

## NORTH YORKSHIRE COUNTY COUNCIL

### CORPORATE & PARTNERSHIPS OVERVIEW & SCRUTINY COMMITTEE

13 June 2011

#### PROPERTY PERFORMANCE REPORT 2011

##### 1.0 PURPOSE OF REPORT

1.1 To consider the *Property Performance Report 2011*.

##### 2.0 BACKGROUND INFORMATION

2.1 Each year the Committee receives a copy of the Property Performance Report for consideration prior to its referral to the Executive.

2.2 Accompanying the Property Performance Report 2011 is a copy of the covering report which will be presented to the Executive on 21 June 2011. This sets out the context for the main Report and draws conclusions.

2.3 Roger Fairholm, the Corporate Asset Manager, will be present at the meeting to answer questions about the contents of the Performance Report.

##### 3.0 FINANCIAL IMPLICATIONS

3.1 This report has no immediate financial implications.

##### 4.0 RECOMMENDATION

4.1 That the Committee considers:

- (i) the performance of the County Council in relation to property in 2010/11
- (ii) the performance of Jacobs Engineering UK in relation to property
- (iii) the performance of property contractors
- (iv) the progress made in implementing the Property Improvement Programme.

JOHN MOORE

Corporate Director - Finance and Central Services

Finance and Central Services

County Hall

Northallerton

Authors: Roger Fairholm and Malcolm Thirlwall  
Contact details: Tel: 01609 536598 and 01609 535778  
E-mail [roger.fairholm@northyorks.gov.uk](mailto:roger.fairholm@northyorks.gov.uk) and [malcolm.thirlwall@northyorks.gov.uk](mailto:malcolm.thirlwall@northyorks.gov.uk)  
Presenter of Report: Roger Fairholm

June 2011

**Background Documents:** None

**Annexes:**

Report to Executive - 21/06/2011.

Asset Management Planning Framework : Property Performance Report 2011 : Summary

Asset Management Planning Framework : Property Performance Report 2011 :

Appendices

NORTH YORKSHIRE COUNTY COUNCIL

EXECUTIVE

21 June 2011

PROPERTY PERFORMANCE REPORT 2011

Report of the Corporate Director – Finance and Central Services

1.0 **PURPOSE OF REPORT**

1.1 To consider the performance of the County Council in relation to property for the year 2010/2011 as set out in the **Property Performance Report**.

1.2 To present progress in implementing the **Property Improvement Programme**.

2.0 **BACKGROUND**

2.1 Under the Asset Management Planning Framework, the Executive receives an annual report on how well the property portfolio, property processes and property services are performing and on the contribution of property to the achievement of the vision and objectives set out in the Council Plan.

3.0 **ANNUAL PERFORMANCE REPORT**

3.1 Enclosed with this covering report is the seventh annual **Property Performance Report** (PPR) and its **accompanying appendices (Appendices C and D respectively)**. The data covers 2010/11 with comparisons to 2009/10 (where available) so that the Executive can see where improvements have been achieved. Once again, the quality of the data is higher than previous years. As a result, more precise conclusions can be drawn on performance than previously.

3.2 Commentary on performance in relation to the Key Indicators of Success is set out on pages 7 and 8 of the PPR.

3.3 Commentary on the performance of the property portfolio is set out on pages 10 to 15 of the PPR.

3.4 Commentary on the performance of the property consultants (Jacobs UK) is set out on pages 19 to 24 of the PPR.

3.5 Commentary on the performance of the property contractors is set out on pages 25 to 26 of the PPR.

3.6 More detailed performance data for all areas are included in the **accompanying appendices (Appendices C and D)**.

#### 4.0 **PROPERTY IMPROVEMENT PROGRAMME**

4.1 The **Property Improvement Programme** brings together all the significant actions around property. Fifteen themes have been identified covering topics of activity that are already underway or need to be started. The progress in achieving the programme is reviewed monthly and is considered at the Tactical Property Group every other month.

4.2 The fifteen available themes are:

Property Portfolio	Governance	Improvements & Innovations
Property Supply Chain	Performance	Partnerships & Community
Finance (Capital & Revenue)	Processes	Sustainability
Public & Staff Relations	Risk	Data & Data Systems
Value for Money	Procurement	Changing Context

4.3 The initial corporate focus was on twelve topics identified for development with Jacobs. These evolved in to the following topics.

