



- Other Elected Members  O&S Spokespersons:  
Councillor G. Atkinson:  
Councillor D. Booth:  
Councillor Haynes:
- Cabinet Member  Councillor A.J.L. Cockburn:
- Chief Executive  .....
- Legal  via Sarah Duxbury:
- Finance  via David Clarke - Reporting Officer
- Other Chief Officers  .....
- District Councils  .....
- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION YES: BY CABINET**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  2<sup>nd</sup> October 2008
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## EXECUTIVE SUMMARY

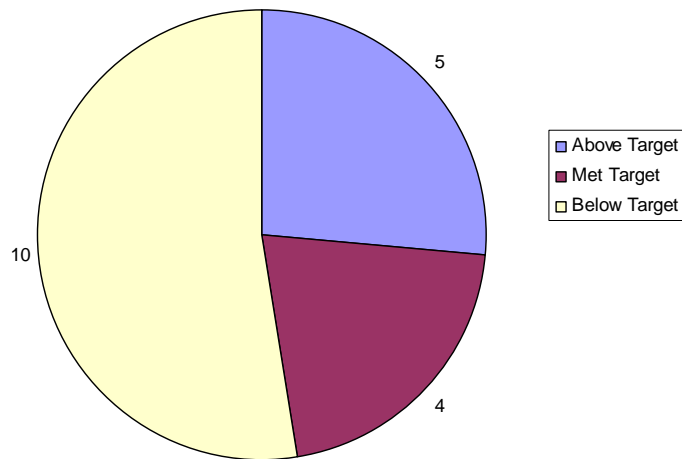
The Authority has been collecting and reporting on the Property related Performance Management Indicator data since 2003/04.

In 2006/07 a COPROP (Chief Officers for Property) led Working Group was established to review and amend the performance indicators and their definitions, to try to bring some consistency when benchmarking the results.

As a result of these amendments to the definitions and the addition of new Performance Management Indicators (PMI's) we are only able to produce trend data for the past 2 years. Also in 2006/07 we began to set targets for these indicators.

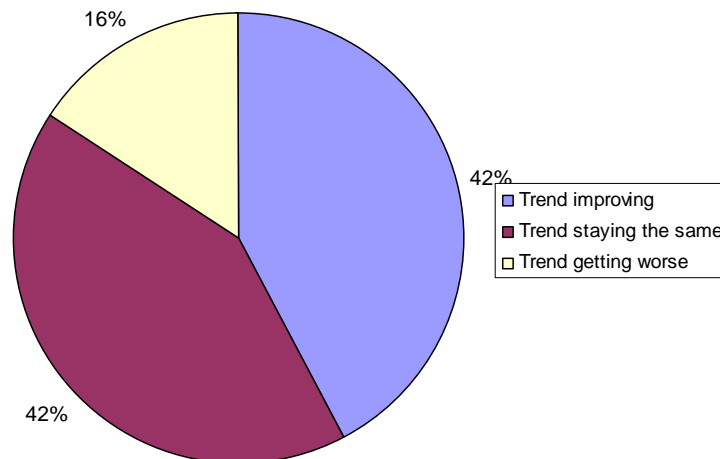
The following chart indicates the performance for 2007/08 in comparison to the targets set in 2006/07:-

Summary of Performance Management Indicator performance in comparison to Targets set in 2006/07



The following chart provides analysis of the trend of the indicators over the past 2 years:-

2007/08 - Analysis of overall trend of Performance Management Indicator over the past 2 years



**Agenda No**  
**Resources, Performance & Development Overview and Scrutiny**  
**Committee 16<sup>th</sup> September 2008**

**Corporate Asset Management Plan - Performance Indicator Report**

**Report of the Strategic Director of Resources**

**Recommendation**

- That the Resources, Performance & Development Overview and Scrutiny Committee considers this report and makes recommendations to Cabinet that it:-
  - (1) agrees that the Property Performance Indicator information is to be considered when undertaking Property and Service Level reviews.
  - (2) agrees the 2008/09 Performance Indicator Targets.
  - (3) Notes the 2007/08 Asset Management Plan Performance Indicator Report at Appendix A to this report.
  - (4) agrees that in the event of any late amendments being necessary, they be made by the Head of Property in consultation with the Resources Portfolio Holder.

**Introduction**

1. Cabinet is recommended to approve this Corporate Asset Management Performance Indicator report as required by the Comprehensive Performance Assessment (CPA) process.
2. The Performance Indicator data included within Appendix A is used when undertaking Property and Service Level Reviews and is a key aspect to the CPA process.
3. The Authority's Corporate Asset Management planning processes are assessed within the Comprehensive Performance Assessment, Use of Resources, Key Lines Of Enquiry (KLOE) 2.3 - How the Council manages its assets base. The Use of Resources assessment under KLOE 2.3 have until the most recent assessment been assessed at Level 4 (excellent). The assessment score in 2007 has a Level 3 (performing well).
4. In addition, the revised Corporate Property Strategy, approved by Cabinet, focuses on the strategic approaches to influence good asset management, where data management is a key element to informing and delivering the vision for our property.

## **Property Condition Performance**

5. The overall maintenance backlog is increasing. If you refer to PMI 1Bi 2006/07 on page 12 of the report you will see that Warwickshire's total Maintenance Backlog is the 3<sup>rd</sup> highest in comparison to the other Authorities. It is predicted that the current levels of investment will not keep pace with the ongoing deterioration of properties.
6. With reference to PMI 1Bii, on page 13, you will note that 62% of the maintenance backlog is identified as requiring attention within the next 2 years. Without increased investment to undertake the appropriate repairs there is an increasing risk that this work will deteriorate further and therefore fall into the urgent category which will increase the capital cost of maintenance.
7. The current level of funding for maintenance backlog is likely to remain static, certainly not increasing dramatically in future years. Members will need to consider an approach to dealing with the maintenance backlog that prioritises work to public facing accommodation to achieve a higher standard compared to the non public facing accommodation.
8. The Property Condition Performance indicator information is used to develop annual maintenance work programmes and as part of the Capital Programme bidding process.
9. A further report will be brought to the Overview and Scrutiny Committee in November providing more detail behind the implications on the Property Portfolio should the Authority continue with the current levels of investment in the Property Maintenance Programme.

## **Environmental Performance at Properties**

10. Please refer to the comments made on page 19 of this report regarding the data sources for these indicators. We are making significant improvements to the energy data management and we are aware that in the current climate energy costs are increasingly significant for the Authority.
11. Once the new Energy Management database is fully installed we will be able to identify those properties with high energy consumption. The Authority will then use this information, alongside the information gathered for Energy Performance Certificates to target these high consuming properties with improved energy efficiency measures. The Authority should also continue to invest in Spend to Save schemes to improve energy efficiency.
12. We have used the information that is gathered for this indicator to identify properties that have high energy costs. Using this information we have then focused on these poor performing properties to identify energy saving measures. The Salix Spend to Save grant money has been used to install cavity wall insulation at some Schools and we are now progressing projects relating to draught proofing and updating fluorescent lighting. We are also due to install power performance limiters at Shire Hall and Saltisford. Bio-mass boiler installations have been undertaken at Kingsbury Water Park and St Johns Museum, Warwick as part of the Climate Change Fund. All of these measures will help to improve our environmental performance.

## **Property Suitability Performance**

13. 89% of the property portfolio has been assessed for its Suitability within the last 5 years. To inform the Area Property Review process we are updating the existing surveys as well as

undertaking new surveys on the remainder of the portfolio. The suitability surveys are completed by the main occupiers of the properties and they are asked to consider how the following elements affect service delivery at the property:-

- Location and Accessibility
- Environment and Infrastructure
- Space and Layout

14. 81% of the existing surveys indicate that the property has good or satisfactory property suitability, i.e the property is in the appropriate location and is appropriate for service delivery. In comparison to the 7 other Authorities who completed this indicator in 2006/07 we were the 4<sup>th</sup> highest Authority.
15. It should be noted that many Authorities are only just starting to undertake a programme of Suitability Surveys, which is why there are currently only 7 Authorities against which to benchmark.
16. We have recently used the Suitability Surveys to assist with the assessment regarding the future use of the Montague Road premises. We have also in the past assessed the suitability of accommodation when considering disposing of property and moving to modern facilities, example the Children's Young People and Family Accommodation in Northgate Street had been assessed as having Poor suitability. Following Children's Young People & Families relocation to the new accommodation the Saltisford Office Park that accommodation was assessed as Good.

### **Property Sufficiency Performance**

17. We have 2 years worth of data for this indicator. It is potentially a powerful indicator which enables us to identify where office space is being under-utilised. As part of the Property Systems Review we will be fine tuning this data to enable us to compare this indicator with newly developed Office Accommodation Standards to identify where we are meeting the standards or where we have surplus space.
18. The Corporate Property Strategy highlights the Authorities intentions to achieve property solutions which encourage modern and flexible forms of working to enable staff to operate more effectively. This will lead to a reduced office space requirement.
19. The Modern and Flexible Working project is currently considering pilot projects exploring how teams change their work patterns to become more efficient. A future by-product of this will be a reduced demand for office space.
20. We are also developing Open Plan accommodation, where possible, i.e. Kings House, Saltisford and Shire Hall.

### **Time and Cost Performance on Property Related Projects**

21. This indicator identifies how the Capital Projects that are undertaken by the Property Service perform in relation to meeting the estimated costs identified for the construction work and whether the work is completed within the agreed timescale.
22. In 2007/08 48% of projects costs were within the +/- 5% range of target. In addition a further 9 projects were delivered at least 5% under budget. In total, 78% of projects completed were delivered for no more than 105% of the original target costs.

23. Regarding the time forecast, whilst 52% of projects were delivered to the benchmark, 62% were delivered with a +10% benchmark. A number of factors impact on delivery to time such as unforeseen ground conditions, design changes and in one case difficulty in securing material approval from planners. In addition whilst projects may be late based on original contract delivery date all projects in general incur variations which impact on both time and cost.

## **Benchmarking**

24. We are members of the CIPFA Property benchmarking group. This enables us to benchmark our Performance Indicator results with other Authorities. Each Authorities data remains anonymous to other Authorities. The charts that have been developed within this report highlight Warwickshire's performance, in comparison to other Authorities performance. Not all Indicators are compulsory. We do not, therefore, have a consistent number of Authorities to benchmark with.
25. It is our intention to investigate the possibility of establishing an additional benchmarking group with neighbouring County's and Authorities with similar sized property portfolios. This would provide a true comparison of our performance.

## **Conclusions**

26. The performance indicator data gathered is powerful information. A properties condition, its suitability and sufficiency and its running costs are all areas that are considered when undertaking Property or Service Level Reviews, as an example this information has been provided to the Children's Young People and Families Directorate to assist with the Youth Service review and the non-operational portfolio review that is currently ongoing.
27. It is important that the ability to interrogate this data at both Directorate and Property levels is developed further as part of the Property Systems Review to ensure that this data is more widely accessible.
28. This performance information should be embedded within the Authorities Option Appraisal processes for Property related schemes.
29. In the event of any late amendments being necessary, it is suggested that they be made with the agreement of the Resources Portfolio Holder.
30. The documentation is held electronically for easy access, and will be reviewed and updated as changes occur.

