

# *The cost of everything?*

## *Measuring the performance of your estate*

CIPFA Property



## CIPFA Property

- Good Estate Management and Building Compliance Training in partnership with ISBL
- Compliance Monitoring for School Premises Guide (FREE)
- Property Support For Schools Information Notes

<https://www.cipfa.org/services/property/property-support-for-schools>

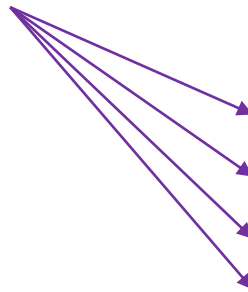
- VFM Benchmarking

## The things we do measure (sometimes)



# National School Delivery Cost Benchmarking

Gross Costs per m<sup>2</sup>



*New Build*  
*Re-Build & Extension*  
*Refurbishment*  
*Whole Sample*

- *ESFA & LA*
- *Primary/Secondary/SEN*
- *Average GIFA per pupil place*
- *Average cost per pupil place*



## Constructing Excellence

The main ones?

- Client Satisfaction
- Cost and Time Predictability

A point in time....



But what happens next?

## Beware - dangers of data benchmarking

- Snapshot
- Only an indication
- Can be manipulated
- Not true benchmarking – first stage only
- Danger of:-
  - Getting bogged down
  - Running around in a panic
  - Dismissing the information due to 'inaccuracy'
  - Finding somewhere to cry

## Embrace the limitations

***"It is better to be almost right than completely wrong"***

*John Maynard Keynes (1883 – 1946)*

We accept the limitations and attempt to capture as best as possible the most important information without making a new science for the sake of it.

What gets measured gets done.





## A bit of History

- Back in the old days we had to produce and submit to government
  - Condition Information
  - Maintenance priorities
  - Suitability
  - Sufficiency
  - Energy
  
- Evolution – DFE, DOE, NaPPMI
  
- This was a pain, but.....

“Performance management of the estate and benchmarking is the measurement and monitoring of property-related performance. This will help you to improve the efficiency of the estate.

Measuring the performance of the estate will help you understand:

- how the property assets in the estate contribute to the overall performance of your organisation
- how each individual asset in the estate is performing against technical criteria

Benchmarking is a way of using relative performance to learn from others in an effort to improve. This will include comparison with other organisations or industry standards, and comparison of individual property assets within the estate”

## “Importance of performance management of the estate

Accountability for financial performance sits at board level. Understanding the performance of the estate and using it to challenge and demonstrate value for money is an important element of accountability.

Benchmarking is not a one off exercise. It can help:

- lock your organisation into a cycle of continuous improvement
- develop a culture where it is easier to question the norm and make changes”

## Financial

- **running costs** – calculation of occupancy costs (cost per square metre) or as a proportion of total school expenditure
- **capital projects** – capital cost per square metre or pupil place, proportion of projects delivered to time/cost targets

## Condition and maintenance

- **condition** – condition (A-D) and prioritisation of maintenance (1-4) by percentage of estate in each category
- **maintenance** – assessment of maintenance need per square metre, average spend per square metre, planned to reactive proportion

## Space

- **space utilisation** – assessment of utilisation of space by (square metre) per pupil, the frequency of use or how the space is used

## Environmental sustainability

- **energy consumption** – calculation of energy consumption by reference to the area of the building
- **environmental impact** – assessment of emissions per area of building

## Risk??

- **statutory compliance** – measurement of the proportion of the estate which is compliant or non-compliant

Management	Message	Benchmarking Externally
<p>These measures are essential for management of the estate either in prioritising work, driving value for money or providing a customer focused service</p>	<p>These PIs are useful in providing a message. They may not be required for day to day management, but should provide an indicator of the effectiveness of a particular strategy or approach. They will help to demonstrate how good you are</p>	<p>Comparison externally is much more difficult as you haven't got control of the way others collect and report information. However key indicators may be useful particularly in arguing for additional resources</p>

Possible Performance Measures for Property	Management	Message	Benchmarking Externally	Definitions?
<b>Maintenance Indicators</b>				
Condition of Buildings/Building Elements A-D		✓		NaPPMI
Maintenance Need by Priority 1-4	✓	✓		NaPPMI
Maintenance Spend per m <sup>2</sup> (MS)		✓	✓	NaPPMI
Maintenance Need per m <sup>2</sup> (MN)		✓	✓	NaPPMI
MS/MN (Maintenance spend as % of Maintenance need)	✓	✓	✓	NaPPMI
Ratio of Planned to Reactive Maintenance		✓	✓	NaPPMI
Response/completion times for individual jobs	✓	✓	?	Local
Customer Satisfaction for individual jobs	✓	✓		Local
<b>Environmental Indicators</b>				
£m <sup>2</sup> GIA for Energy	✓	✓		NaPPMI
Kwh per m <sup>2</sup> for Energy	✓	✓	✓	NaPPMI
£m <sup>2</sup> GIA for Water	✓	✓		NaPPMI
Cubic volume of water used per m <sup>2</sup> GIA	✓	✓	✓	NaPPMI
CO <sub>2</sub> Emissions – tonnes of carbon dioxide per m <sup>2</sup> GIA	✓	✓	✓	NaPPMI

Possible Performance Measures for Property	Management	Message	Benchmarking Externally	Definitions?
<b>Health and Safety</b>				
Number of incidents relating to premises (reportable?)	✓	✓		RIDDOR & Local
<b>Financial</b>				
Cost per m <sup>2</sup> of occupancy	✓	✓		Local
<b>Projects (Frequency??)</b>				
Cost per m <sup>2</sup>	✓	✓	✓	Various (DFE, EBD OG, BCIS)
Cost per pupil place	✓	✓	✓	Various (DFE, EBD OG, BCIS)
Time predictability		✓	?	NaPPMI
Cost predictability		✓	?	NaPPMI
Customer Satisfaction	✓	✓		Local
<b>Suitability, Sufficiency and Use</b>				
Suitability of building/block/room based on questionnaire or survey	✓	✓		Local
Sufficiency of space (ditto) although potentially could be captured within suitability	✓	✓		Local
Building use (hours used per day/week)		✓		Local



## So some questions?

- What measures for the ongoing performance of your school estate do you actually collect?
- Do you still do full condition surveys?
- Do you collect things like suitability?
- Have you got some ways of collecting customer satisfaction?

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