BrightOffice Strategy	Key milestones	Governance
Single Complaints box	Schools	Future KIT meetings
Contractor procurement	Fees	Fees invoice
Sustainability	Briefs	Feasibility studies
Role of Property Contracts team	Property Management Guides	Asbestos review

4.4 **Appendix A** to this report contains a summary of progress to date in relation to these priority topics. Only two topics remain to be completed: implementation of the BrightOffice Strategy and Sustainability in Construction & Design.

4.5 To maintain the drive for continuous improvement, a new set of thirteen priorities has now been identified. These will be started as resources allow. The new priorities are:

Schools guidance - contractor & consultant procurement	Roles & responsibilities for property related activities	Give the Property Services Supply Chain a direction
High running cost property	New KPIs & targets for Jacobs and BK	Applying Lean Thinking to all processes
Review of asset management planning	Directory of contractors (for schools)	Carbon Reduction commitment
Project Process	Migration to K2 (Property database)	Legionella
Property rationalisation (including with partners)		

**Appendix B** to this report contains a summary of progress to date.

4.6 There are an additional seventy eight topics. The position on these is:

Live	39
Complete	24
Business as usual	3
On Hold	12

## 5.0 CONCLUSIONS

5.1 The various Appendices have been prepared as standalone documents and so no detailed commentary on their content is included in this covering report. However, key conclusions are:

- (i) the County Council continues to move in the right direction in respect of asset management
- (ii) Management has identified, and is responding to, the properties which have the most significant issues, and the number of such properties has reduced
- (iii) there continues to be a backlog of maintenance, but the way in which this is dealt with has been reviewed and in particular, future work will be linked, wherever possible, to schemes funded by other means (eg capital) and prioritised within the context of the status of the property in terms of overall condition, importance to service delivery etc.
- (iv) the Property Improvement Programme set out actions with fifteen priority areas, only two of which have not been completed. Fresh priorities have now been identified to maintain the continuous improvement process.
- (v) Jacobs Engineering UK has exceeded its performance targets in relation to all areas of the delivery of projects and maintenance work and has out-performed the construction industry in the areas that can be compared.
- (vi) Our contractors are delivering a high standard of service.

5.2 The PPR and this report have been considered by the Management Board and the Corporate Affairs Overview & Scrutiny Committee in advance of being presented to this meeting.

## 6.0 FINANCIAL IMPLICATIONS

6.1 The financial implications arising from this report are addressed in the MTFS.

## 7.0 RECOMMENDATIONS

7.1 Members are asked to consider:

- (i) the performance of the County Council in relation to property in 2010/11
- (ii) the performance of Jacobs Engineering UK in relation to property
- (iii) the performance of our property contractors
- (iv) the progress in implementing the Property Improvement Programme.

**JOHN MOORE**  
**Corporate Director - Finance and Central Services**

County Hall  
NORTHALLERTON

Authors:

Roger Fairholm  
Contact Details: Tel 01609 535698  
E-mail [roger.fairholm@northyorks.gov.uk](mailto:roger.fairholm@northyorks.gov.uk)

Malcolm Thirlwall  
Contact Details: Tel 01609 535778  
E-mail [malcolm.thirlwall@nothyorks.gov.uk](mailto:malcolm.thirlwall@nothyorks.gov.uk)

Presenter of Report: John Moore  
June 2011

### **Background Documents**

None

### **Attachments**

**Appendix A** - Implementing the Property Improvement Programme - 15 original priorities.

**Appendix B** - Implementing the Property Improvement Programme - 13 new priorities.

**Appendix C** - Asset Management Planning Framework : Property Performance Report 2011 : Summary.

**Appendix D** - Asset Management Planning Framework : Property Performance Report 2011 : Appendices.

## Appendix A - Implementing the Property Improvement Programme - the 15 original priorities

Theme	Topic	Activity	Progress
Property Portfolio	BrightOffice Strategy	Improve and rationalise office accommodation in Harrogate, Selby, Craven, Scarborough, Ryedale, Richmond and Northallerton.	<i>Underway.</i> Remaining projects proposed, at feasibility or underway at Skipton, Harrogate, Northallerton and Selby.
Property Supply Chain	Single complaints box	Improve the resolution of complaints.	<i>Complete.</i> New system in place and operating with analysis of outcomes provided to schools.
Property Supply Chain	Contractor procurement - phase 1	Provision of new contractors covering equipment, themes (mainly planned maintenance) and works (new buildings, refurbishments, etc).	<i>Complete.</i> Contracts all in place and operational.
Property Supply Chain	Role of Property Contracts Team	Set up new team within F&CS to cover the management of the whole supply chain, including the property part of Jacobs and the new contractors.	<i>Complete.</i> Team set up and operating.
Property Supply Chain	Key Milestones	Identify and promote the various meetings and other joint activities involving the County Council and Jacobs.	<i>Complete.</i> Master programme identified, distributed and updated annually.
Public & staff relations	Schools	Identify issues around Jacobs that are of concern to schools and take action to improve.	<i>Complete.</i> Visits made to representative bodies and issues identified. Jacobs staff informed of the issues. Ties into complaints topic.
Value for money	Fees	Produce a fees invoice for Jacobs that is easier to use and resolve issues around various fees.	<i>Complete.</i> New style invoice in use.
Value for money	Briefs	Improve the production of briefs.	<i>Complete.</i> Issues resolved between Jacobs and clients.