**DAVID CLARKE**  
Head of Resources  
Shire Hall  
Warwick  
September 2008

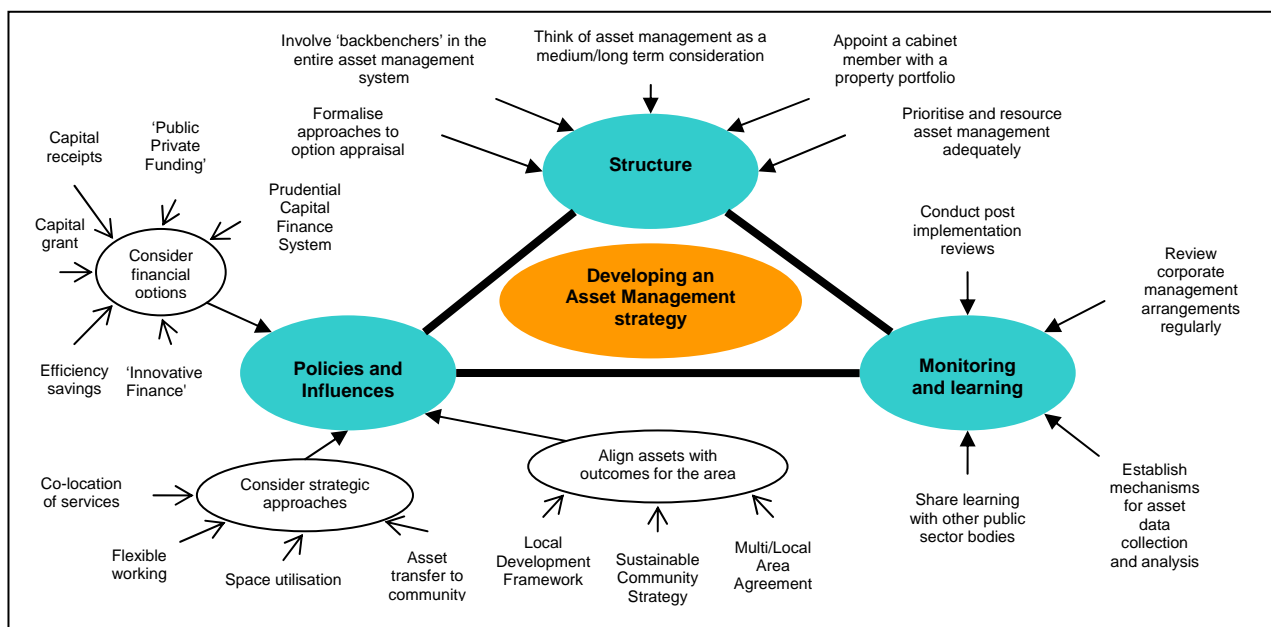
**Corporate Asset Management Plan  
Property Performance Indicators 2007**

**1. Introduction**

1.1 Since 2006 the Asset Management process for Authorities has been assessed within the Comprehensive Performance Assessment, specifically the Use of Resources, Key Line of Enquiry – 2.3 How the Council manages its assets base. We have until our most recent assessment in 2007, achieved a Level 4 (Excellent Rating). We have currently been assessed as Level 3 (Performing Well).

1.2 Central Government regularly review the guidance relating to asset management strategy. Department for Communities and Local Government (DCLG) have recently issued revised draft guidance. The outline focuses on strategic asset management and how it can secure better value for money and make more effective use of the asset base to deliver high performing public services. This links directly with the National Improvement and Efficiency Strategy.

1.3 The following Asset Management Framework diagram is taken from the DCLG guidance. Based on the case studies and research, the Government believes that the following diagram<sup>1</sup> shows the outline of what a local authority needs to think about in relation to asset management.



1.4 This report essentially focuses on the “Monitoring and Learning” aspect of the above diagram. It provides Performance Indicator data. The data captured for these Performance Indicators is used to assist with making informed Corporate decisions about the retention and future development of our property portfolio. For example the data is particularly useful to the current Area Property Review programme. It was also provided to Children Young People and Families Directorate to enable them to make decisions as part of the Warwickshire Youth and Community Service Premises review in 2007.

<sup>1</sup> This diagram combines the recommendation for local authorities in the 2007 York Consulting study into asset management (commissioned by the Government) with other policy initiatives.



## 2.1 Property Performance Indicator Report 2007/08

The report is broken down into sections:-

- Section 1 – Executive Summary
- Section 2 – Property Condition Performance
- Section 2 – Environmental Performance at Properties
- Section 4 – Property Suitability Performance
- Section 5 – Property Sufficiency Performance
- Section 6 – Time and Cost Performance on Property related Projects.

2.2 Each Section provides:-

- Details of the Objective and Purpose of the appropriate Performance Indicator.
- A summary of Property Performance Indicators for the 2006/2007 and 2007/08 financial years.
- Comparison of the Council's 2006/07 Property Performance Indicators with other County Councils.

2.3 The Indicators are reported by the Chartered Institute of Public Finance and Accountancy (CIPFA) Property Category. These Property Categories are broken into sub categories, as follows, where applicable:-

Property Categories		
CIPFA Category – Schools	CIPFA Category – Other Land and Buildings	CIPFA Category – Non Operational Properties
Nursery Schools  Primary Schools Secondary Schools Special Schools Foundation Schools Caretakers Accommodation	Operational Buildings (i.e. Offices) Registrars Youth and Community Education Fire Stations Libraries & Museums Country Parks Homes for Elderly People Day Centres, Family Centres and Parents Centres Social Education Centres Group Homes Surplus and Vacant Properties	Business Centres  Highway Depots Industrial Estates Refuse Disposal Sites Highway Improvement Properties Travellers Sites Smallholdings

2.4 Performance Indicator 1 and Performance Indicator 2 are seen as compulsory indicators which all Authorities are expected to complete. The remaining indicators are local indicators, which are promoted nationally.

## 2.5 Key for Indicators

Green Star (★) is used to indicate High Performance and exceeding targets/milestones.  
 Blue Circle (●) is used to indicate Good Performance and meeting targets/milestones.  
 Red Triangle (▲) is used to indicate Poor Performance and missing targets/milestones.

Green tick (✔) is used to indicate that performance has improved in comparison to the previous year.  
 Black Dash (—) is used to indicate that performance is the same as the previous year.  
 Red Cross (✘) is used to indicate that performance has worsened in comparison to the previous year.

**SECTION 1 – EXECUTIVE SUMMARY**

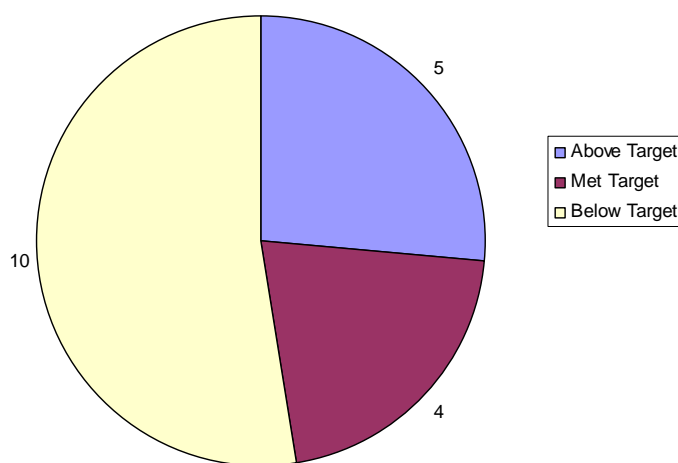
2.6 The Authority has been collecting and reporting on the Property related Performance Management Indicator data since 2003/04.

2.7 In 2006/07 a COPROP (Chief Officers for Property) led Working Group was established to review and amend the performance indicators and their definitions, to try to bring some consistency when benchmarking the results.

2.8 As a result of these amendments to the definitions and the addition of new Performance Management Indicators (PMI's) we are only able to produce trend data for the past 2 years. Also in 2006/07 we began to set targets for these indicators.

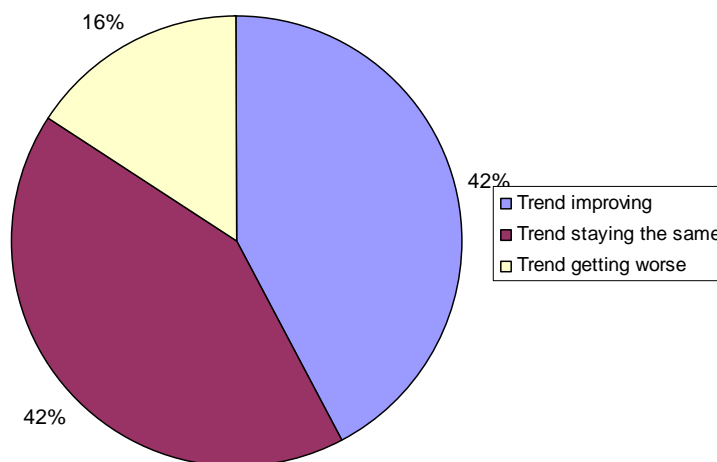
2.9 The following chart indicates the performance for 2007/08 in comparison to the targets set in 2006/07:-

**Summary of Performance Management Indicator performance in comparison to Targets set in 2006/07**



3.0 The following chart provides analysis of the trend of the indicators over the past 2 years:-.

**2007/08 - Analysis of overall trend of Performance Management Indicator over the past 2 years**



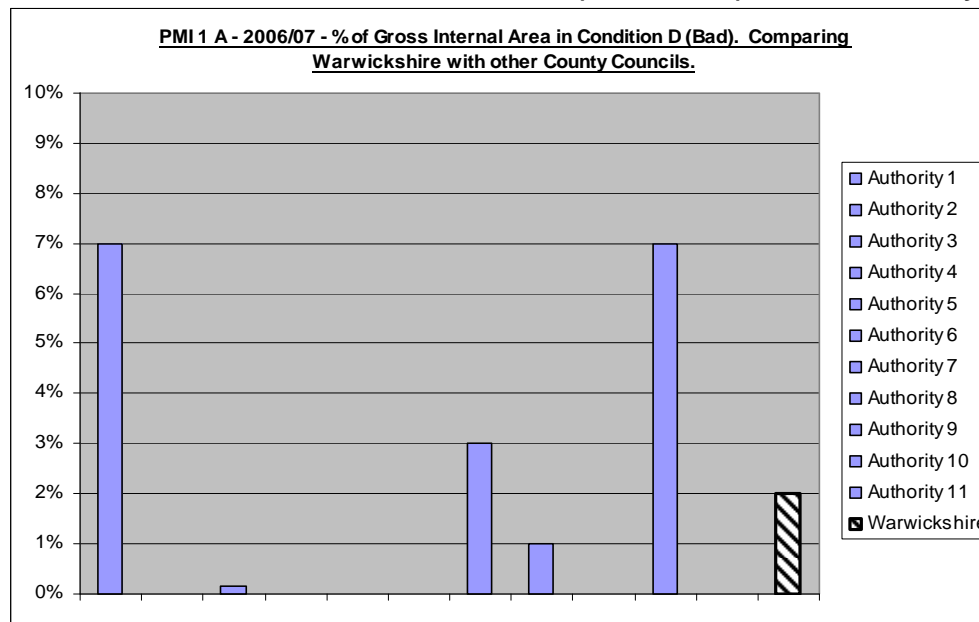
**SECTION 2 – PROPERTY CONDITION PERFORMANCE**

