as black x's. The black error bars show one standard deviation either side of the mean. Approximately 65 - 70% of the organisations will fall within this range. The red diamond is the average score for your organisation.

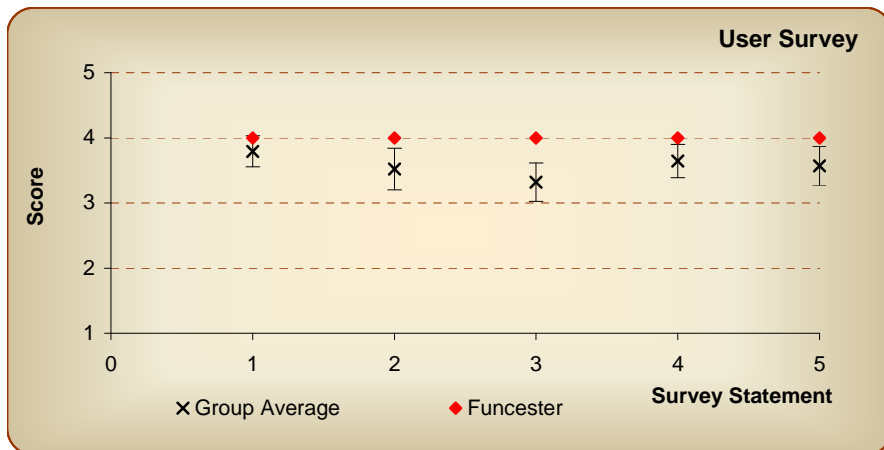
Commissioner Survey



Survey Statements

- 1 • The estates management function supports the overall objectives of the organisation.
- 2 • The estates management function manages maintenance and capital programmes effectively (on time, budget and specification).
- 3 • The estates management function helps the organisation to make best use of its accommodation.
- 4 • The estates management function helps the organisation to reduce energy and water consumption.
- 5 • The estates management function provides value for money.

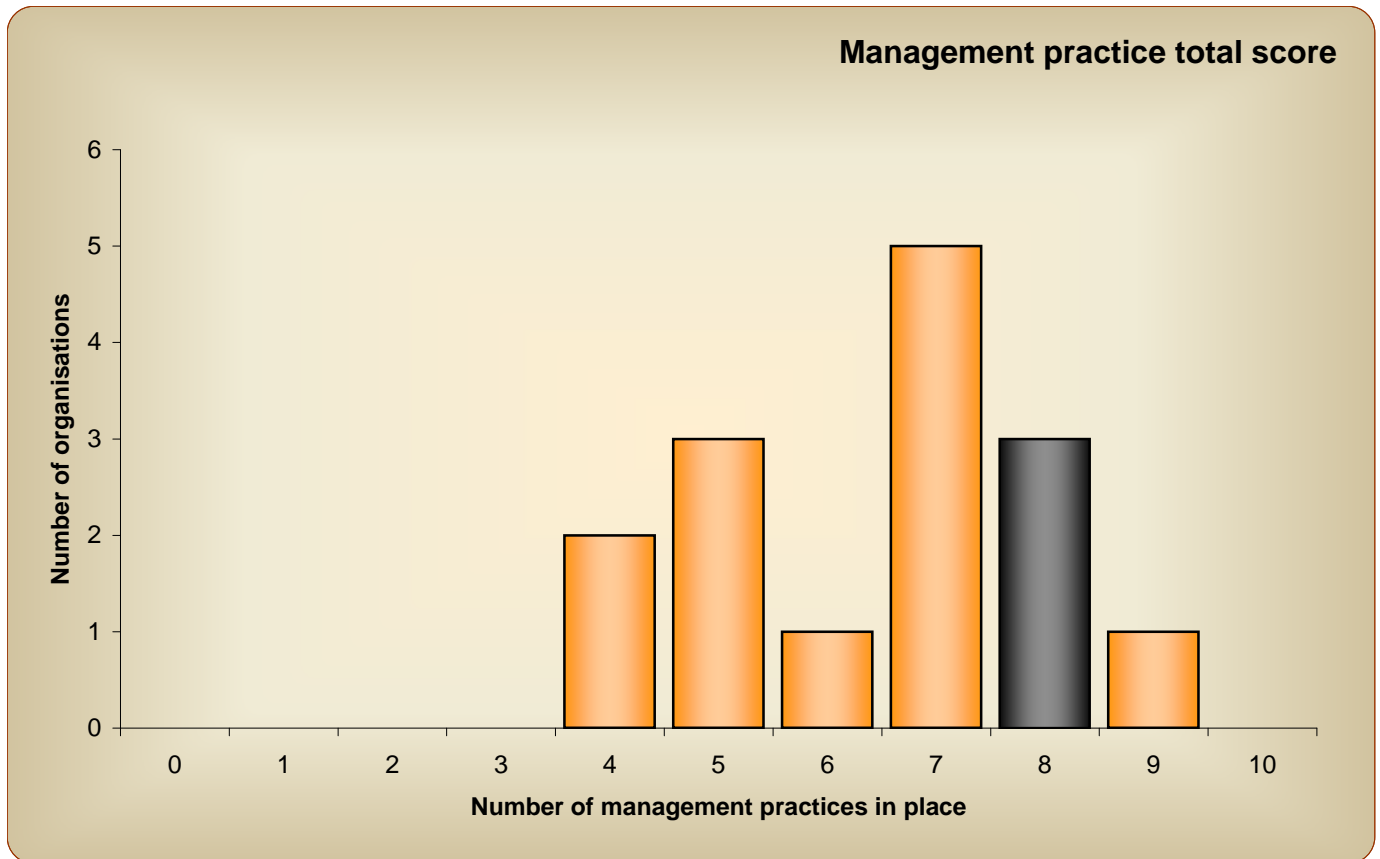
User Survey



Survey Statements

- 1 • The buildings / offices are easily accessible for staff, service users and visitors.
- 2 • The buildings / offices are appropriate for my needs.
- 3 • The buildings / offices are appropriate for service users' / visitors' needs.
- 4 • The buildings / offices are appropriately secured to protect people and property.
- 5 • There is a clear point of contact for any building or accommodation related queries.

Section 4 - Management Practice Indicators

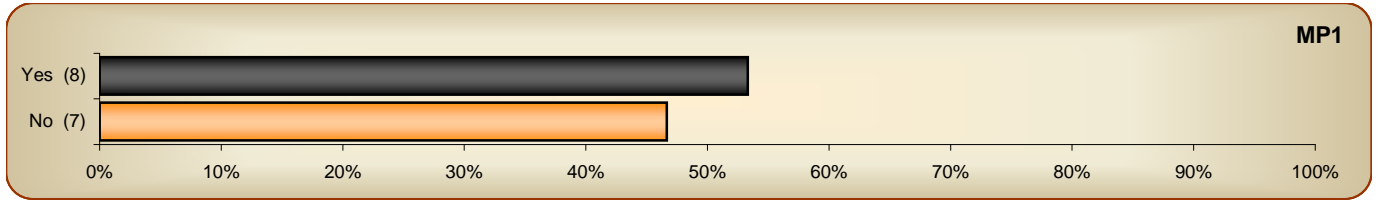


Funcester	Average	LQ	Median	UQ
8.00	6.47	5.00	7.00	7.50

	Funcester	Yes	No	% Yes	% No
MP1	Yes	8	7	53.3%	46.7%
MP2	No	8	7	53.3%	46.7%
MP3	Yes	7	8	46.7%	53.3%
MP4	Yes	11	4	73.3%	26.7%
MP5	Yes	14	1	93.3%	6.7%
MP6	Yes	12	3	80.0%	20.0%
MP7	Yes	5	10	33.3%	66.7%
MP8	Yes	13	2	86.7%	13.3%
MP9	No	4	11	26.7%	73.3%
MP10	Yes	15	0	100.0%	0.0%