<b>Theme</b>	<b>Topic</b>	<b>Activity</b>	<b>Progress</b>
Value for money	Feasibility	Define the scope of feasibilities.	<i>Complete.</i> Issues resolved between Jacobs and clients.
Governance	Governance	Devise new arrangements for the handling of wider property issues within the County Council and the approval of the fees invoice.	<i>Complete.</i> New arrangements in place and working via: <ul style="list-style-type: none"> <li>• Strategic Property Group</li> <li>• Tactical Property Group</li> <li>• Operational groups (at Directorate level)</li> </ul>
Governance	Future KITs	Rationalise the meetings between managers and Jacobs' senior staff.	<i>Complete.</i> Arrangements rationalised and working.
Processes	Property Management Guides	Issue guidance to schools on important aspects of property management.	<i>Complete.</i> Guides issued to schools, including via the web.
Sustainability	Sustainability	Produce an approach to sustainability and property.	<i>Underway.</i> Policy approved. Implementation underway.
Risk	Asbestos review	Review effectiveness of arrangements around asbestos management.	<i>Complete.</i> Approach agreed and being applied.



## Appendix B - Implementing the Property Improvement Programme - the 13 new priorities

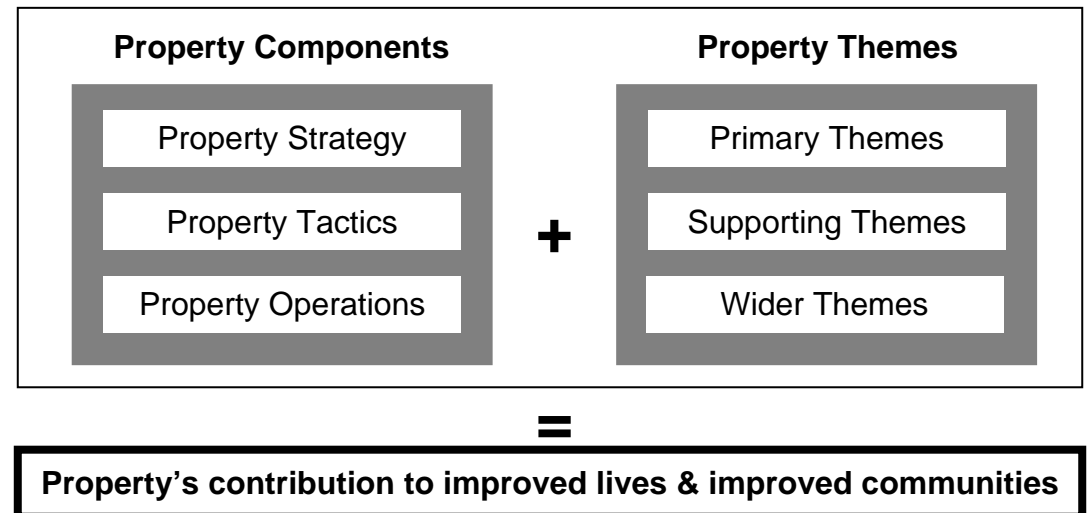
Theme	Topic	Activity	Progress
Property Portfolio	Property rationalisation (including with partners)	Review property in the context of service reviews.	<i>Underway.</i> Input provided as requested.
Property Portfolio	High running cost property	Identify high cost properties and possible actions.	<i>Not started.</i>
Procurement	Schools guidance - contractor & consultant procurement	Produce guidance for those schools that wish to select their own contractors for self-funded work.	<i>Completed.</i> Guidance issued in March 2011.
Procurement	Directory of contractors (for schools)	Facilitate the creation of a school-owned directory of contractors for use with devolved funding and by schools not in the Maintenance & Servicing Scheme.	<i>Completed.</i> Directory launched April 2011.
Property Supply Chain	Roles & responsibilities for property related activities	Review the roles & responsibilities, in particular at establishments.	<i>Not started.</i>
Property Supply Chain	Give the Property Services Supply Chain a direction	Ensure that the supply chain of clients, consultants and contractors are working together in a common direction.	<i>Not started.</i>
Performance	New KPIs & targets for Jacobs and BK	Set new performance arrangements.	<i>Underway.</i> Indicators and targets being developed (linked to extension of Jacobs contract).
Data & Data Systems	Migration to K2	Upgrade the software used for the property database to a version with improve functionality and interfaces.	<i>Underway.</i> Data team training completed. Testing underway. New version to be launched by 31/12/11.
Processes	Review of asset management planning	Review our approach in the light of latest guidance.	<i>Underway - but on hold.</i> Awaiting the arrival of the new Assistant Director - Corporate Property Management.
Processes	Project Process	Launch the Project Process for capital projects costing £100,000 or more.	<i>Not started.</i> Guidance and training presentations to be revised.