<b>PERFORMANCE INDICATOR 1</b>	
<b>NUMBER</b>	<b>PMI.1 A, B, C &amp; D: CONDITION &amp; REQUIRED MAINTENANCE (Compulsory National Indicator)</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• To measure the condition of the asset for its current use</li> <li>• To measure the annual spend on required maintenance</li> <li>• To measure changes in condition</li> </ul>
<b>INDICATOR</b>	<b>A % Gross internal floor-space in condition categories A – D</b>
	<b>B Required maintenance by cost expressed:</b> i) as total cost in priority levels 1 – 3 ii) as a % in priority levels 1 – 3 iii) overall cost per square metre Gross Internal Area
	<b>C Annual percentage change to total required maintenance figure over previous year</b>
	<b>D</b> i) total spend on maintenance in previous financial year ii) total spend on maintenance per square metre Gross Internal Area iii) percentage split of total spend on maintenance between planned and reactive maintenance
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>• To show the severity and extent to which maintenance problems affect the portfolio</li> <li>• To assist in development of detailed information on required maintenance</li> <li>• To encourage authorities to invest in planned maintenance</li> <li>• To show year-on-year changes in required maintenance</li> <li>• To show the annual spend on repair and maintenance</li> </ul>
<b>DEFINITIONS</b>	<ul style="list-style-type: none"> <li>▪ Required Maintenance is defined as “The cost to bring the property from its present state up to the state reasonably required by the authority to deliver the service and/or to meet statutory or contract obligations and maintain it at that standard”. This should exclude any element of improvement or betterment but include works necessary to comply with new legislation e.g. asbestos and legionella.</li> <li>▪ Spend on Maintenance covers the total repair and maintenance programme (responsive and planned) including any associated fees for the work. It should also include any capital spending on repair and maintenance.</li> <li>▪ All Freehold and Leasehold property where the authority has a direct repairing obligation.</li> <li>▪ Floor space to be calculated as the gross internal area (GIA) in accordance with the RICS Code of Measuring Practice</li> <li>▪ <u>Definition of condition categories and priority levels:-</u></li> <li>▪ A: Good – Performing as intended and operating efficiently</li> <li>▪ B: Satisfactory – Performing as intended but showing minor deterioration</li> <li>▪ C: Poor – Showing major defects and/or not operating as intended</li> <li>▪ D: Bad – Life expired and/or serious risk of imminent failure</li> <li>▪ Priority Level 1 - Urgent works that will prevent immediate closure of premises and/or address an immediate high risk to the health and safety of the occupants and/or remedy a serious breach of legislation</li> <li>▪ Priority Level 2 - Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address a medium risk to the health and safety of the occupants and/or remedy a minor breach of the legislation</li> <li>▪ Priority Level 3 - Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and /or address a low risk to the health and safety of the occupants and/or a minor breach of the legislation.</li> </ul>

### Analysis of Performance Indicator 1A

PI Type	Financial Year	CIPFA Property Category	Measure				Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1 A - % Gross Internal Area (GIA) in condition categories A to D				% GIA in Condition D				
			Condition A = Good (performing well)	Condition B = Satisfactory (minor deterioration)	Condition C = Poor (showing major defects)	Condition D = Bad (risk of imminent failure)					
	2007/08	All Categories	16%	78%	4%	2%	1%	2%	▲	▬	1%
	2006/07	All Categories	20%	71%	7%	2%	<5%	2%	★		

### Comparison of WCC's 2006/07 PMI 1A - % of Gross Internal Area in Bad Condition (Condition D) with other County Councils

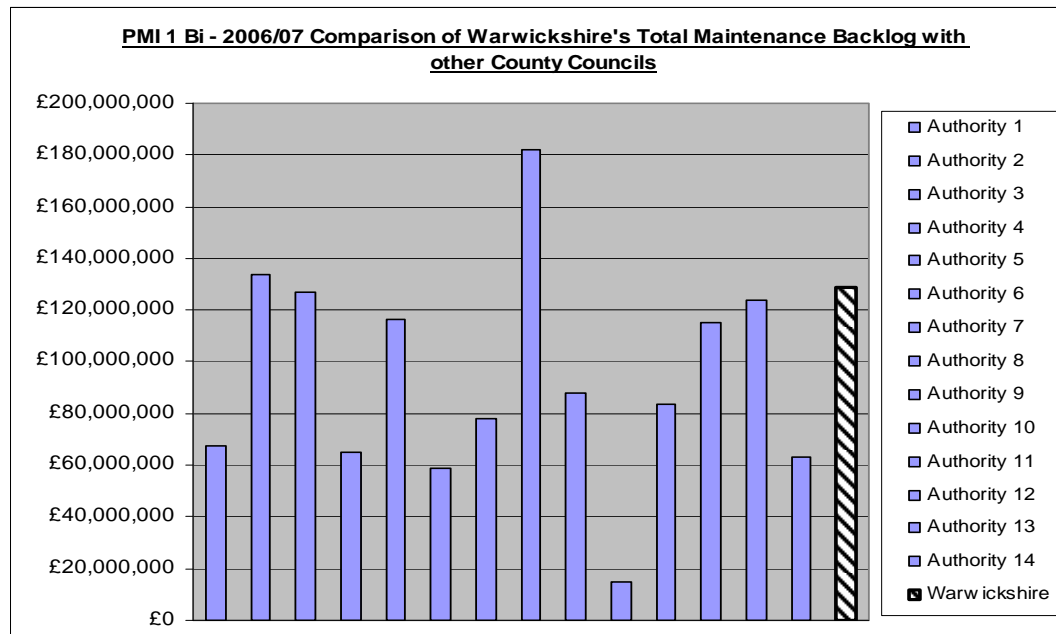


### Analysis of Performance Indicator 1Bi

PI Type	Financial Year	CIPFA Property Category	Measure				Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1Bi – Backlog of maintenance expressed as a cost in Priority Levels 1 to 3.				Total Value (Gross Inc. fees)				
			Total Value	Priority 1 Costs (Urgent Complete within a year)	Priority 2 Costs (Complete within 2 years)	Priority 3 Costs (Complete with 5 years)					
	2007/08	All Categories	£129,411,223	£448	£80,557,208	£48,853,564	£132m	£129m	★	➡	£137m
	2006/07	All Categories	£128,955,853	£3,114	£81,162,490	£47,790,249	No target set	£129M			

N.B. the 2008/09 maintenance backlog target is based on the Council's allocation of funding for the maintenance programme for the forthcoming year. Further information regarding the backlog of maintenance at properties, will be the subject of a separate forthcoming Property Condition Maintenance Backlog report to this Committee.

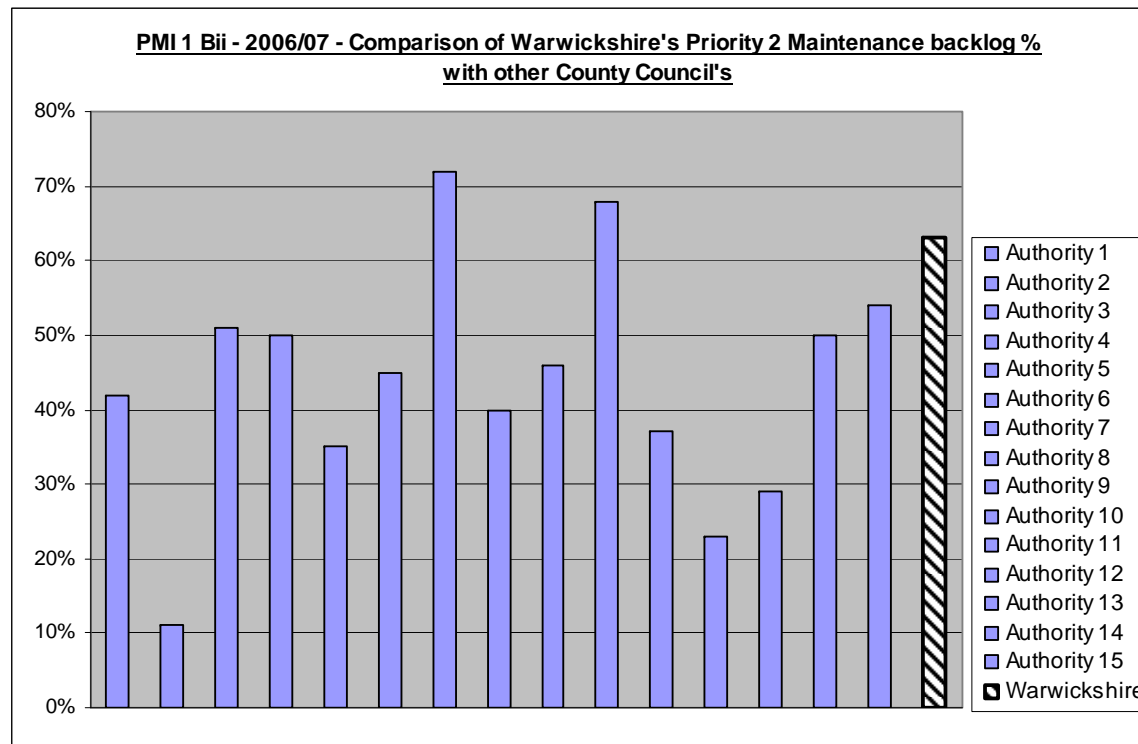
### Comparison of WCC's Total Maintenance Backlog at 2006/07 with other County Councils.



### Analysis of Performance Indicator 1Bii

PI Type	Financial Year	CIPFA Property Category	Measure			Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1Bii – Backlog of maintenance expressed as a % in Priority Levels 1 to 3.			% Backlog in Priority Cost Level 2				
			Priority 1 Costs (Urgent Complete within a year)	Priority 2 Costs (Complete within 2 years)	Priority 3 Costs (Complete within 5 years)					
	2007/08	All Categories	0%	62%	38%	63%	62%	★	➡	60%
	2006/07	All Categories	0%	63%	37%	64%	63%	★		

Comparison of WCC's 2006/07 Performance Indicator 1Bii showing Percentage of the Maintenance Backlog in Priority Level 2 in comparison with other County Councils. Priority Level 2 is the maintenance work that is required to be completed within 2 years.

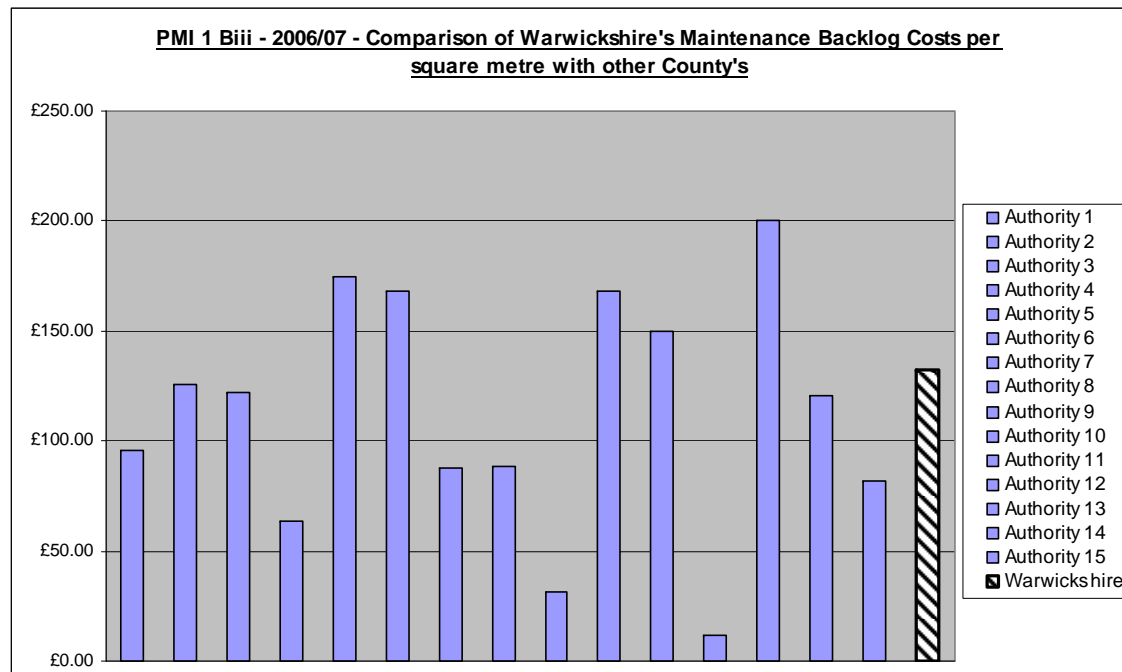


### Analysis of Performance Indicator 1Biii

PI Type	Financial Year	CIPFA Property Category	Measure		Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1Biii – Overall Costs of required maintenance per m <sup>2</sup> (Gross Internal Area)		Maintenance Costs per m <sup>2</sup>				
			Gross Internal Area m <sup>2</sup>	Maintenance Costs per m <sup>2</sup>					
	2007/08	All Categories	943,311	£137.19	£135	£137		➡	£145
	2006/07	All Categories	976,517	£132.06	No Target Set – New indicator for 2006/07.				

N.B. the Overall Costs include Priority 4 Costs which are defined as long-term work required beyond a period of 5 years that will prevent deterioration of the fabric or services. The reduction in Gross Internal Area in 2007/08 is as a result of the disposal/vacation of some properties and a validation of the property data within the Condition Survey system.

