

## Public Sector Corporate Services VfM Indicators

### Estates Management 2016/17

**If you have any questions please contact Faizan Din,  
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**You can also email us at VfMIndicators@cipfa.org**

#### **IMPORTANT GENERAL GUIDANCE.**

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet. Please read this before completing the questionnaire.

Throughout the questionnaire, you can link to the associated definitions and guidance by clicking on the white '?' in the top right corner of each section. To return to the questionnaire please click on the 'Questionnaire' tab at the bottom of the window.

**In order to try and reduce the problem we have of identifying zeros from missing data, this year we have entered '..' in all data entry cells and you will notice that formulae e.g. totals and carry-forwards all show '..' before any data is entered. Only by overwriting all of the '..' in a table will the total be generated so please do not leave any cells as they are. If the genuine figure is zero then please replace '..' with 0. If the figure is not known/not available, please replace the '..' with na.**

Please do not enter any comments or data outside the cells provided or within the return email, as these are processed automatically and your comment will not be seen. If you wish to make any comments, please enter these in the boxes below. Change of contact details should be e-mailed separately to Benchmarking@cipfa.org. If you do not have figures for the exact categories on the questionnaire, you should make an attempt to estimate the split, as we cannot use figures that are bracketed together and cut across two or more boxes.

#### **IMPORTANT INFORMATION**

For the purpose of this exercise we collect data for the whole estate and for administrative buildings.

Administrative buildings are office buildings whose primary functions are administrative.

The whole estate is defined as the totality of your estate (excluding investment properties held for commercial reasons). This would include administrative buildings but also operational buildings such as hospitals, police stations, fire stations, sports centres, depots etc.

The reason for splitting out administrative buildings is that it is the most directly comparable part of the estate.

## KD1 Key Data Indicators

*This data will be used through out the questionnaire as the basis for a number of indicators. If you are unable to provide GIA please use NIA and make a note of this in the comments box at the end.*

### Organisational Running Costs (£'k)

*Please ensure that the figure you return here is the same for all Streams that you have joined.*

### Gross Internal Area (GIA) (square metres)

### Average number of Staff (FTE)

	Whole Estate	Admin Buildings only
Organisational Running Costs (£'k)	<input type="text" value=".."/>	<input type="text" value=".."/>
Gross Internal Area (GIA) (square metres)	<input type="text" value=".."/>	<input type="text" value=".."/>
Average number of Staff (FTE)	<input type="text" value=".."/>	<input type="text" value=".."/>

## Primary Indicators

### EMP1 Total Property Cost

[Go To Guidance →](#)

*This question will auto complete when secondary indicators 1, 2 and 3 have been completed. Clicking on the titles will link to the relevant secondary indicator.*

Total Cost of Estates Management Function (£'k) (EMS1)

Total Property Occupancy / Ownership Cost (£'k) (EMS2)

Total Building Operation costs (£'k) (EMS3)

### Total property costs (£'k)

**EMP1(a) Total property costs (management, occupancy and operational) per square metre**

**EMP1(b) Total property costs per FTE employee**

	Whole Estate	Admin Buildings only
Total Cost of Estates Management Function (£'k) (EMS1)	<input type="text" value=".."/>	<input type="text" value=".."/>
Total Property Occupancy / Ownership Cost (£'k) (EMS2)	<input type="text" value=".."/>	<input type="text" value=".."/>
Total Building Operation costs (£'k) (EMS3)	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>Total property costs (£'k)</b>	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMP1(a) Total property costs (management, occupancy and operational) per square metre</b>	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMP1(b) Total property costs per FTE employee</b>	<input type="text" value=".."/>	<input type="text" value=".."/>

### EMP2 Total office accommodation (square metre) per staff full time equivalents (FTE)

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**EMP2 Total office accommodation (square metre) per staff full time equivalents (FTE).**

	Admin Buildings only
<b>EMP2 Total office accommodation (square metre) per staff full time equivalents (FTE).</b>	<input type="text" value=".."/>

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

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Total property required maintenance (£'k)

Total maintenance spend for the last three years (£'k)

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

	Whole Estate	Admin Buildings only
Total property required maintenance (£'k)	<input type="text" value=".."/>	<input type="text" value=".."/>
Total maintenance spend for the last three years (£'k)	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMP3 Total property required maintenance as a percentage of average annual maintenance spend for the last three years</b>	<input type="text" value=".."/>	<input type="text" value=".."/>

Where you are using our on-line user and commissioner surveys we will receive your results automatically and you can leave this section blank.

Where you are using your own surveys you will have to feed back your average scores using the table below. Report to one decimal place. For the purpose of calculating average scores please use the following scoring system.