<b>Theme</b>	<b>Topic</b>	<b>Activity</b>	<b>Progress</b>
Processes	Applying Lean Thinking to all processes	Review processes to ensure that they are streamlined and effective.	<i>Underway.</i> The Acquisition Process and Redeployment Process have been identified for a pilot. Subsequent work will depend on the outcome of the pilot.
Sustainability	Carbon Reduction commitment	Set and implement a policy - including a response to Carbon Trading (now effectively a tax).	<i>Underway.</i> Further action awaits the outcome of central government's consultation exercise on its latest proposals.
Risk	Legionella	Ensure effective arrangements for the management of the risk.	<i>Underway.</i> Policy approach confirmed – now to be implemented.

# Asset Management Planning Framework

## Property Performance Report 2011

### Summary



## About this document

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<b>Title</b>	Property Performance Report 2011. Summary.
<b>Purpose</b>	To set out a summary of property's contribution to delivering the County Council objectives and the measurement of the performance of our property portfolio, property processes and property services.
<b>Coverage</b>	Property portfolio, property processes and property services.
<b>Status</b>	Information.
<b>Source</b>	Finance & Central Services: Corporate Property Management: Corporate Asset Management.
<b>Intranet</b>	
<b>History</b>	First issued April 2011.
<b>Copyright</b>	North Yorkshire County Council.
<b>Contact</b>	Roger Fairholm. 01609 535698. <a href="mailto:roger.fairholm@northyorks.gov.uk">roger.fairholm@northyorks.gov.uk</a> .

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## Performance Introduction

This is the seventh annual report which provides the sixth year-on-year comparison of our performance on property under the Asset Management Planning Framework.

Overall, we continue to improve.

We have now reached a static point in relation to the state of the property that we use to deliver services to the benefit of the people of North Yorkshire. There are only two properties which are priorities for action.

Jacobs has again exceeded its performance targets in eleven of the thirteen areas that are assessed. The remaining two represented very narrow 'misses'.

For estates management work four of the five targets have been exceeded.

Client satisfaction with the quality of the service of our four contractor groups remains very high. The groups achieved good or excellent scores from clients in between 94% to 99% of cases.

The County Council and Jacobs will continue to work together and with our contractors to improve the performance of the County Council's property and property services. This will become increasingly important as we seek to respond to the new financial situation and the *One Council* initiative.

### **John Moore**

Corporate Director - Finance & Central Services

### **Paul Redfern**

Director of Operations - Jacobs Engineering UK

## Performance This report

This review of the performance of property at North Yorkshire County Council examines five areas:

- the contribution of property to the achievement of the County Council Plan and the delivery and improvement of services
- the performance of our property portfolio
- the performance of our property processes
- the performance of our property services
- our performance in implementing our programmes of actions to improve our property.

This document summarises the position in each area.

Detailed performance data is included in a set of appendices. These are in a separate document. Copies of the document are available from Corporate Asset Management.

Performance is reviewed in this form each year.

Information about how performance is measured is set out in *Asset Management Planning Framework: Property Performance Management Regime*. More detail on how we manage property can be found in *Asset Management Planning Framework: Our overall approach to property*. The basis for assessing our operational property is set out in *Asset Management Planning Framework: Property*

*Planning*. Copies of the documents are available from Corporate Asset Management.

As the application of our approach to property performance matures, the coverage, quality and usefulness of information included in this annual report improves.