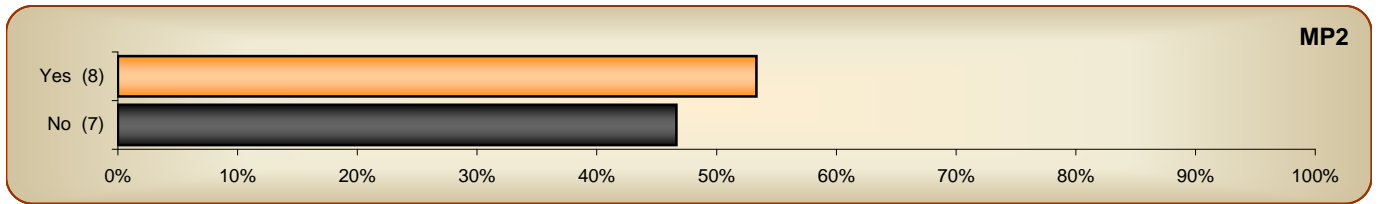
EMMP1

For the last financial year, planned property maintenance costs equate to 60% or more of total property maintenance costs



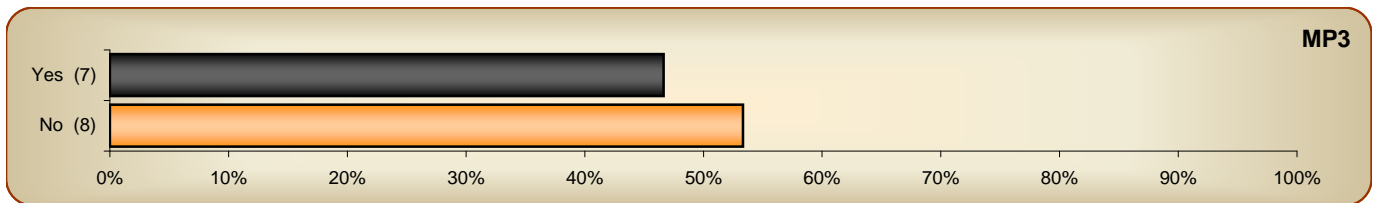
EMMP2

There is a formal environmental management system in place covering all significant administrative buildings



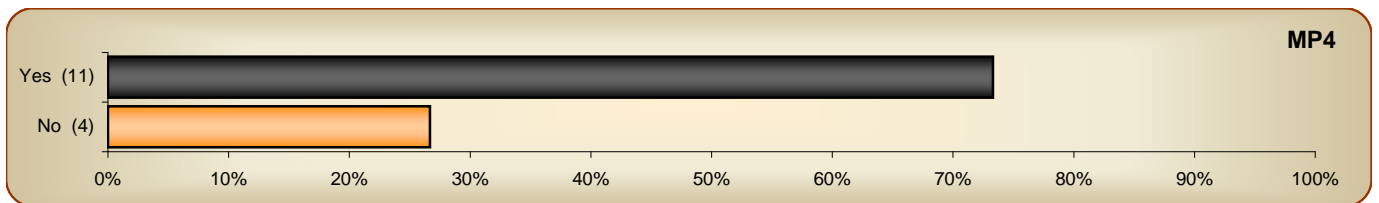
EMMP3

The organisation has the ability to 'zone' buildings in terms of heating to reduce energy consumption



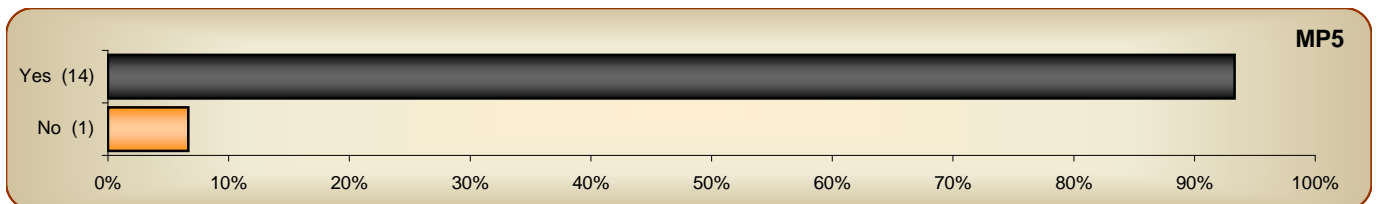
EMMP4

A comprehensive professional development programme is in place for professionally qualified property management staff which ensures that they receive at least 5 days of continuing professional development (relevant accredited training) per annum



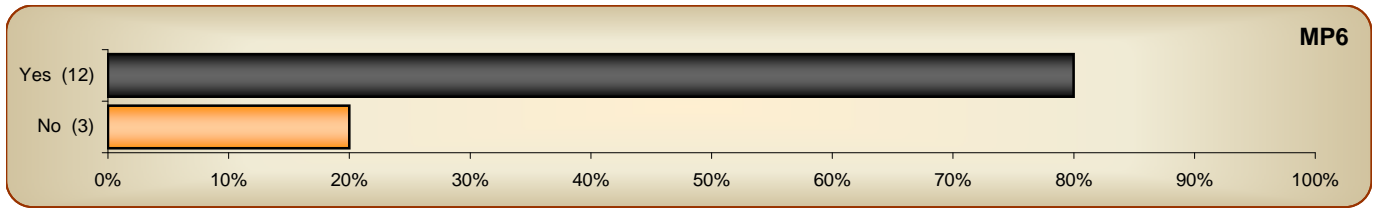
EMMP5

The Officer responsible for Property Services reports directly to a member of the Executive / Corporate Management Team and there is an identified individual at Board / Cabinet level with responsibility for the estate



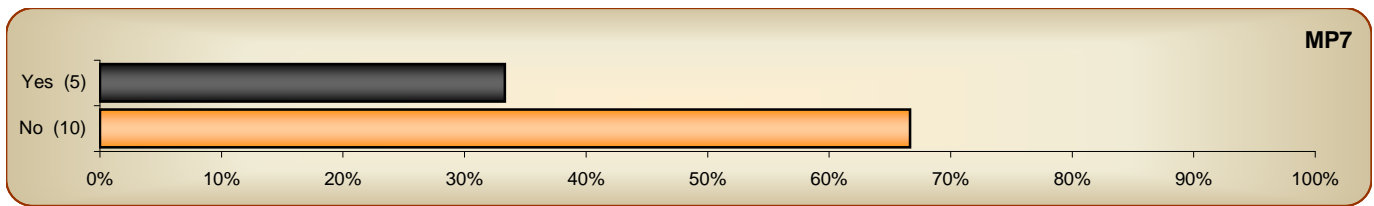
EMMP6

The organisation has clear and well publicised arrangements for staff who have property related queries, and all queries are logged and monitored