### Comparison of WCC's 2006/07 Performance Indicator 1Biii with other County Councils

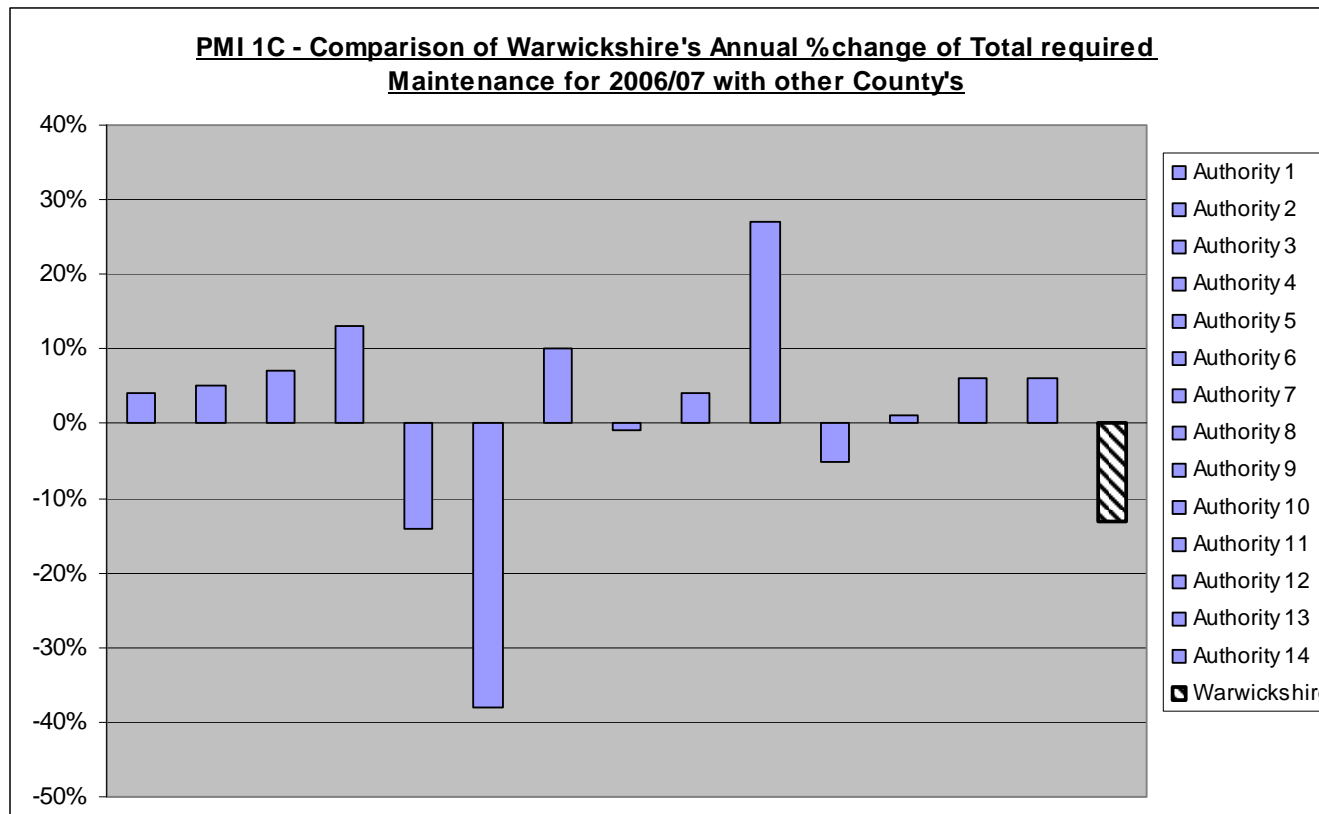


### Analysis of Performance Indicator PMI 1C

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1 C – Annual percentage change to total required maintenance figure over previous year	Annual %age change to total Maintenance figure.				
	2007/08	All Categories	Increased by 0.32% in 2007/08 compared with 2006/07	2%	0.32%	★	📈	6.21%
	2006/07	All Categories	Decreased by 13% in 2006/07 compared with 2005/06	No Target Set – New indicator for 2006/07.				

N.B. In 2005/06 the maintenance backlog peaked at £148m. At that time a number of the Condition Surveys had been undertaken by external consultants and there were some concerns about the accuracy of the surveys being undertaken. We now complete the Condition Surveys in house and follow an agreed process for the surveys ensuring consistency.

### Comparison of WCC's 2006/07 Performance Indicator 1C with other County Councils

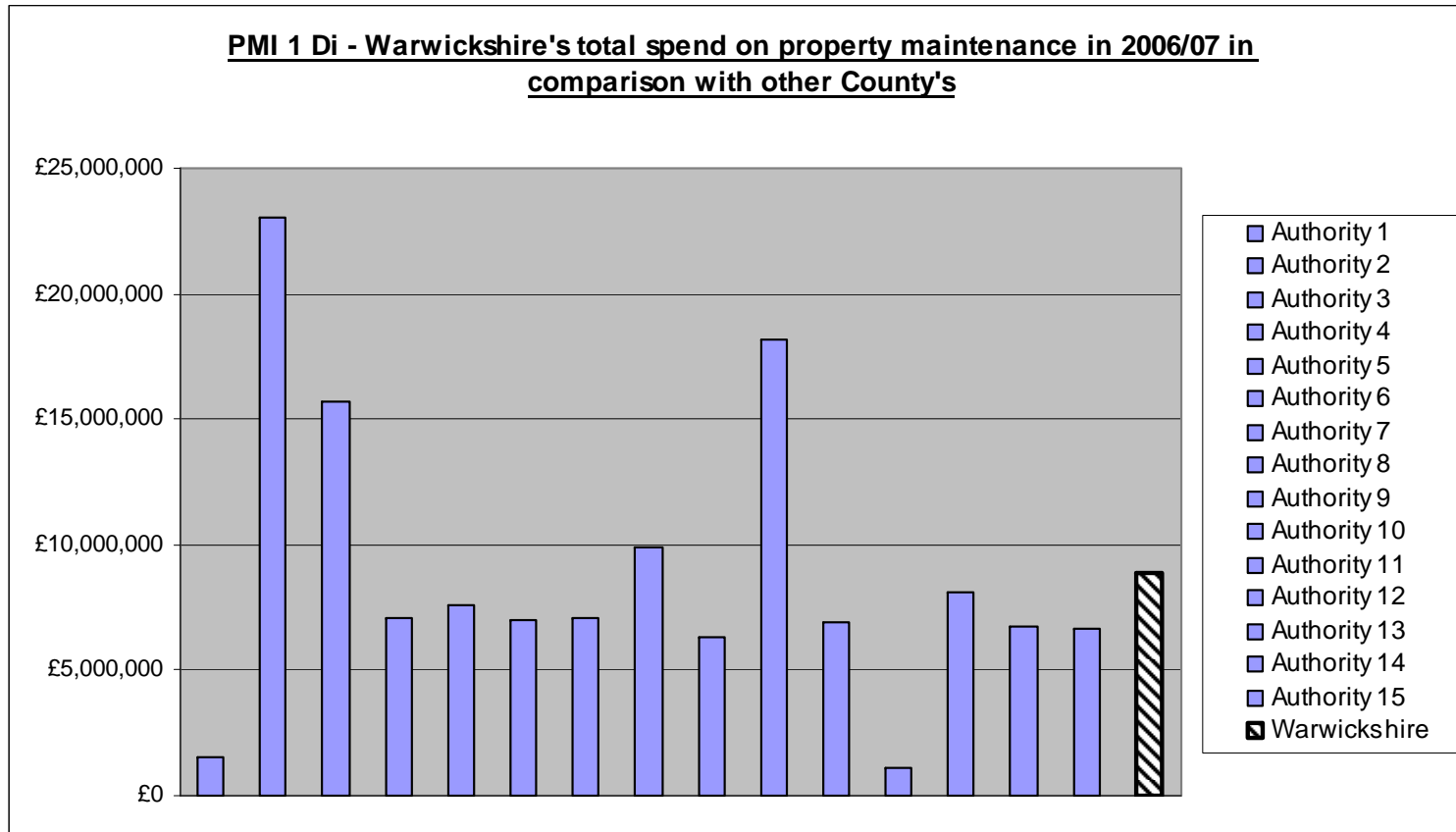




**Analysis of Performance Indicator PMI 1Di**

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1 Di – total spend on maintenance in previous financial year	Total spend on maintenance in previous year.				
	2007/08	All Categories	2007/08 - £11,708,000	£12m	£12m			£12m
	2006/07	All Categories	2006/07 – £8,853,000	No Target Set – New indicator for 2006/07.				

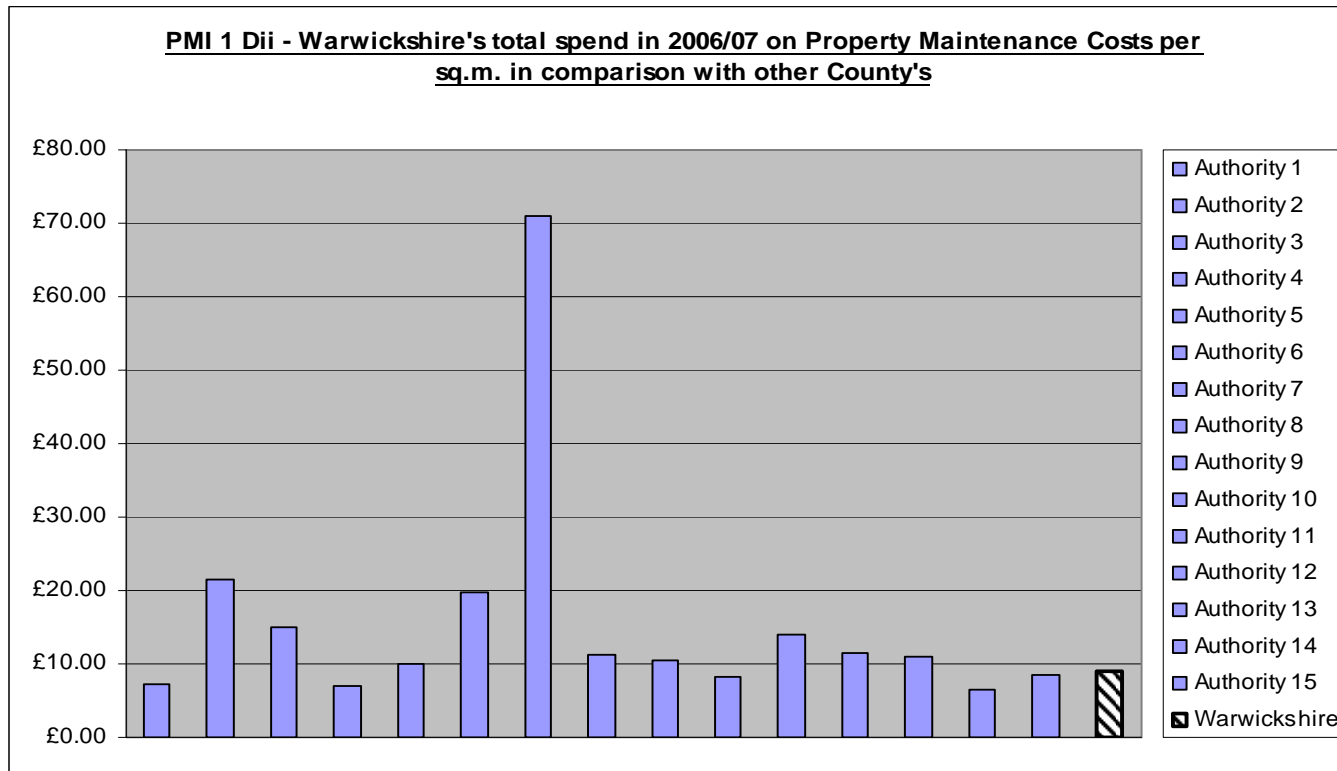
**Comparison of WCC’s 2006/07 Performance Indicator 1Di with other County Councils**



**Analysis of Performance Indicator PMI 1Dii**

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1 Dii – total spend on maintenance per square metre Gross Internal Area	Spend on Maintenance per square metre.				
	2007/08	All Categories	2007/08 - £12.41	£12	£12			£13
	2006/07	All Categories	2006/07 - £9.07	No Target Set – New indicator for 2006/07.				