## The contribution of property Delivery of the Council Plan

Objective (as per Internet)	Property's contribution
Ensure good access for all	Improving or relocating our highway depots to ensure the most effective coverage for highway maintenance and winter salting. Providing new accommodation that better meets our new ways of delivering services.
Help people to live in safe communities	
Help all children and young people to develop their full potential	Improving our school buildings and playing fields to provide better learning environments - including providing facilities for use by local communities out of school hours.
Promote a flourishing economy	Promoting BuildNorthYorkshire - the network to support smaller property related companies to help improve the opportunities for work and business development.
Maintain and enhance our environment and heritage	Maintaining the listed buildings which we own. Improving our impact on the environment by reducing carbon emissions from our use of property. Investigating the possibilities of wind-generated power on County Council land.
Improve health and wellbeing and give people effective support when they need it	Ensuring that our public buildings are accessible to the public. Arranging extra care accommodation for older residents to replace elderly persons homes. Ensuring that our offices provide good working environments.



## **The contribution of property** Supporting the delivery & improvement of services

The County Council's property portfolio is mainly used for the delivery of services, either directly or through third parties. As a result, the main focus of our property activity is to support the maintenance of existing levels of service delivery and the achievement of proposed improvements in service. Several major initiatives are underway aimed at improving our services to the people of North Yorkshire. The contribution of property is significant - because each service needs a location from which it can be delivered. Getting the location or the nature of the building right can have a significant impact on the service provided and on the job satisfaction of staff in their day to day work.

### **Care for the elderly**

The *Our Future Lives* policy sets out the County Council's approach to replacing Elderly Person's Homes with Extra Care Housing. These schemes are typically built and managed by Housing Associations and provide people with high quality accommodation which promotes independence and well being. So far, 12 purpose built extra care housing schemes and one previously designated sheltered scheme, now offering extra care services, are in operation with a further 2 currently in developmental stage with anticipated completion dates in Spring 2011.

The County Council started with 23 Elderly Person Homes. Following the completion of the 2 schemes in

development, this will leave 13 homes in operation. 6 have been designated as resource centres and of the remaining homes another one will become Extra Care Development in around 2013.

### **Highways depots improvement programme**

The County Council delivers its highways service at a local level from a numbers of depots which are strategically located across the county. These depots are currently being improved or replaced to provide modern, purpose-built facilities which enable the Highways and Transportation teams to co-locate with their contractor, Balfour Beatty, and their consultant, Jacobs.

The new offices will be cheaper to run and make more effective use of the available space. Any spare capacity is being made available across the County Council.

Salt for winter gritting will be stored in new barns which keep it dry and allow it to be used more efficiently. This will reduce our operating costs and help to protect the environment.

## **The contribution of property** Supporting the delivery & improvement of services

### **Investing in Children and Young People**

There has been significant investment in the property used by CYPS, including schools, as part of the 2008/2011 capital programme.

This has seen the creation of additional facilities for the delivery of services, including:

- new enhanced provisions for children with Special Educational Needs in 22 mainstream schools
- the commencement of a major capital project to provide a new special school for children with emotional and behavioural problems in the west of the County
- the completion of the Children's Centre capital programme.

In addition there are schemes now on site to redevelop three primary schools in Scarborough and to completely redevelop Richmond Secondary School.

Whilst capital resources will be more limited after April 2011 the focus will be on prioritising investment which keeps the school and other property used by CYPS well maintained and fit for purpose.

### **Back office activities - BrightOffice**

The One Council initiative is resulting in new ways of working and changing requirements for offices in terms of their nature and location. The BrightOffice Strategy is now being implemented across the county providing modern and flexible accommodation. Property that is no longer appropriate is released for other uses or disposal.

Completed schemes include:

- Swaledale House - Colburn
- South Block, County Hall - Northallerton
- Payroll & Pensions, County Hall - Northallerton

Belle Vue Mills in Skipton is due to complete in May 2011. This historic building is being converted in order to provide office space in a joint initiative with Craven District Council.

The refurbishment of Jesmond House in Harrogate is due to complete in August 2011.

Other schemes are being developed.

## **The contribution of property** Other areas of activity

In addition to actions with a direct impact on improving individual front line services, property also contributes in other ways.

### **Capital for investment**

Property that is no longer required for service delivery is sold to release funds that can be invested in new service areas.

### **Repair & maintenance**

This ensures that existing property remains appropriate to use and for the delivery of service outcomes.

### **Gypsy sites**

Changes have been made to the management of four of the sites. Investment has been secured from central government, matched from internal resources, to improve the sites and so enhance the quality of life of the residents. Work has been completed on two of the sites and their facilities have been upgraded. Work will start on the other two sites later in 2011-2012.

### **County Farms**

The overarching policy of disposal of County Farms is continuing, including opportunities for the disposal of farms to their tenants.