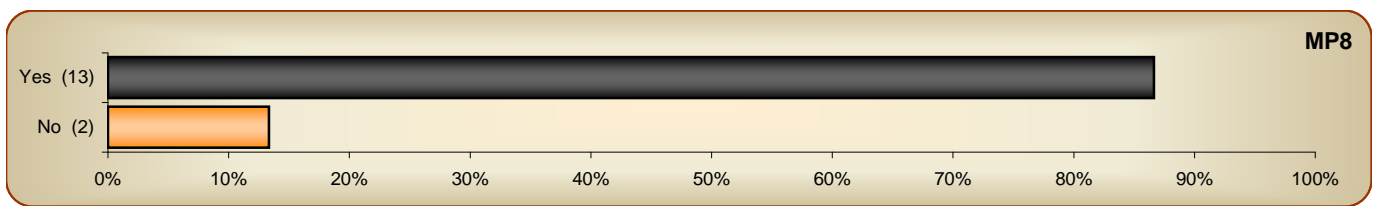
EMMP7

Staff and user 'built environment' satisfaction surveys are undertaken at least annually and the results published and developed into an action plan which is monitored and regularly reviewed



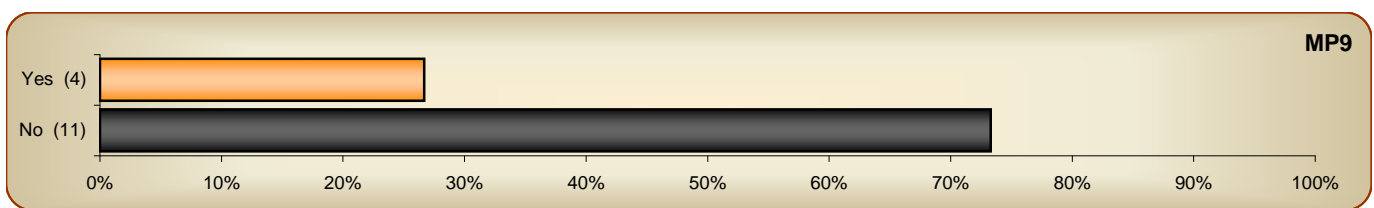
EMMP8

Surveys of the estate in relation to sufficiency, suitability, condition and costs have been carried out in the last five years and inform the capital strategy and plan and these are updated according to risk



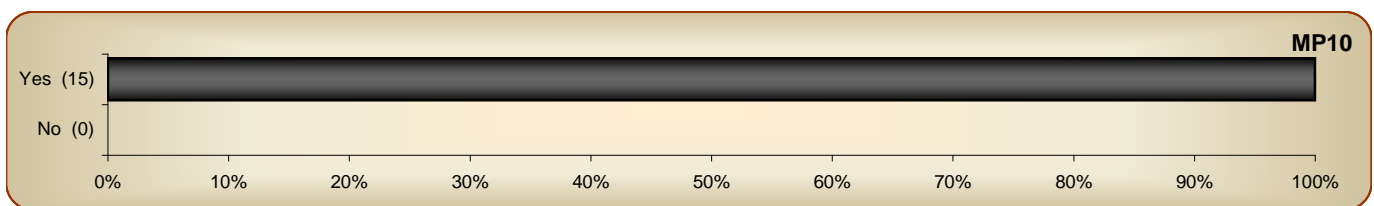
EMMP9

The organisation does not allocate individual 'owned' desks to staff who work in the office less than 50% of their time, and regularly monitors workstation utilisation



EMMP10

The organisation has undertaken an assessment of property requirements across the organisation within the last 3 years and has identified property that is either currently surplus to requirements or will become surplus within the next 3 years and has a plan agreed by the Board / Cabinet to address this surplus



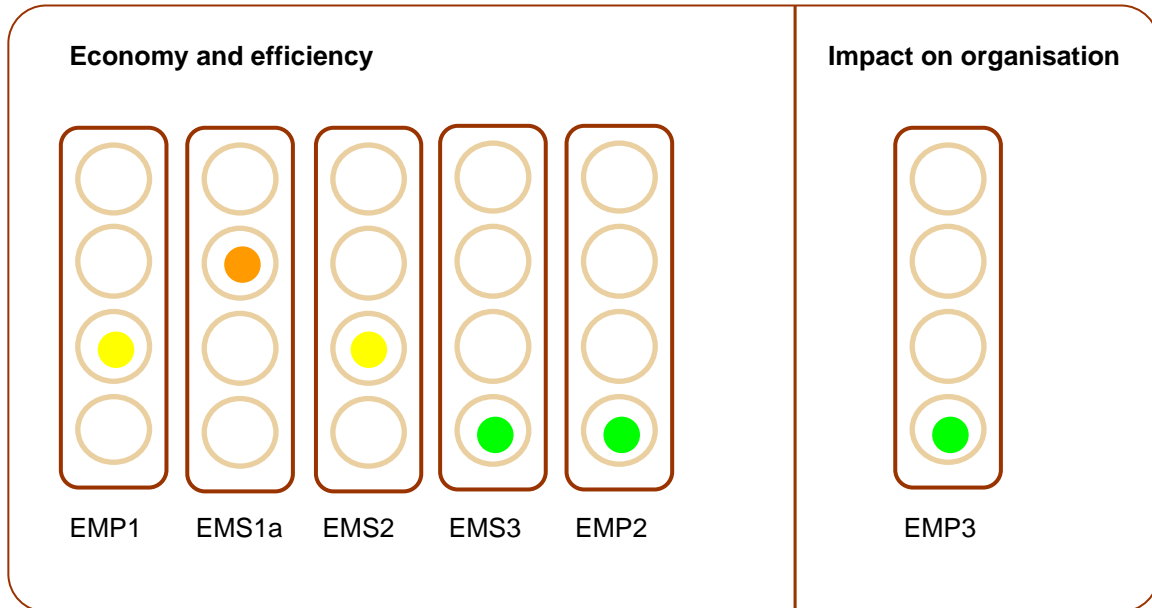
Section 5 - Tabular Data

	Funcester	Average	Lower Quartile	Median	Upper Quartile
EMP1 Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA)	£47	£81	£64	£85	£92
EMP3 Total property required maintenance backlog as a percentage of average annual maintenance spend for the last three years	230%	669%	98%	393%	991%
EMS1a Cost of the Estates Management function per square metre GIA	£6.46	£6.86	£4.82	£6.46	£7.71
EMS1b Cost of the Estates Management function as a percentage of organisational running costs (expenditure)	0.87%	0.44%	0.18%	0.33%	0.58%
EMS2 Total property occupancy/ownership costs (revenue) per square metre GIA	£12	£42	£17	£33	£52
EMS3 Total building operation costs (revenue) per square metre GIA	£35	£48	£35	£53	£62
EMS4a % projects where the actual time between Commit to Design and Commit to Construct is within, or not more than 5% above, the time predicted at Commit to Design	34%	65%	38%	62%	90%
EMS4b % projects where the actual time between Commit to Construct and Available for Use is within, or not more than 5% above, the time predicted at Commit to Construct	52%	79%	63%	86%	93%
EMS4c % projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design	18%	56%	26%	61%	75%
EMS4d % projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct	35%	74%	62%	84%	86%
EMS5a Workstations per full-time equivalent staff (FTE)	1.02	0.86	0.83	0.87	0.97
EMS5b Area (square metres) per workstation	61.0	55.8	38.8	51.5	78.1
EMS6 Total annual energy consumption (kw/h) per square metre (GIA)	164	223	136	161	309
EMS7 Total annual water consumption (cubic metre) per square metre (GIA)	0.87	0.94	0.70	0.81	1.16
EMS8 Total accommodation (square metre NIA) over total accommodation (square metre GIA)	75%	75%	75%	75%	76%
EMS9 The percentage of buildings which are used by the public in which all public areas are suitable for, and accessible to, disabled people	52%	84%	75%	91%	100%

PART 2 - Administrative Buildings

Part 2 of the report looks at the indicators for Administrative buildings

RESULTS ON ONE PAGE



Notes:

A green light indicates performance in the best quartile; a yellow light indicates performance between the median and best quartile; an amber light indicates performance between the median and worst quartile and a red light indicates performance in the worst quartile.