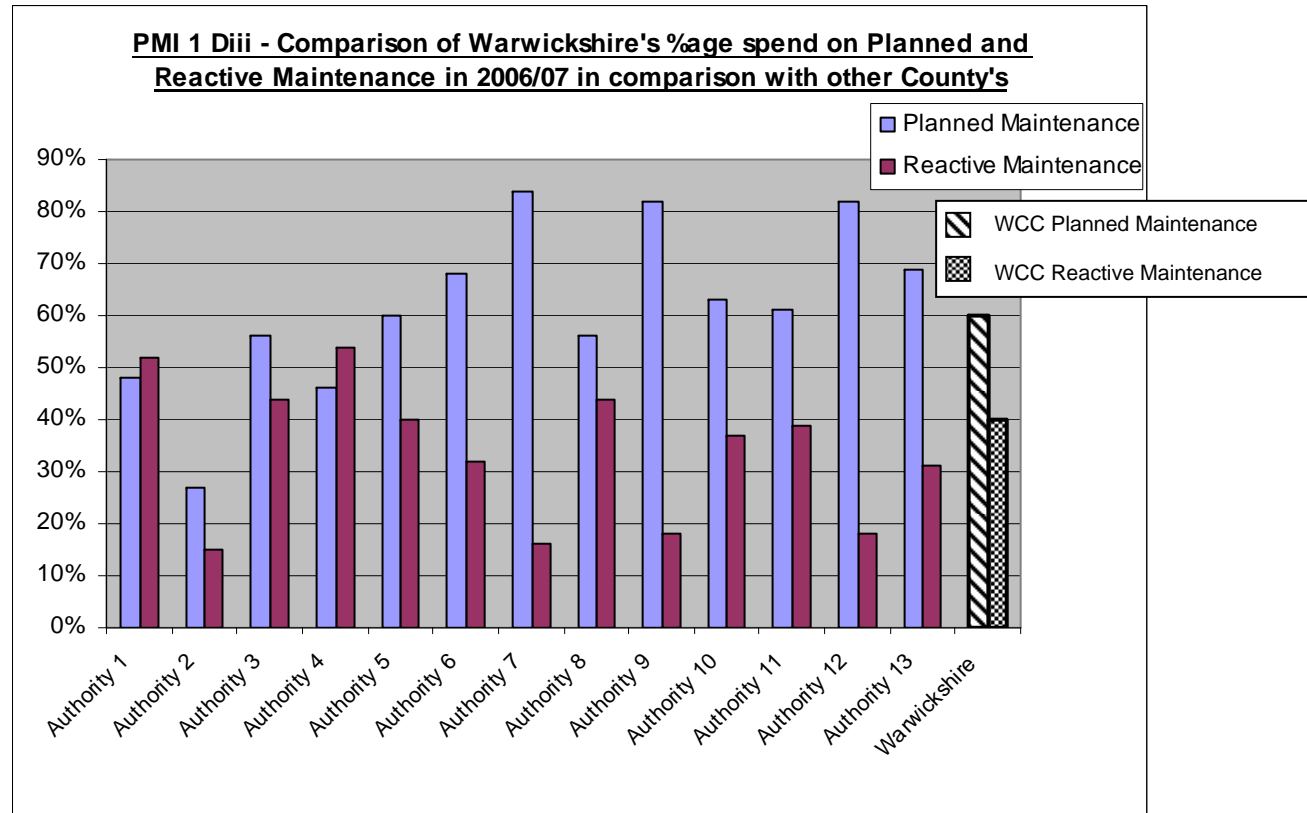
**Comparison of WCC's 2006/07 Performance Indicator 1Dii with other County Councils**



**Analysis of Performance Indicator PMI 1Diii by CIPFA Category.**

PI Type	Financial Year	CIPFA Property Category	Measure		Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National Indicator			PMI 1 Diii – percentage split of total spend on maintenance between planned and reactive maintenance		% spend on Reactive Maintenance				
			Spend on Planned Maintenance	Spend on Reactive Maintenance					
	2007/08	All Categories	67%	33%	70%/30%	67%/33%	▲	▼	70%/30%
	2006/07	All Categories	60%	40%	No Target Set – New indicator for 2006/07.				

**Comparison of WCC's 2006/07 Performance Indicator 1Diii with other County Councils**



### SECTION 3 – ENVIRONMENTAL PERFORMANCE AT PROPERTIES

PERFORMANCE INDICATOR 2	
<b>NUMBER</b>	<b>PMI 2 A, B &amp; C : ENVIRONMENTAL PROPERTY ISSUES (Compulsory National Indicator)</b>
<b>OBJECTIVE</b>	To encourage efficient use of assets over time and year-on-year improvements in energy efficiency.
<b>INDICATOR</b>	<p><b>A ENERGY COSTS/CONSUMPTION (gas, electricity, oil, solid fuel) – to be reported by property category in £ spend per m<sup>2</sup> Gross Internal Area and by kwh per m<sup>2</sup> Gross Internal Area.</b></p> <p><b>B WATER COSTS/CONSUMPTION - to be reported by property Category in £ spend per m<sup>2</sup> Gross Internal Area and by volume m<sup>3</sup> per m<sup>2</sup> Gross Internal Area.</b></p> <p><b>C CO<sub>2</sub> EMISSIONS - to be reported by property category in tonnes of carbon dioxide per m<sup>2</sup> Gross Internal Area.</b></p>
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>• To reduce environmental impacts of LA operational property.</li> <li>• To highlight areas of poor or mediocre energy and water efficiency / performance and act as a catalyst for improvement.</li> <li>• To compliment the process for 'Energy Certificates'.</li> <li>• To support the LA's assessment of property performance together with condition and suitability within the framework of Asset Management Planning.</li> </ul>
<b>DEFINITIONS</b>	<p><b>A &amp; B</b></p> <ul style="list-style-type: none"> <li>• To be reported for all operational buildings occupied by the Local Authority, including schools, (excluding housing / dwellings).</li> </ul> <p><b>C</b></p> <ul style="list-style-type: none"> <li>• This indicator to focus on energy consumption rather than spend.</li> <li>• CO<sub>2</sub> emissions data will fit with the UK's Climate Change Programme targets.</li> <li>• To be reported for operational properties occupied by the Local Authority, including schools, (excluding housing / dwellings).</li> <li>• Further information on this calculation can be obtained from:</li> </ul>

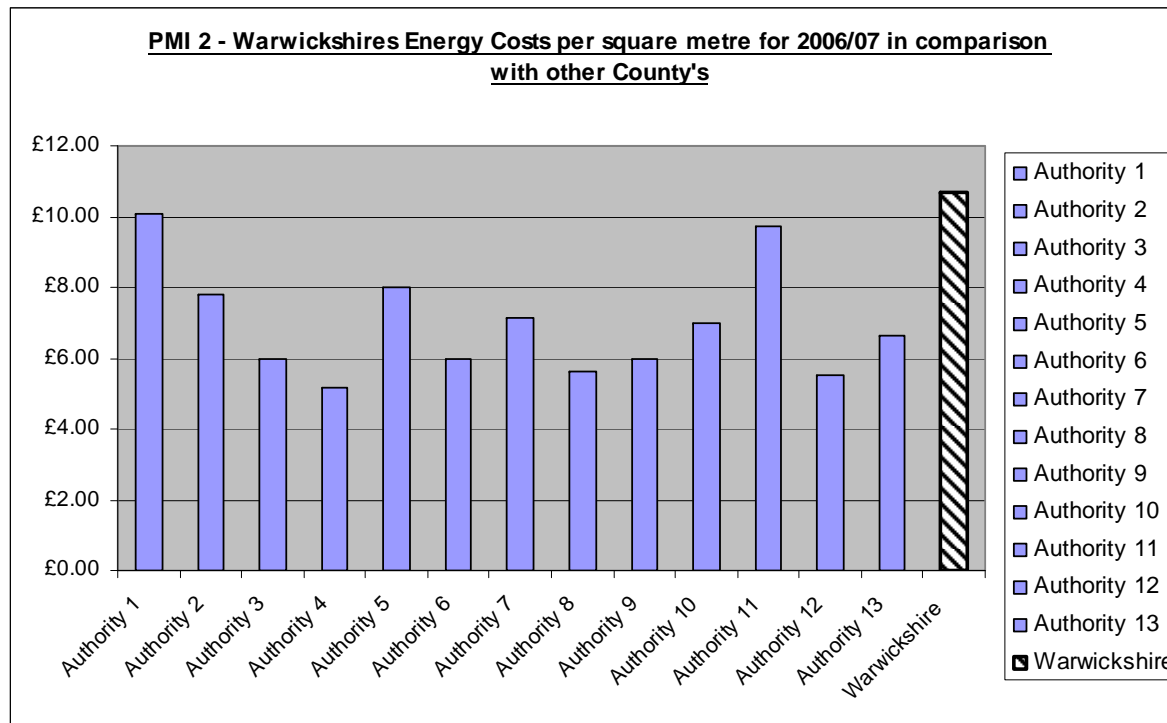
**Notes:-**

- The energy and water cost information has been directly taken from the Corporate Finance system. This is based on the bills paid and allocated to the appropriate cost centre on payment. This means that there is a potential for miscoding and the energy bills could potentially be based on estimated readings. In the current climate Energy Costs are increasing substantially and in 2008/09 we are anticipating a 70% increase in our energy costs. Therefore the costs are not a reliable source for monitoring trends. For this reason we see no value in allocating targets to Indicators A and B when referring to overall cost.
- We have recently acquired a new Energy Management system which, once the data has been imported, will enable us to report on both the Cost and Consumption data for those properties that are on the ESPO Contract. Given time this system will be web enabled and will allow much more user interaction, enabling individuals at properties to enter meter readings to ensure accurate bills are generated, thus ensuring greater accuracy when predicting both cost and consumption.
- As we are currently unable to report on consumption the CO<sub>2</sub> emissions have been calculated based on costs and are therefore not an accurate reflection of the actual CO<sub>2</sub> emissions, only an estimation based on a calculation. This also applies to the CO<sub>2</sub> Emissions targets set.