The programme for the provision of slurry storage is substantially complete.

## Overall performance **Key Indicators of Success (KIS)**

We have highlighted seven of our performance indicators for special attention. Successful performance in relation to these indicators will be taken as proving our success in relation to property. The first indicator links to our property portfolio - measuring its level of appropriateness for use and its impact on the achievement of service outcomes.

The other indicators link to our property processes and property services. The next page summarises our performance in relation to these indicators. Further detail is included elsewhere in the report (as indicated below against each indicator) and in the appendices.

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**KIS 1 Property Traffic Lights - appropriateness for use** - see pages 9 and 10 for details.

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**KIS 2 Redeployment - speed** - see page 16 for details.

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**KIS 3 Redeployment - disposals receipts** - see page 16 for details.

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**KIS 4 Projects - cost predictability** (all projects over £50,000) - see page 17 for details.

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**KIS 5 Projects - time predictability** (all projects over £50,000) - see page 17 for details.

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**KIS 6 Projects - client satisfaction with product** (all projects) - see page 18 for details.

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**KIS 7 Projects - client satisfaction with service** (all projects) - see page 18 for details.

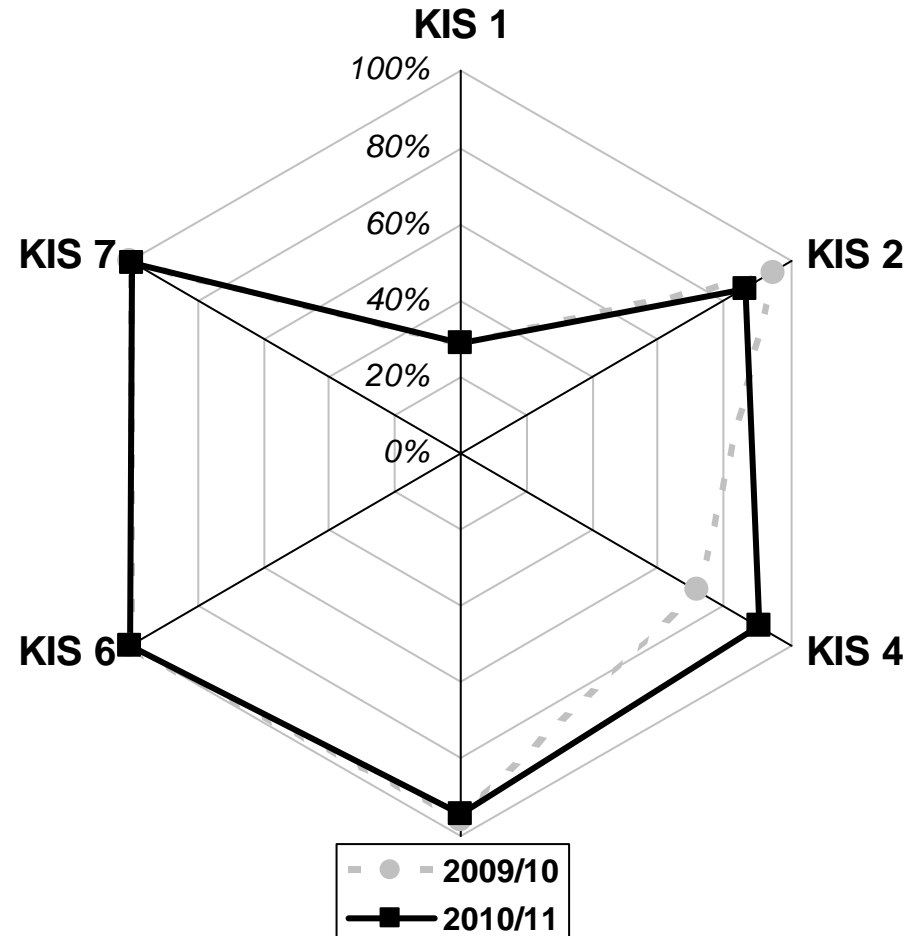
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## Overall performance Key Indicators of Success (KIS)

Last cycle five of our seven Key Indicators of Success showed improvements. This year the results are more mixed, but the overall pattern remains one of high levels of performance (with most results close to the outer edge of the diagram).

There has been significant improvement - of 17 points - in the overall estimating of costs against actual outturns - KIS 4. KIS 5, KIS 6 and KIS 7 remain static or close to last year's results.

(KIS 3 - capital receipts - has been suspended in terms of a formal target because of the state of the property market and its effect on the predictability and level sales.)