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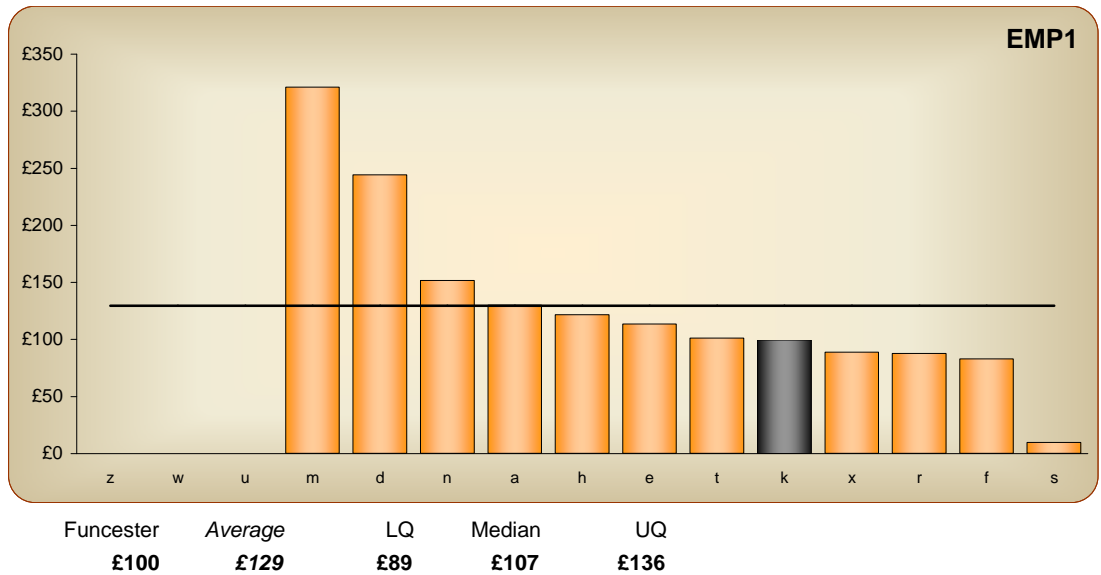
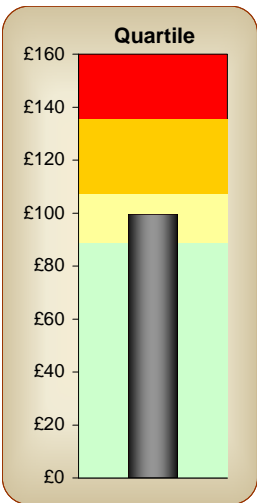
Section 1 - ECONOMY AND EFFICIENCY

Primary Indicators

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Rationale and expected impact on behaviour

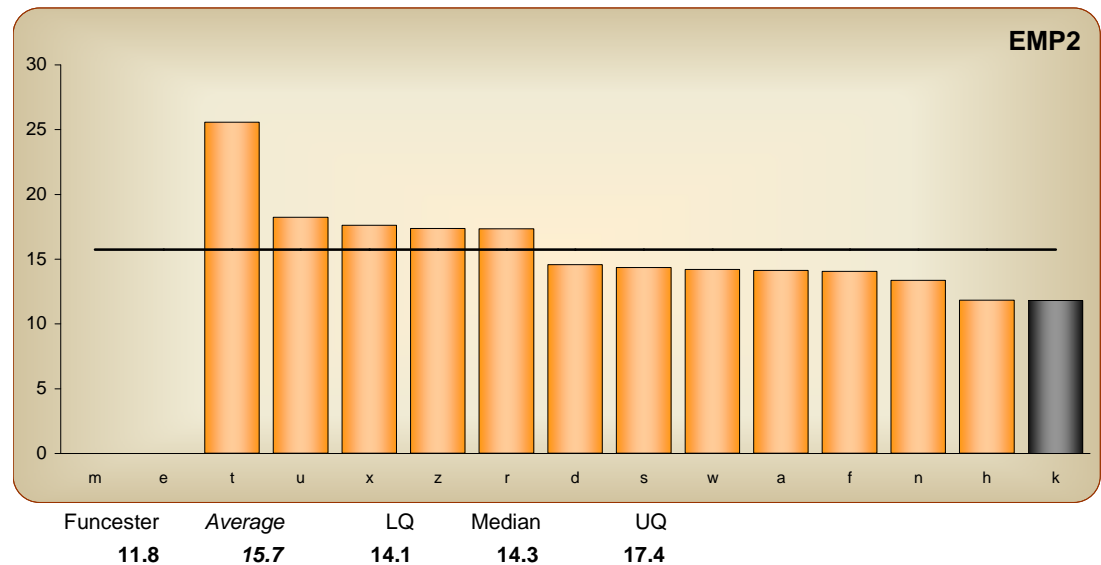
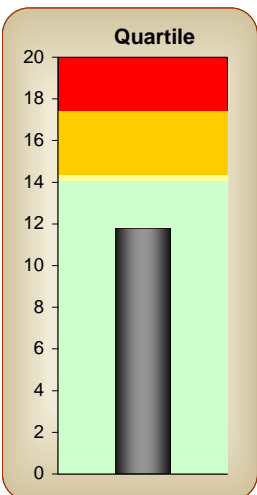
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EMP2 Total office accommodation (square metre GIA) per employee (FTE)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation uses its buildings efficiently. It is closely associated with secondary indicator 5 which examines the number of workstations and the average space they occupy. Organisations should compare their results for these indicators with those for their peer organisations and, where there are significant differences, to consider whether or not there are robust reasons for why this is so.