**Analysis of Performance Indicator 2 A.**

PI Type	Financial Year	CIPFA Property Category	Measure				Actual Year End	Are we improving since 2006/07?
National Indicator			PMI 2 A Energy Costs per sq. m (Gross Internal Area).				Total Energy Costs per sq.m.	
			Gas Costs per m <sup>2</sup>	Electricity Costs per m <sup>2</sup>	Oil Costs per m <sup>2</sup>	Total Energy Costs per m <sup>2</sup>		
	2007/08	All Properties	£3.56	£7.36	£0.28	£11.20	£11.20	↔
	2006/07	All Properties	£4.06	£6.60	£0.25	£10.67	£10.67	

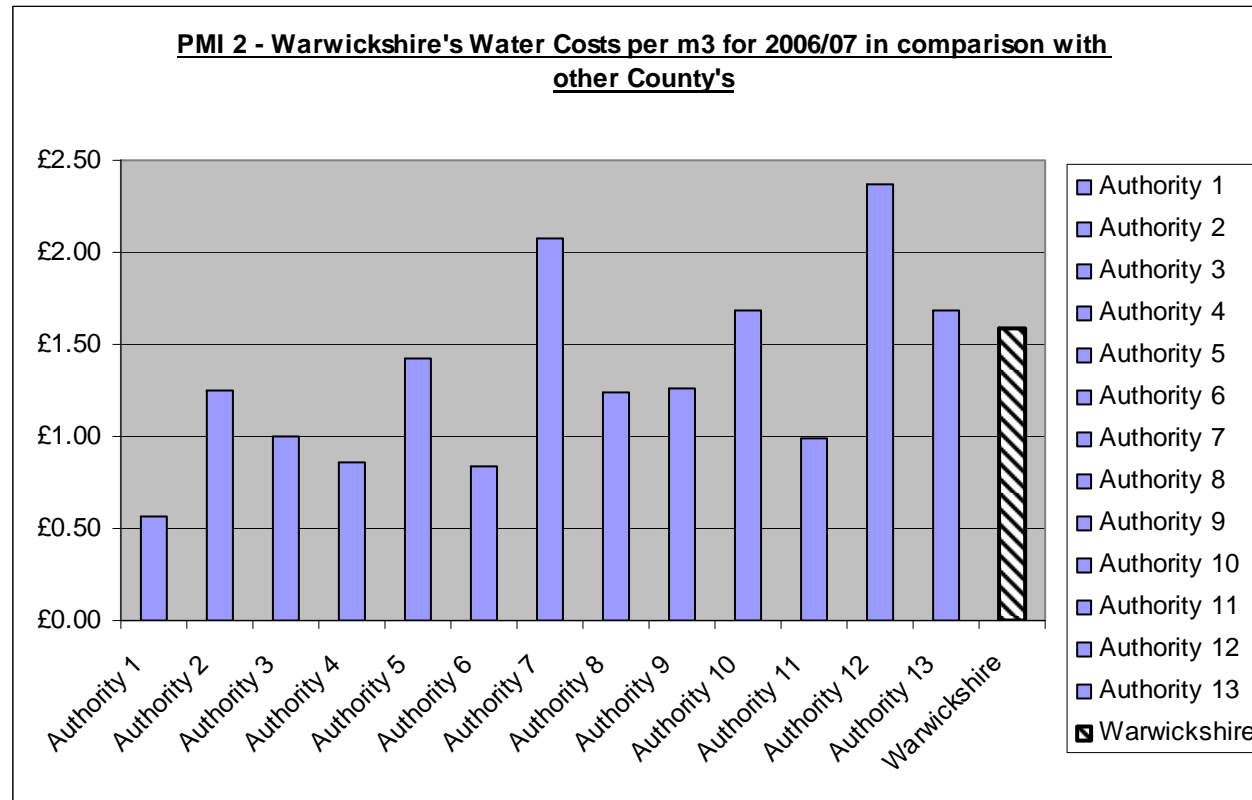
**Comparison of WCC's 2006/07 Performance Indicator 2A with other County Councils**



**Analysis of Performance Indicator 2B.**

PI Type	Financial Year	CIPFA Property Category	Measure	Actual Year End	Are we improving since 2006/07?
National Indicator			PMI 2B Water costs per m <sup>2</sup> (Gross Internal Area).	Water Costs per m <sup>2</sup>	
	2007/08	All Properties	£1.79	£1.79	✖
	2006/07	All Properties	£1.62	£1.62	

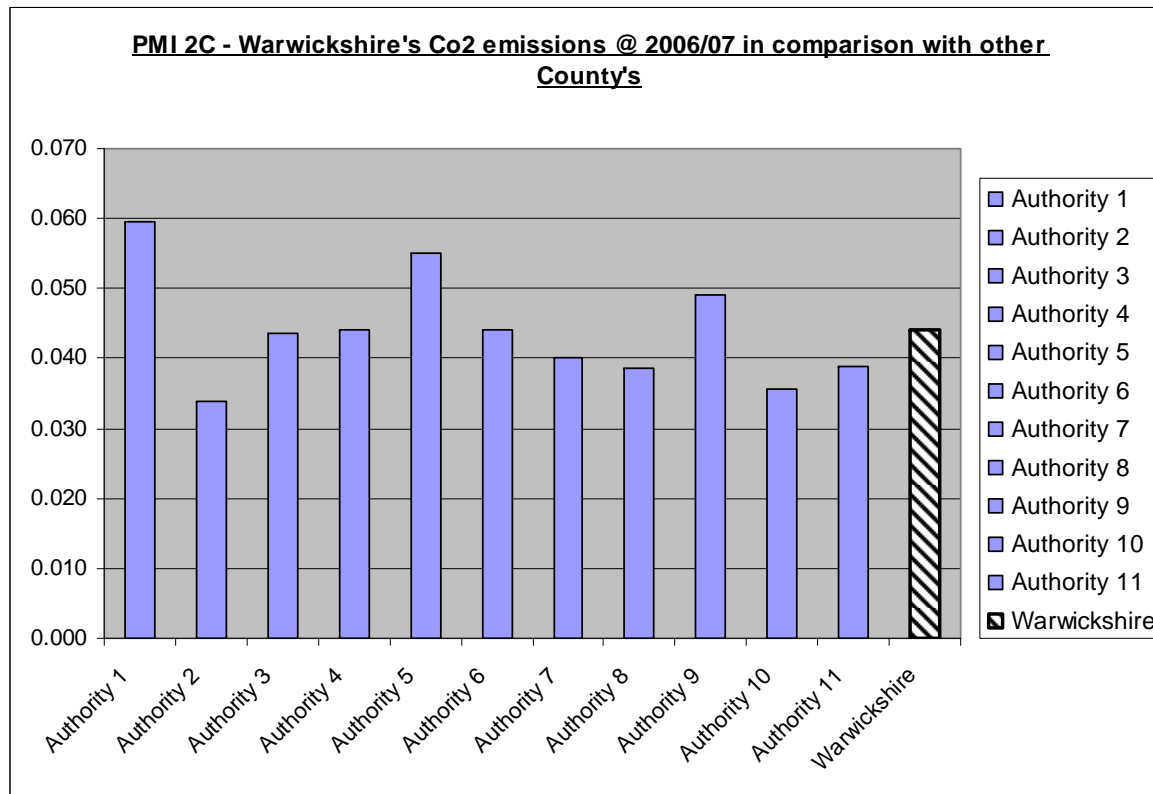
**Comparison of WCC's 2006/07 Performance Indicator 2B with other County Councils**



**Analysis of Performance Indicator 2 C by CIPFA Category for 2006/07**

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
National			<b>PMI 2 C - CO<sub>2</sub> EMISSIONS - to be reported by property category in tonnes of carbon dioxide per m<sup>2</sup> Gross Internal Area.</b>	<b>CO<sub>2</sub> Emissions per m<sup>2</sup></b>				
	2007/08	All Categories	CO <sub>2</sub> Emissions per m <sup>2</sup> – 0.041	0.040	0.041	▲	▼	<b>0.040</b>
	2006/07	All Categories	CO <sub>2</sub> Emissions per m <sup>2</sup> – 0.044	<b>No Target Set</b>	0.044			

**Comparison of WCC's 2006/07 Performance Indicator 2 C with other County Councils**



## SECTION 4 – PROPERTY SUITABILITY PERFORMANCE

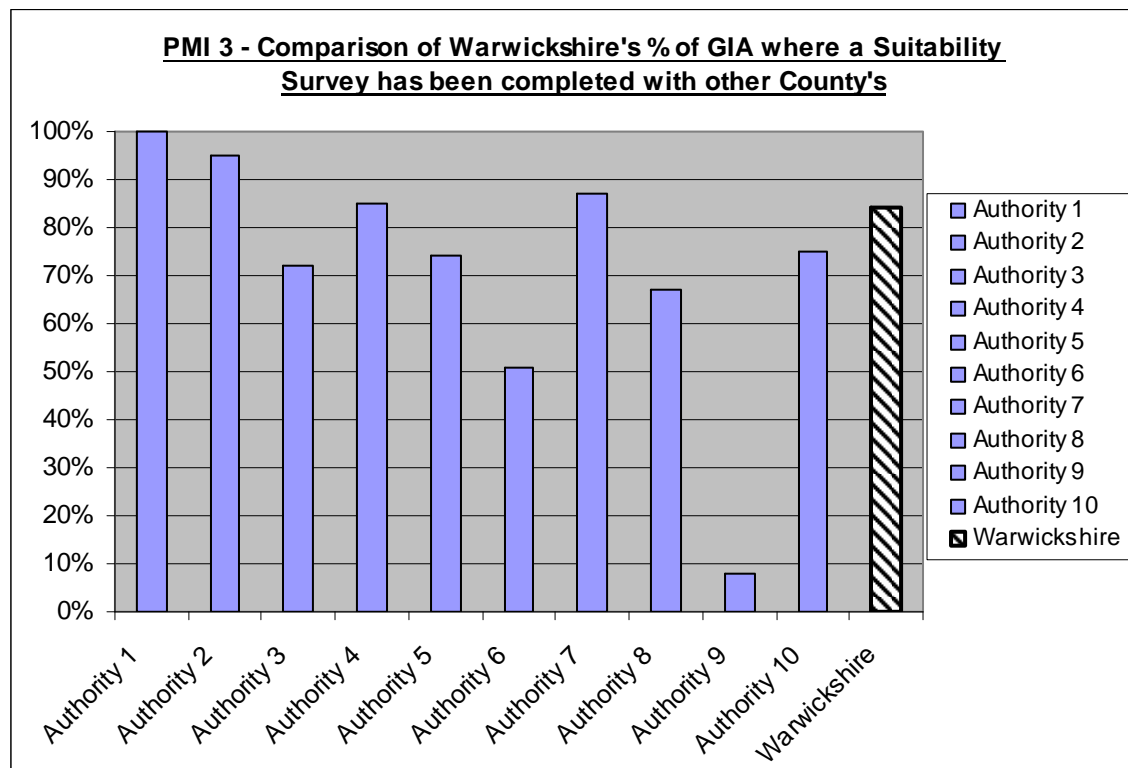
<b>PERFORMANCE INDICATOR 3</b>		
<b>NUMBER</b>		<b>PMI 3 A, B and C – Suitability Surveys (Non Compulsory - Local Indicator)</b>
<b>OBJECTIVE</b>		<ul style="list-style-type: none"> <li>To encourage Local Authorities to carry out Suitability Surveys enabling them to identify how assets support and contribute to the effectiveness of frontline service delivery i.e. are they fit for purpose.</li> </ul>
<b>INDICATOR</b>	<b>A</b>	<b>% of Portfolio by Gross Internal Area m<sup>2</sup>, for which a Suitability Survey has been undertaken over the last 5 years – Excluding Schools.</b>
	<b>B</b>	<b>Number of properties, for which a Suitability Survey has been undertaken over the last 5 years – Excluding Schools.</b>
	<b>C</b>	<ul style="list-style-type: none"> <li><b>i) % of properties graded as good or satisfactory – Excluding Schools</b></li> <li><b>ii) % of properties for which grading has improved since the last suitability survey was carried out at the property – Excluding Schools</b></li> </ul>
<b>PURPOSE</b>		<ul style="list-style-type: none"> <li>To ensure that Local Authorities are undertaking Suitability Surveys.</li> <li>To enable the Local Authority to understand their Asset Base</li> <li>To ensure that the property meets the needs of the user</li> <li>To enable key decisions to be made.</li> <li>To track changes over time.</li> </ul>
<b>DEFINITION</b>		<ul style="list-style-type: none"> <li>To be reported for all operational buildings (excluding Schools) occupied by the Local Authority.</li> <li>CLAW (Consortium of Local Authorities for Wales) could apply this approach to Schools.</li> <li>Good: Performing well and operating efficiently (supports needs of staff and delivery of services)</li> <li>Satisfactory: Performing well but with minor problems (Generally supports needs of staff and delivery of services)</li> <li>Poor: Showing major problems and or not operating optimally (impedes the performance of staff and or delivery of services)</li> <li>Unsuitable: Does not support the delivery of services (seriously impedes the delivery of services)</li> </ul>