*The diagram shows the seven Key Indicators of Success. This year's achievement is plotted as a bold black line; last year's is shown as a grey broken line for comparison.*

## Property Portfolio Property Traffic Lights

KIS 1 Property Traffic Lights - appropriateness for use (NYCC controlled property only)

KIS 1

	Last cycle	This cycle	Net change		
<i>Total properties</i>	805	784	-21		<i>An increase means we are using more properties for service delivery.</i>
<b>Green</b> Appropriate now & in the known longer term.	234 29%	224 29%	-10		<i>An increase means more properties are making a positive contribution to the delivery of services.</i>
<b>Amber</b> Useable now.	569 71%	558 71%	-11		
<b>Red</b> Priority for action.	2 0%	2 0%	0		<i>A decrease means we have removed significant problems.</i>

**Important note:** *Net Change* includes the impact of investment, disposals, acquisitions, deterioration & change to service direction between the two cycles. It also includes changes in data coverage and accuracy.

## Property Portfolio Property Traffic Lights

Each year every property used for service delivery is assessed to see how well it is contributing to service delivery.

The consolidated results are shown in the Property Traffic Light performance table on the opposite page. This categorises each property as red, amber or green and provides a high level view of the state of our operational property portfolio and the impact of our actions on a single sheet of paper.

The quality and coverage of the data produced improves each year and so the data become more useful in identifying problems and in informing decisions.

The number of green properties has decreased by 10, but this is a reflection of the overall reduction in the number of properties used and assessed. As indicated last year, we seem to have reached a limit to the natural change to the portfolio - the proportion of green properties remains the same as for last cycle, at 29%, and the red properties are still extremely low - only two properties out of a total of 784.

We would need to identify very specific actions, including extensive investment across the portfolio, if we wish to make significant improvements to these results for future years.

To create the Property Traffic Lights thirteen attributes are assessed in terms of their impact on obtaining or delivering our services. The overall results for each of the attributes are summarised on the next page, with descriptions on the following pages.

Summaries by attribute and directorate are set out in Appendix A in the separate document.

## Property Portfolio Property assessments - summary by property attribute - *this cycle*

Property attribute	Red		Amber		Green		Not relevant		Not assessed		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Condition	423	54%	108	14%	53	7%	96	12%	104	13%	784
Capacity	32	4%	111	14%	619	79%	6	1%	16	2%	784
Accessibility	57	7%	265	34%	403	51%	25	3%	34	4%	784
Location	3	0%	23	3%	737	94%	3	0%	18	2%	784
Health & Safety	54	7%	164	21%	527	67%	17	2%	22	3%	784
ICT Infrastructure	2	0%	75	10%	649	83%	42	5%	16	2%	784
Other Infrastructure	5	1%	5	1%	731	93%	30	4%	13	2%	784
Appearance	6	1%	29	4%	708	90%	23	3%	18	2%	784
Internal Environment	14	2%	236	30%	492	63%	24	3%	18	2%	784
Running Costs	242	31%	214	27%	111	14%	60	8%	157	20%	784
Adaptability	13	2%	331	42%	371	47%	35	4%	34	4%	784
Environmental Impact	112	14%	344	44%	49	6%	75	10%	204	26%	784
Identity	0	0%	6	1%	708	90%	44	6%	26	3%	784
<b>Total</b>	<b>963</b>	<b>9%</b>	<b>1911</b>	<b>19%</b>	<b>6158</b>	<b>60%</b>	<b>480</b>	<b>5%</b>	<b>680</b>	<b>7%</b>	<b>10192</b>

### Key to property attribute colour codings

<b>Red</b>	Significant problem now with impact on service.
<b>Amber</b>	Problem with some impact on service.
<b>Green</b>	No problem now and in the known longer term.
<b>Not relevant</b>	The assessment is not relevant to this establishment.
<b>Not assessed</b>	Not assessed.