Secondary Indicators

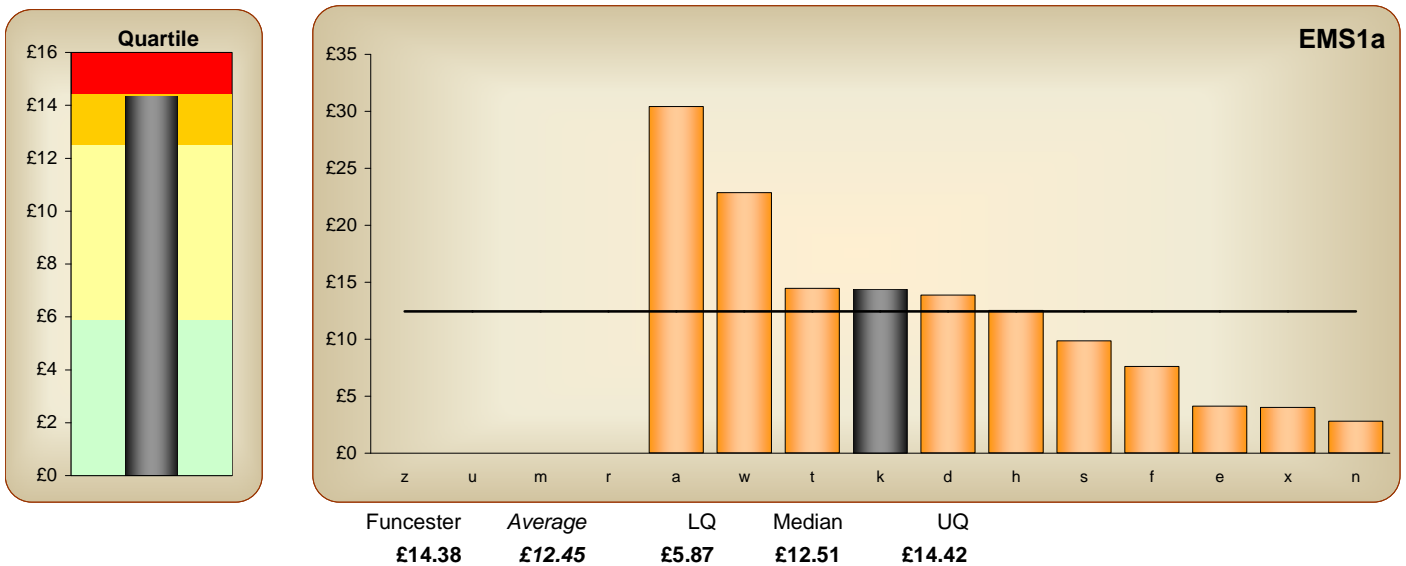
EMS1 Cost of the Estates Management function

Rationale and expected impact on behaviour

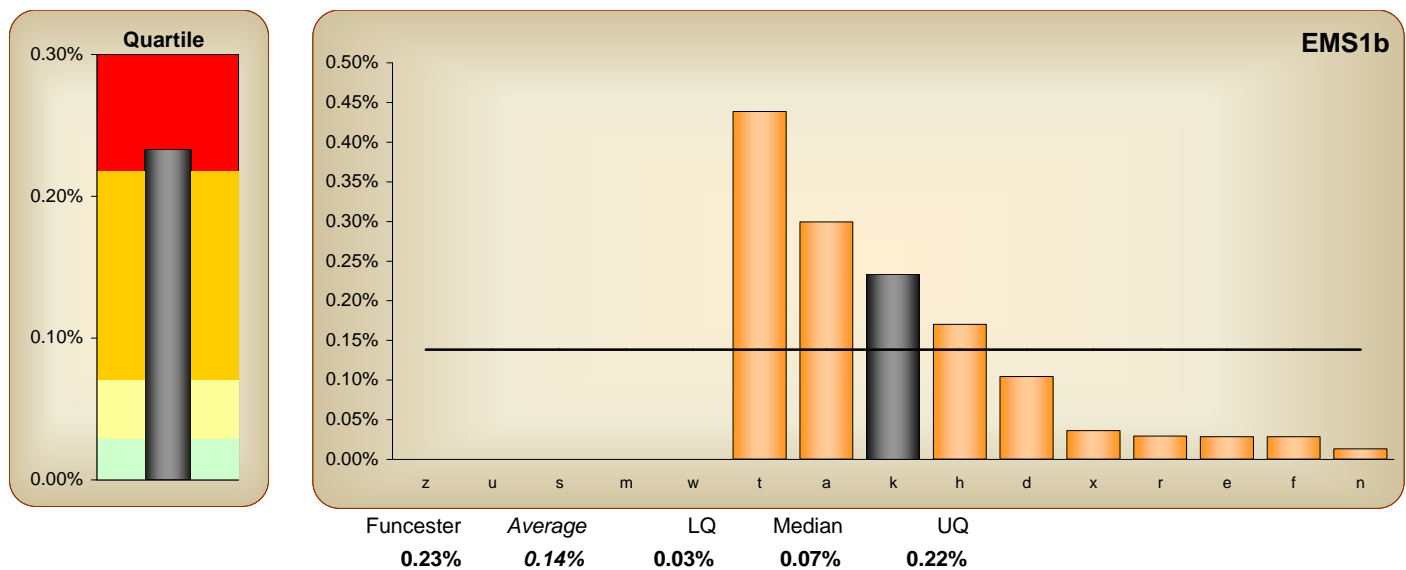
This indicator examines the cost-effectiveness of the organisation's estates management function. In many circumstances organisations would aim to reduce the cost of their estates management function relative to those paid by their peers over time. However organisations should examine their achievement against this indicator in conjunction with the measures of effectiveness of their estates management function (for example primary indicators 3 (measuring property maintenance backlog), 4 (the commissioner and user satisfaction index) and 5 (the management practice indicator) and secondary indicators 4 (percentage of capital projects completed within time and budget) and 9 (accessibility to public buildings for disabled people).

This indicator complements secondary indicators 2 and 3 which examine other aspects of estates costs – occupancy/ownership and building operation costs. These costs will also be included in the total cost figure for primary indicator 1.

EMS1(a) Cost of the Estates Management function per square metre GIA



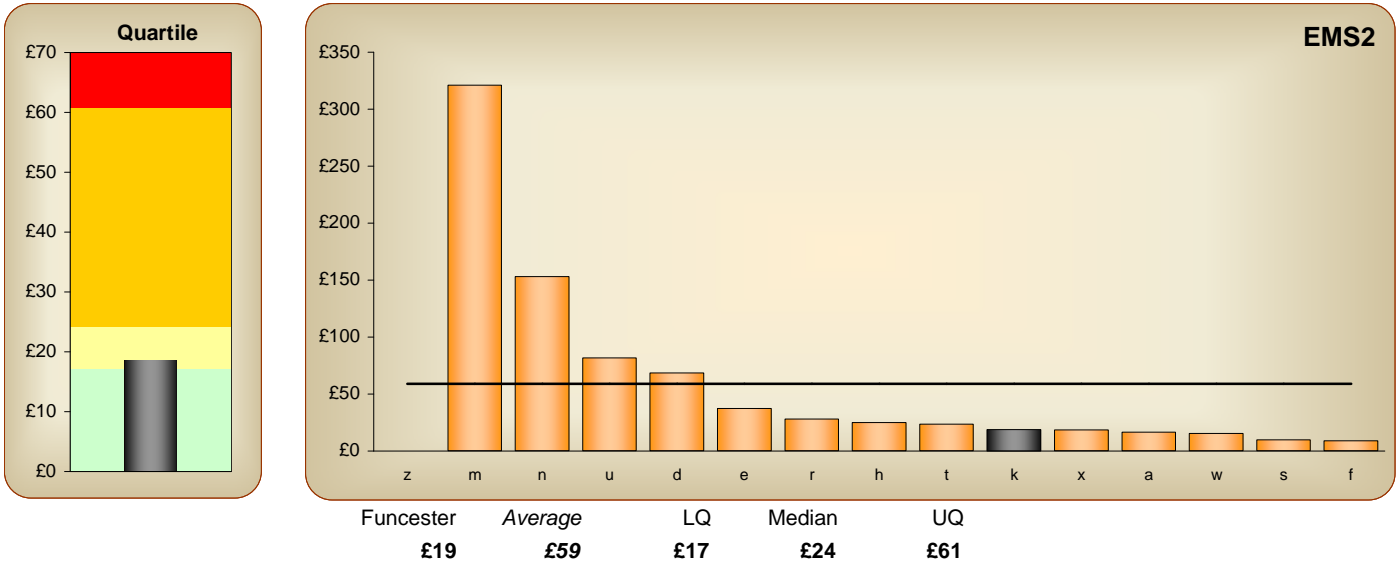
EMS1(b) Cost of the Estates Management function as a percentage of organisational running costs