### Analysis of Performance Indicator 3A by CIPFA Category

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator			PMI 3 A - %of Gross Internal Area for which a Suitability Survey has been undertaken in the last 5 years.	% of Gross internal Area Surveyed				
	2007/08	All Categories Excluding Schools	89%	90%	89%	▲	↘	90%
	2006/07	All Categories Excluding Schools	84%	85%	84%	★		

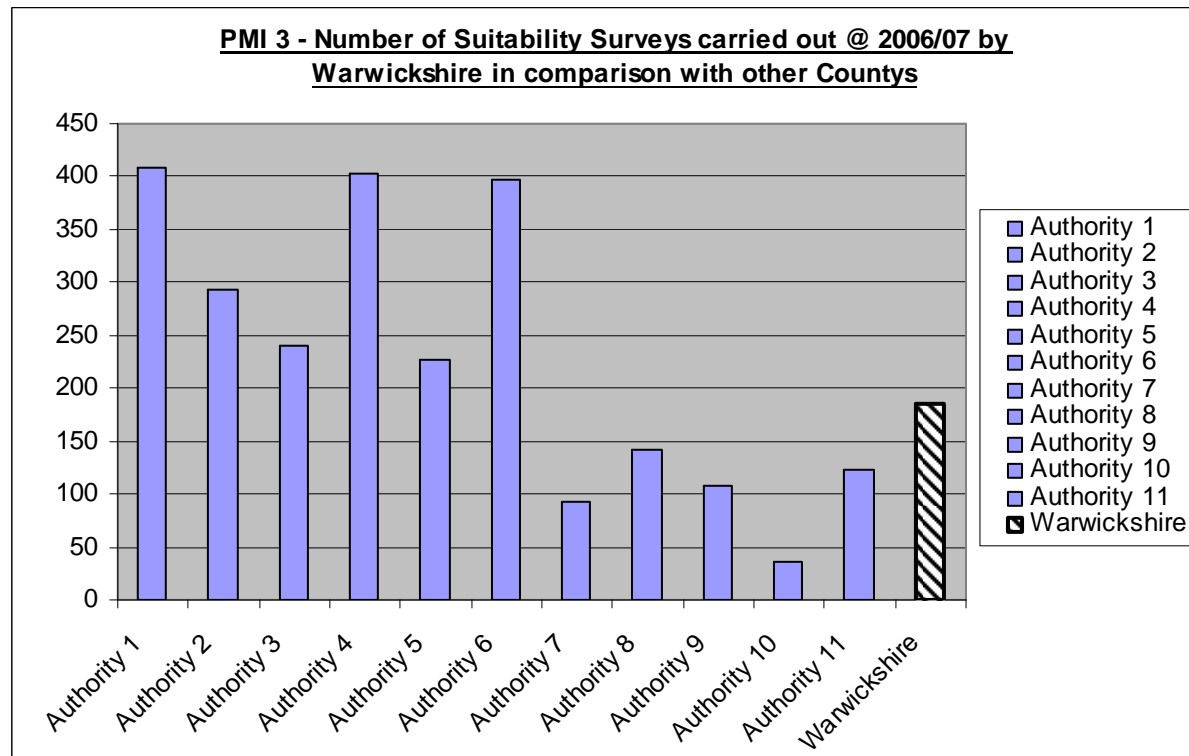
### Comparison of WCC's 2006/07 Performance Indicator 3A with other County Councils



### Analysis of Performance Indicator 3B by CIPFA Category

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator			PMI 3 B – Number of properties for which a Suitability Survey has been undertaken in the last 5 years.	Number of Properties Surveyed				
	2007/08	All Categories Excluding Schools	198	230	198	▲	✔	230
	2006/07	All Categories Excluding Schools	185	No Target Set – New indicator for 2006/07.				

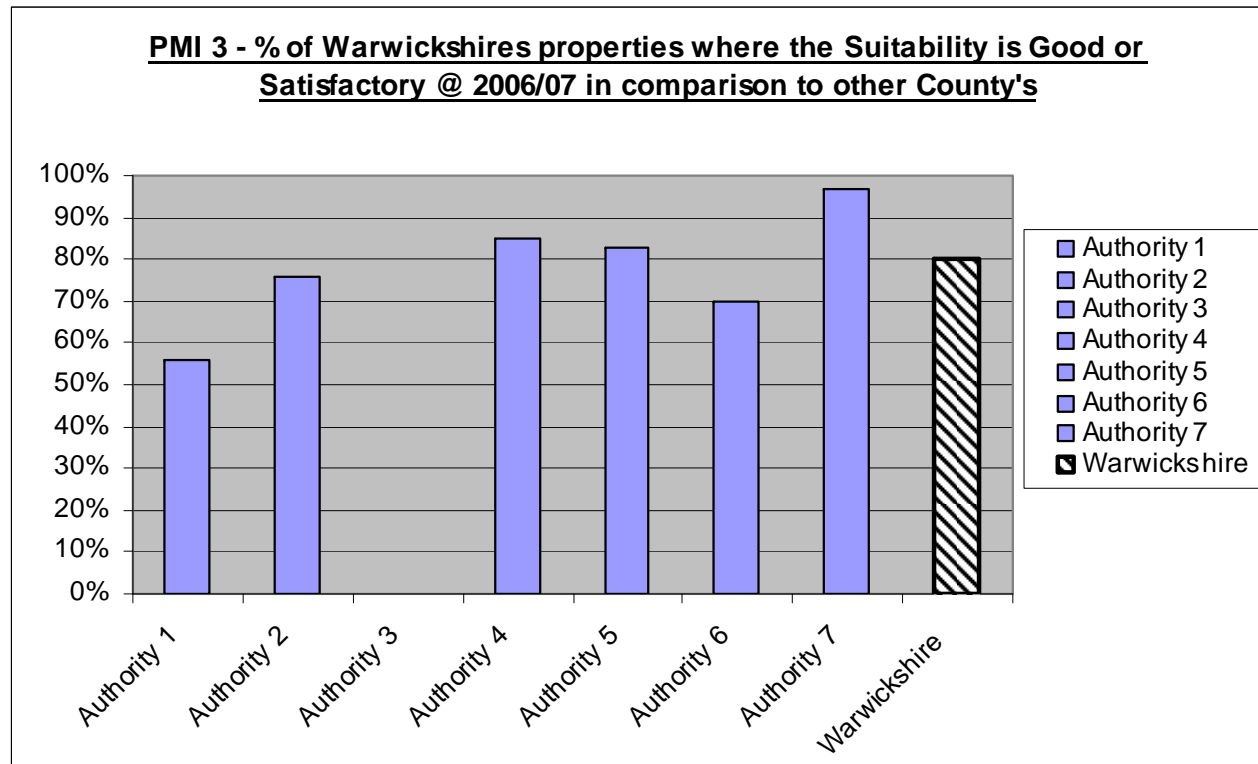
### Comparison of WCC's 2006/07 Performance Indicator 3B with other County Councils



**Analysis of Performance Indicator 3Ci by CIPFA Category**

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator			PMI 3 Ci – % of all Properties graded as Good or Satisfactory (Excluding Schools).	% of properties with Good or Satisfactory suitability				
	2007/08	All Categories Excluding Schools	81%	85%	81%	▲	✔	85%
	2006/07	All Categories Excluding Schools	80%	No Target Set – New indicator for 2006/07.				

**Comparison of WCC's 2006/07 Performance Indicator 3Ci with other County Councils**

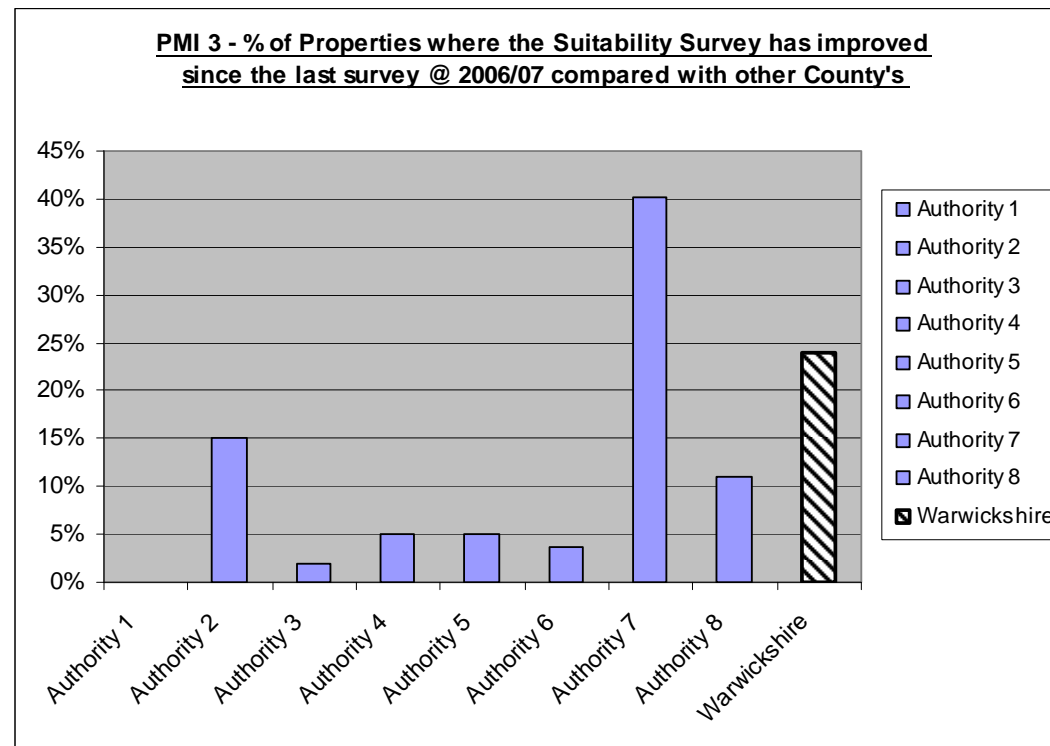


### Analysis of Performance Indicator 3Cii by CIPFA Category

PI Type	Financial Year	CIPFA Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator			PMI 3 Cii – % of all Properties where grading has improved since the last survey	% of Properties where grading has improved				
	2007/08	All Categories Excluding Schools	31%	25%	31%	★	↕	35%
	2006/07	All Categories Excluding Schools	24%	No Target Set – New indicator for 2006/07.				

N.B. this indicator refers to those properties where a suitability survey has been retaken only.