- strongly disagree = 1
- disagree = 2
- neither agree nor disagree = 3
- agree = 4
- strongly agree = 5

**Commissioner Survey Average Scores**

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

Av. Score


**User Survey Average Scores**

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

Av. Score


EXAMPLE QUESTIONNAIRE

Please indicate whether you have adopted the following practices:

- MP1 The organisation has strategies, policies, decision-making structures and roles to manage assets as a corporate resource to meet priorities, operational and service needs and provide sustainable outcomes for local communities.
- MP2 The organisation has comprehensive information on assets which supports its strategies, and decision-making on investment and disinvestment.
- MP3 The organisation is narrowing the gap between the current condition of the asset base and an acceptable standard of maintenance with high levels of required maintenance being reduced.
- MP4 Capital investment supports the delivery of corporate priorities. There is a systematic process in place for appraising competing demands for spending on assets against corporate priorities.
- MP5 The organisation performance manages the value for money of assets by challenging, managing, benchmarking and monitoring against targets for improvement. Asset management performance indicators are used to track performance.
- MP6 The organisation undertakes property reviews that challenge whether all its assets are required, fit for purpose and provide value for money to meet current and future needs. Under-performing or surplus assets are rationalised or disposed of in ways that deliver best value.
- MP7 The organisation is improving the performance of its assets. It is;
- reducing health, safety and security risks from its assets;
  - upgrading and modernising facilities;
  - improving access to services; and
  - protecting architectural and historical heritage where applicable.
- 
- MP8 The organisation uses and develops its assets in a way that;
- mitigates environmental impacts;
  - limits the consumption of natural resources; and
  - is resilient to the effects of climate change.
- 
- MP9 The organisation evaluates the best option for significant investment decisions in asset developments using option appraisal and whole life appraisals.
- MP10 The organisation is working with others, for example, the third sector, local public agencies and community groups, to identify opportunities for shared use of assets, and alternative options for the management and ownership of its assets, to derive better value for money and wider community benefits.

Score

## Secondary Indicators

EMS1 Cost of the organisation's estates management function		Go To Guidance →	
		Whole Estate	Admin Buildings only
Employee costs inc. employers NI, pension and recruitment costs (£'k)		..	..
IT costs (£'k)		..	..
Accommodation costs (£'k)		..	..
Supplies / consumables (£'k)		..	..
Outsourcing costs (£'k)		..	..
Other costs (such as consultant/agency fees) (£'k)		..	..
<b>Total cost of estates management function (£'k)</b>		..	..
<b>EMS1(a) Cost of estates management function per square metre</b>			..
<b>EMS1(b) Cost of estates management function as a percentage of Organisation Running Costs</b>		..	..

EMS2 Total property occupancy/ownership costs (revenue) per square metre		Go To Guidance →	
		Whole Estate	Admin Buildings only
Total property occupancy costs (revenue) (£'k)		..	..
<b>EMS2 Total property occupancy/ownership costs (revenue) per square metre GIA</b>		..	..

EMS3 Total building operation costs (revenue) per square metre GIA		Go To Guidance →	
		Whole Estate	Admin Buildings only
Cost of building operation (£'k)		..	..
<b>EMS3 Total building operation costs (revenue) per square metre GIA</b>		..	..

EMS4 The percentage of property related capital projects within the last 3 years completed within time and cost (Please refer to the guidance document for detailed definitions)

[Go To Guidance →](#)

		Whole Estate
<b>EMS4(a)</b>	% 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.	<input type="text" value=".."/>
<b>EMS4(b)</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.	<input type="text" value=".."/>
<b>EMS4(c)</b>	% projects where the actual cost at Commit to Construct is within +/- 5% of the cost predicted at Commit to Design.	<input type="text" value=".."/>
<b>EMS4(d)</b>	% projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.	<input type="text" value=".."/>

EMS5 Space Use Efficiency

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	Whole Estate	Admin Buildings only
Total number of workstations	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMS5(a)</b> Workstations per full-time equivalent staff (FTE)	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMS5(b)</b> Area (square metres) per workstation	<input type="text" value=".."/>	<input type="text" value=".."/>

EMS6 Total annual energy consumption (kWh) per square metre

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	Whole Estate	Admin Buildings only
Total annual energy consumption (kWh)	<input type="text" value=".."/>	<input type="text" value=".."/>
<b>EMS6</b> Total annual energy consumption (kWh) per square metre (GIA)	<input type="text" value=".."/>	<input type="text" value=".."/>

EXAMPLE QUESTIONNAIRE

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

[Go To Guidance](#) →

Total annual water consumption (cubic metre)

Whole Estate

Admin Buildings only

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

EMS8 Total accommodation: Net Internal Area over Gross Internal Area

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Net Internal Area (NIA) (square metre)

Whole Estate

Admin Buildings only

**EMS8 Net Internal Area over Gross Internal Area**

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

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

Whole Estate

Total number of buildings open to the public

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

General Comments

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EXAMPLE QUESTIONNAIRE