EMS2 Total property occupancy/ownership costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

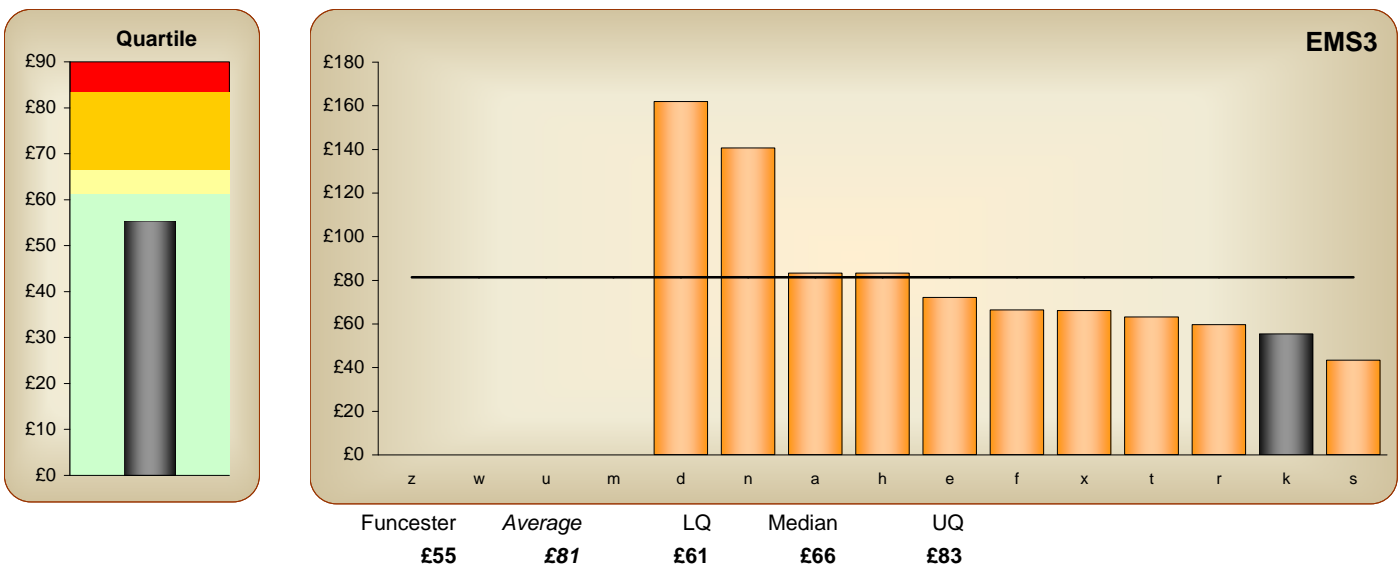
This indicator examines cost effectiveness by identifying the cost of building occupancy / ownership. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.



EMS3 Total building operation costs (revenue) per square metre GIA

Rationale and expected impact on behaviour

This indicator examines the cost effectiveness of the operation of the estate (incorporating what might also be called 'facilities management'). Capital costs are excluded due to potential for significant year on year variances. As with secondary indicator 2, while many organisations will seek to reduce their property costs it is important that achievement against this indicator is interpreted alongside achievement against measures of effectiveness such as primary indicators 3 and 5 and secondary indicators 4 and 9.

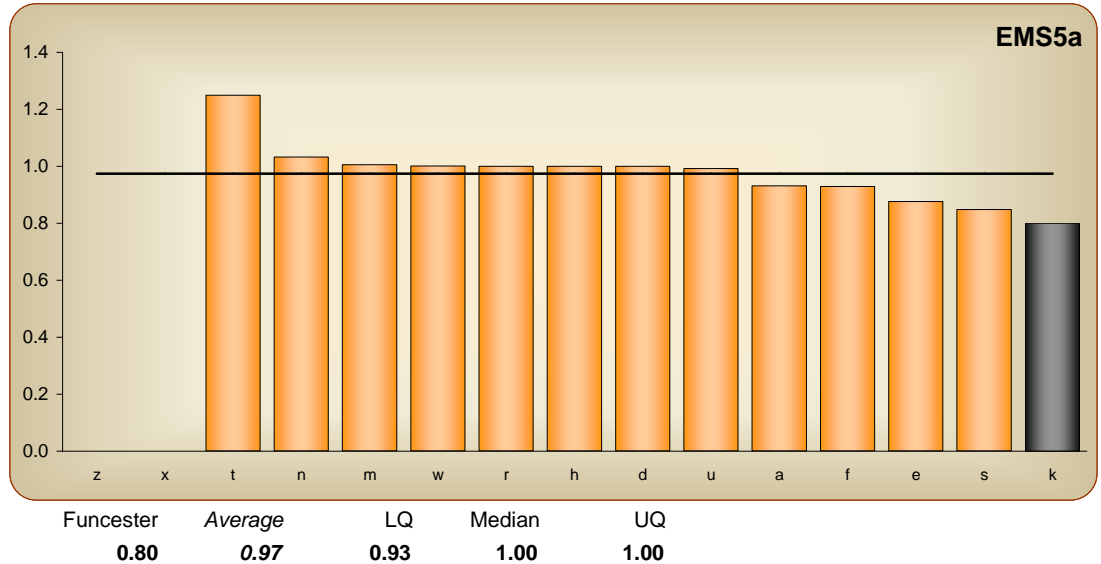
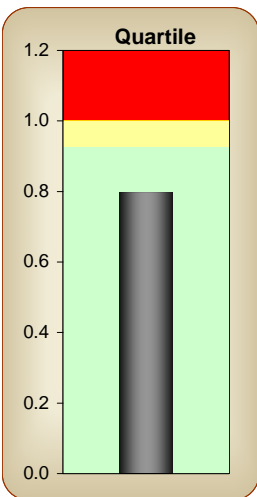


EMS5 Space use efficiency

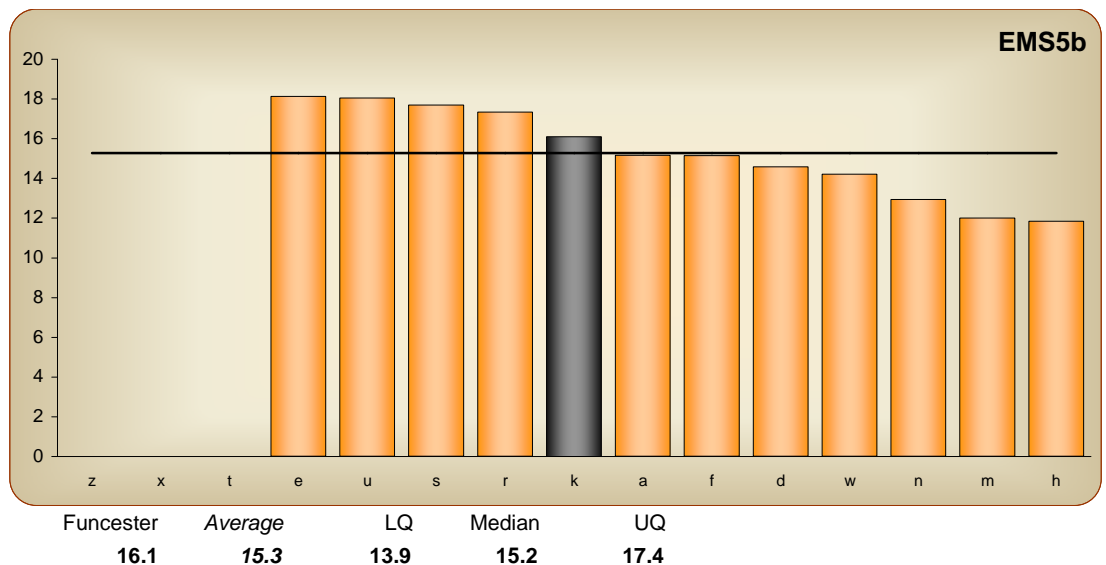
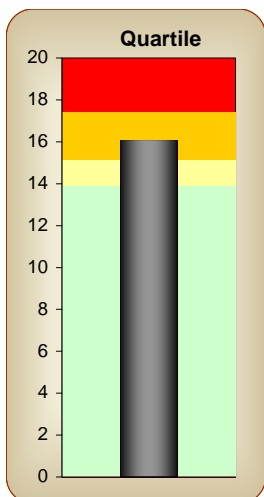
Rationale and expected impact on behaviour