### Comparison of WCC's 2006/07 Performance Indicator 3Cii with other County Councils



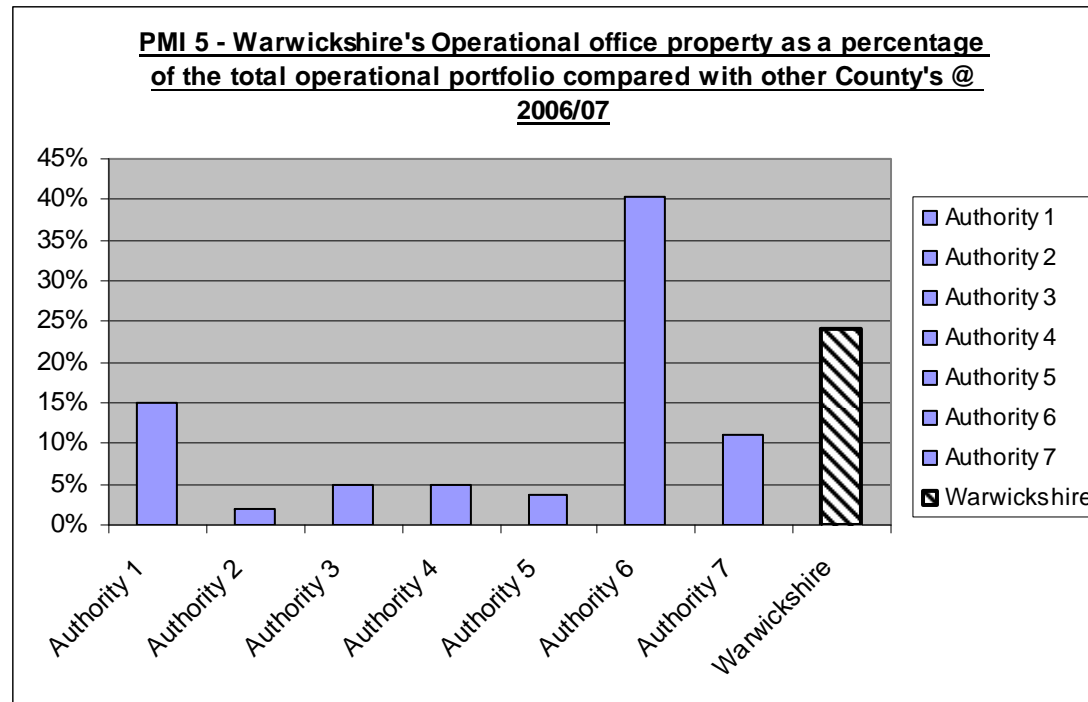
## SECTION 5 – PROPERTY SUFFICIENCY PERFORMANCE

<b>PERFORMANCE INDICATOR 5</b>		
<b>NUMBER</b>	<b>PMI.5 A – Sufficiency (Capacity and Utilisation) of the Office Portfolio (Non Compulsory Local Indicator)</b>	
<b>OBJECTIVES</b>	To measure the capacity and utilisation of the office portfolio. There is an implicit assumption that services should be delivered in the minimum amount of space as space is costly to own and use. For a similar reason an authority should occupy a minimum of administrative accommodation.	
<b>INDICATOR</b>	<b>A.1</b>	<b>Operational office property as a percentage of the total operational portfolio. (All calculations of space based on Gross Internal Area).</b>
	<b>A.2</b>	<b>Office space as a percentage of total floor space in operational office buildings using Net Office Space to Net Internal Area</b>
<b>PURPOSE</b>	<ul style="list-style-type: none"> <li>• To identify the intensity of use of space.</li> <li>• To assist councils to identify and minimise assets which are surplus or not in use.</li> <li>• To minimise costs of assets (or avoidance of costs from acquiring more space) through intensification of use.</li> <li>• To measure the level of usage.</li> </ul>	
<b>DEFINITIONS</b>	<ol style="list-style-type: none"> <li>1. Utilisation measures the extent to which available space (capacity) is in use.</li> <li>2. The total operational portfolio area is the amount of space occupied by the Council classified as 'operational assets' under the CIPFA accounting code guidance.</li> <li>3. RICS Code of Measurement to be used in calculating Gross Internal Area and Net Internal Area</li> <li>4. Net office space (NOS) excludes primary circulation areas, civic areas and meeting rooms, receptions, canteen facilities and basement storage. Net office space includes break out areas, informal meeting areas, communal meeting rooms and areas, training rooms, and office space used as storage. First Aid rooms, areas for office equipment (printers, copiers, servers, etc.) should be included if they are located in space that would otherwise be used for office accommodation. If they are not located in space which could be used as office accommodation exclude them from the calculations.</li> <li>5. Include areas of a building that are leased but exclude whole buildings which are leased.</li> </ol>	

Analysis of Performance Indicator 5A1 for 2006/07

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008/09
Local Indicator			<b>PMI 5 A1 - Sufficiency (Capacity and Utilisation) of the Office Portfolio</b>					
			Operational office property as a percentage of the total operational portfolio. (All calculations of space based on Gross Internal Area).					
	2007/08	Operational Properties only	24.4% of the operational portfolio is designated office space.	20%	24.4%	▲	→	20%
	2006/07	Operational Properties only	24.3% of the operational portfolio is designated office space.	No Target Set – New indicator for 2006/07.				

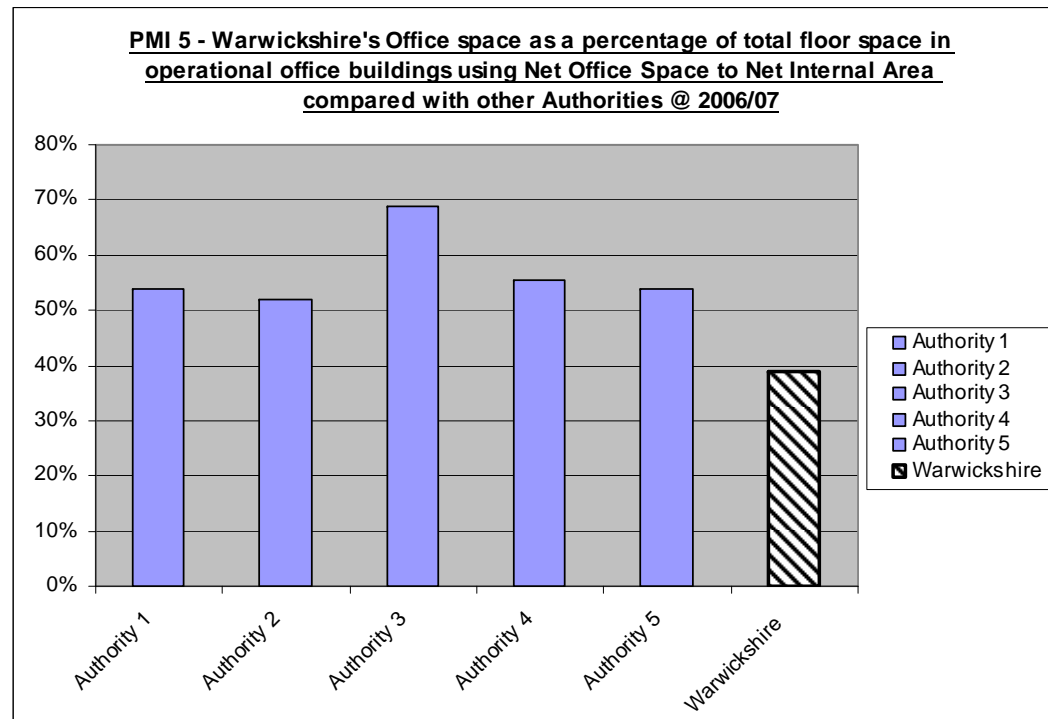
Comparison of WCC's 2006/07 Performance Indicator 5A1 with other County Councils



**Analysis of Performance Indicator 5A2 for 2006/07**

PI Type	Financial Year	CIPFA Property Category	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator			<b>PMI 5 A2 - Sufficiency (Capacity and Utilisation) of the Office Portfolio</b>					
			<b>Office space as a percentage of total floor space in operational office buildings using Net Office Space to Net Internal Area</b>					
	2007/08	Operational Properties only	2007/08 - 39.3% of the Net Internal area within the operational office portfolio is net office space.	45%	39.3%	▲	→	45%
	2006/07	Operational Properties only	2006/07 – 39.1% of the Net Internal area within the operational office portfolio is net office space.	No Target Set – New indicator for 2006/07.				

**Comparison of WCC’s 2006/07 Performance Indicator 5A1 with other County Councils**



**SECTION 6 – TIME AND COST PREDICTABILITY PERFORMANCE ON PROPERTY RELATED PROJECTS**

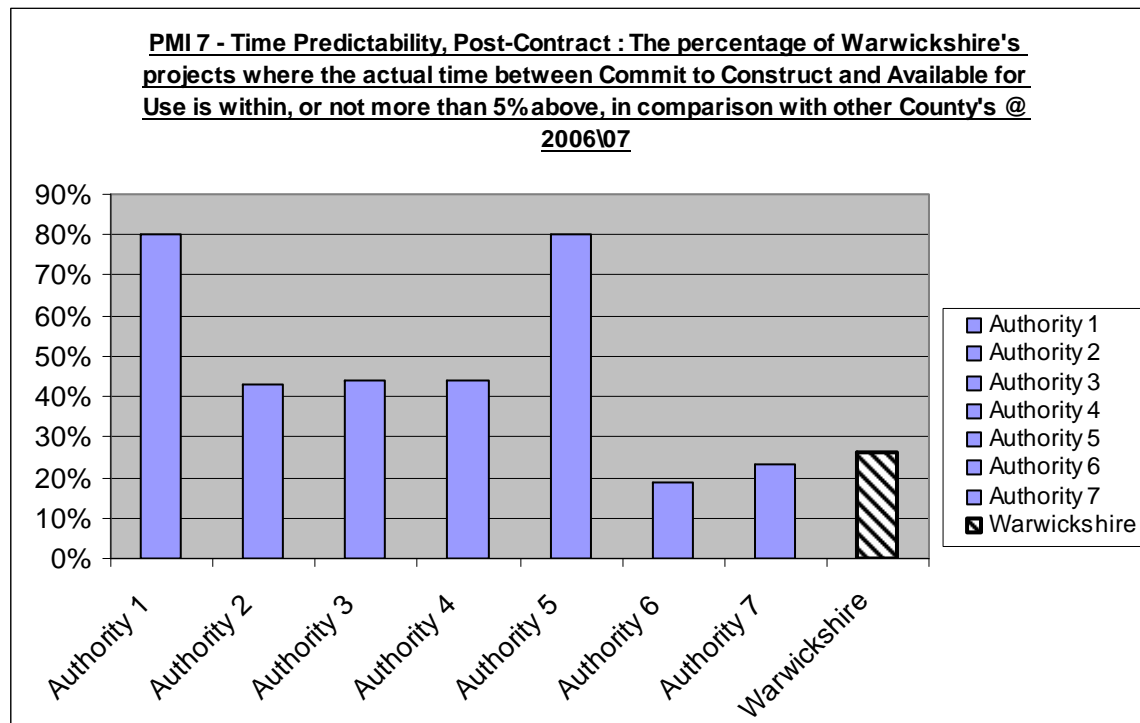
<b>PERFORMANCE INDICATOR 7</b>		
<b>NUMBER</b>		<b>PMI 7 – B &amp; D : Time and Cost Predictability (Non Compulsory Local Indicator)</b>
<b>OBJECTIVE</b>		To measure time and cost predictability pre- and post-contract. To identify variability through the design and construction phases of the project, with the added flexibility of optional “local” indicators to start the measures at an earlier stage
<b>INDICATOR</b>	<b>B</b>	<b>Time Predictability, Post-Contract : The percentage of 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.</b>
	<b>D</b>	<b>Cost Predictability, Post-Contract : The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.</b>
<b>PURPOSE</b>		<ul style="list-style-type: none"> <li>The Indicator D relates to the period during which management of time and cost is more directly under the control of the project team.</li> <li>The principal stages have been mapped against the Royal Institute of British Architects Plan of Work and the Office of Government Commerce Gateway Process to bring clarity and consistency to the application of this measure.</li> </ul>
<b>DEFINITIONS</b>		<ul style="list-style-type: none"> <li><b>Commit to Construct</b> - the point at which the client authorises the project team to start the construction of the project</li> <li><b>Available for Use</b> - the point at which the project is available for substantial occupancy or use.</li> </ul>



**Analysis of Performance Indicator 7B for 2006/07**

PI Type	Financial Year	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator		<b>PMI 7 – B: Time Predictability</b>					
		Time Predictability, Post-Contract : The percentage of 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.					
	2007/08	% of Capital Projects falling within +/- 5% 52%	35%	52%	★	↕	70%
	2006/07	% of Capital Projects falling within +/- 5% 26%	No Target set	26%			

**Comparison of WCC's 2006/07 Performance Indicator 7B with other County Councils**



**Analysis of Performance Indicator 7D for 2006/07**

PI Type	Financial Year	Measure	Target	Actual Year End	Year End Status	Are we improving since 2006/07?	Target 2008\09
Local Indicator		PMI 7 –D: Cost Predictability					
		Cost Predictability, Post-Contract : The percentage of projects where the actual cost at Available for Use is within +/- 5% of the cost predicted at Commit to Construct.					
	2007/08	% of Capital Projects falling within +/- 5% 48%	75%	48%	▲	✘	75%
	2006/07	% of Capital Projects falling within +/- 5% 70%	No Target set	70%			

**Comparison of WCC’s 2006/07 Performance Indicator 7D with other County Councils**