This indicator examines the space use efficiency of workstation utilisation and the amount of space attributable to each workstation. This is a commonly used benchmark for space use efficiency often used to determine the amount of space needed across the organisation. This indicator is closely linked with primary indicator 2 (total accommodation per staff member). Most organisations will be particularly interested in comparing their results for this indicator with peer organisations and investigating whether there are robust reasons for any significant differences.

EMS5(a) Workstations per full-time equivalent staff (FTE)



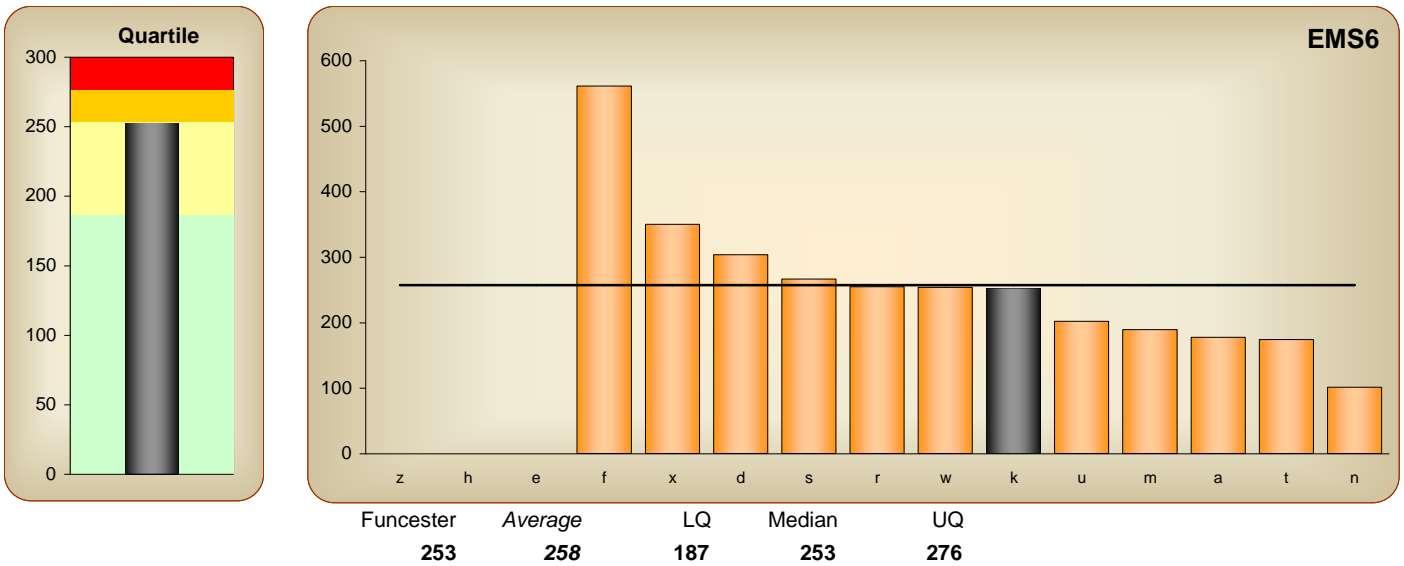
EMS5(b) Area (square metres) per workstation



EMS6 Total annual energy consumption (kw/h) per square metre (GIA)

Rationale and expected impact on behaviour

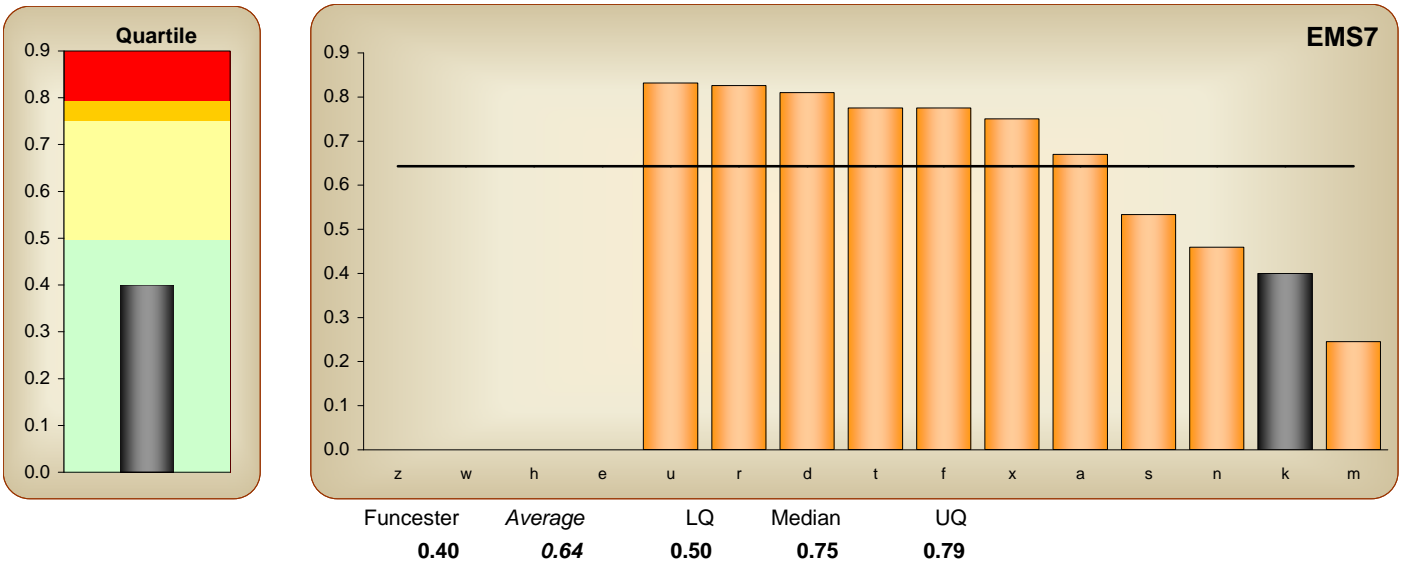
This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its energy consumption. Organisations should expect this cost to reduce over time.



EMS7 Total annual water consumption (cubic metre) per square metre (GIA)

Rationale and expected impact on behaviour

This indicator examines the extent to which the organisation has minimised its environmental impact by reducing its water consumption. Organisations should expect this cost to reduce over time.



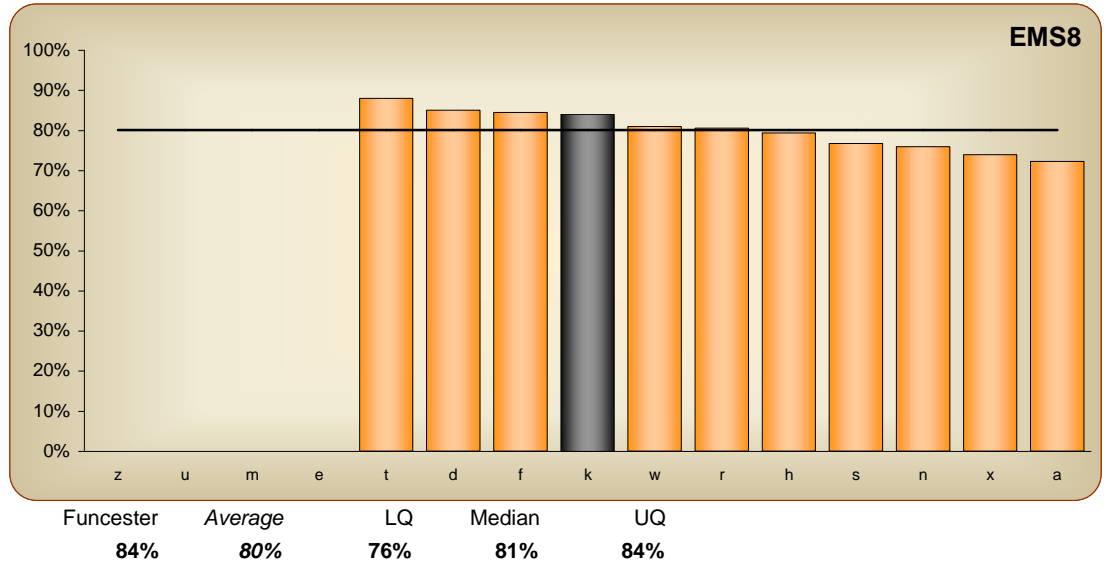
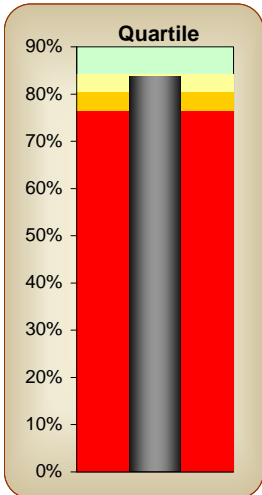
Funcester

EMS8 Total accommodation (square metre NIA) over total accommodation (square metre GIA)

Rationale and expected impact on behaviour

This indicator examines the usability and design efficiency of the estate. Organisations would expect to increase this percentage over time.

This indicator is closely linked to primary indicator 2 (total accommodation per staff member), primary indicator 4 (satisfaction index) and secondary indicator 5 (number of workstations and area attributable to them).



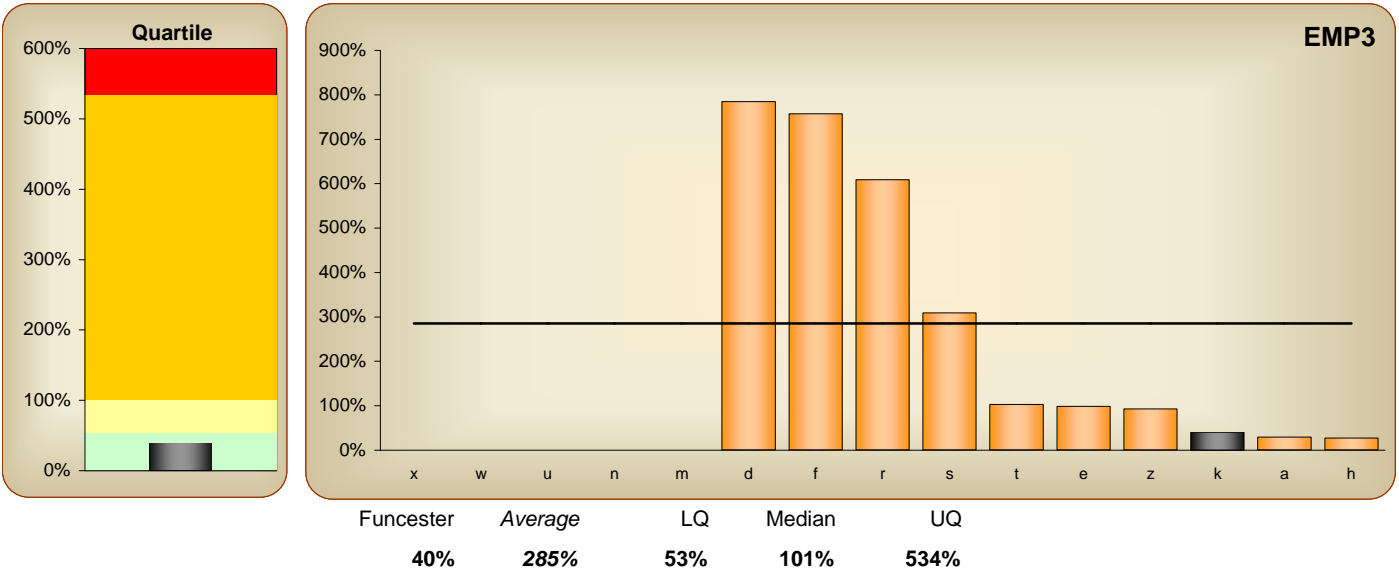
Section 2 - IMPACT

Primary Indicators

EMP3 Total property required maintenance backlog as a percentage of average annual maintenance spend for the last three years

Rationale and expected impact on behaviour

This indicator examines whether the organisation manages the repair and maintenance programme of their estate effectively. High performing organisations should expect to reduce their backlog over time.



Section 5 - Tabular Data

		Funcester	Average	Lower Quartile	Median	Upper Quartile
EMP1	Total property costs (occupancy, operational and management) per square metre Gross Internal Area (GIA)	£100	£129	£89	£107	£136
EMP2	Total office accommodation (square metre GIA) per employee (FTE)	11.8	15.7	14.1	14.3	17.4
EMP3	Total property required maintenance backlog as a percentage of average annual maintenance spend for the last three years	40%	285%	53%	101%	534%
EMS1a	Cost of the Estates Management function per square metre GIA	£14.38	£12.45	£5.87	£12.51	£14.42
EMS1b	Cost of the Estates Management function as a percentage of organisational running costs (expenditure)	0.23%	0.14%	0.03%	0.07%	0.22%
EMS2	Total property occupancy/ownership costs (revenue) per square metre GIA	£19	£59	£17	£24	£61
EMS3	Total building operation costs (revenue) per square metre GIA	£55	£81	£61	£66	£83
EMS5a	Workstations per full-time equivalent staff (FTE)	0.80	0.97	0.93	1.00	1.00
EMS5b	Area (square metres) per workstation	16.1	15.3	13.9	15.2	17.4
EMS6	Total annual energy consumption (kw/h) per square metre (GIA)	253	258	187	253	276
EMS7	Total annual water consumption (cubic metre) per square metre (GIA)	0.40	0.64	0.50	0.75	0.79
EMS8	Total accommodation (square metre NIA) over total accommodation (square metre GIA)	84%	80%	76%	81%	84%