## Property Portfolio Property assessments - summary by property attribute - *last cycle*

Property attribute	Red		Amber		Green		Not relevant		Not assessed		Total
	No.	%	No.	%	No.	%	No.	%	No.	%	No.
Condition	431	54%	115	14%	13	2%	87	11%	159	20%	805
Capacity	33	4%	117	15%	618	77%	5	1%	32	4%	805
Accessibility	59	7%	248	31%	374	46%	69	9%	55	7%	805
Location	2	0%	32	4%	735	91%	3	0%	33	4%	805
Health & Safety	53	7%	84	10%	628	78%	11	1%	29	4%	805
ICT Infrastructure	2	0%	57	7%	662	82%	39	5%	45	6%	805
Other Infrastructure	6	1%	11	1%	741	92%	19	2%	28	3%	805
Appearance	2	0%	37	5%	710	88%	17	2%	39	5%	805
Internal Environment	15	2%	235	29%	482	60%	27	3%	46	6%	805
Running Costs	221	27%	235	29%	88	11%	91	11%	170	21%	805
Adaptability	19	2%	348	43%	339	42%	27	3%	72	9%	805
Environmental Impact	115	14%	274	34%	135	17%	62	8%	219	27%	805
Identity	1	0%	8	1%	723	90%	26	3%	47	6%	805
<b>Total</b>	<b>959</b>	<b>9%</b>	<b>1801</b>	<b>17%</b>	<b>6248</b>	<b>60%</b>	<b>483</b>	<b>5%</b>	<b>974</b>	<b>9%</b>	<b>10465</b>

### Assessors

<b>Condition</b>	Jacobs.	<b>Appearance</b>	Directorates.
<b>Capacity</b>	Directorates.	<b>Internal environment</b>	Directorates.
<b>Accessibility</b>	Directorates / Jacobs.	<b>Running costs</b>	Corporate Asset Management.
<b>Location</b>	Directorates.	<b>Adaptability</b>	Directorates.
<b>Health &amp; Safety</b>	Directorates.	<b>Environmental impact</b>	Corporate Landlord Services.
<b>ICT infrastructure</b>	Directorates.	<b>Identity</b>	Directorates.
<b>Other infrastructure</b>	Directorates.		

## Property Portfolio Property assessments - summary by property attribute

This section identifies the attributes which are assessed and summarises the data that lies behind the property traffic lights. Assessments are undertaken within the context of their **effect on obtaining or delivering our services**.

The detail of how the properties are assessed is set out in *Asset Management Planning Framework: Property Planning Process*. Copies are available from Corporate Asset Management.

### Condition

Compared with last year there has been no change in the percentage of operational properties assessed as amber and red. 21% of the property that we use to deliver services is in reasonable or good condition (green or amber), up from 16%; and 54% of properties are red.

Our maintenance backlog and our planned maintenance needs for the next two to five years have reduced by a grand total of £25.5m. The backlog is now £36.3m and planned maintenance needs are £157.8m. The expenditure requirement mainly relates to schools - £32.2m and £135.2m respectively.

The cost figures cover operational and non-operational property. Only a handful of properties had not been assessed on the new basis when the data was assembled and so this description is comprehensive.

The reduction is due to:

- the removal of the actual and prospective academies - for which we will no longer have any maintenance liability (£13.5m)
- the near completion of the final round of the new style condition surveys - which has improved the quality of the data and removed erroneous data
- investment.

### Capacity (overall size)

79% of properties have been identified as green. This is up 2 points from last year.

Only 4% of properties have a significant problem – the same as the last cycle. For the sixth year running Business & Environmental Services has the highest percentage of property with problems in this area, at 8% - but this is a reduction of 5 points on their position in the last cycle.

### Accessibility

Accessibility has improved again compared to last year with more green properties (up from 46% to 51%), whilst the red properties stay the same at 7%.

## **Location**

94% of our properties are held to be in the right sort of location for the service carried out, up 3 percentage points. Only 3 properties out of 784 are not. In these cases proposals are being prepared for action.

**Health & Safety** (known issues – a separate survey has not been undertaken for property planning)

The results are almost identical to the last five cycles in that only 7% of our properties have been identified with problems in this category. There has been a significant shift from properties being assessed as amber from green last cycle.

**ICT infrastructure** (assessed by directorates)

93% of our property is assessed as green or amber (good or reasonable). This is 4 points up on the last cycle. 2 properties are rated as red, the same as the last cycle.

**Other infrastructure**

The results for green show a one point improvement on the last cycle at 93%. There are 5 red properties compared with 6 that had been assessed last year.

**Appearance** (interior, exterior and immediate setting)

90% of our properties are compatible with the service that we are providing, reflect well on the County Council and present a positive image. This is up 2 percentage points. 6 of our properties were identified as presenting a problem in this area, up from 2 last cycle.

**Internal environment** (heating, lighting and noise)

2% of properties have an internal environment and the ability to control it that are having a detrimental impact on obtaining or delivering our service. This is the same as last cycle. The directorate using most red properties is Adult & Community Services with 7 properties, but this is two less than the previous result.

93% of our property remains reasonable or good, which is up 4 points.

## **Running costs**

The number of green properties has risen from 88 (11%) to 111 (14%) this cycle. Red properties have risen from 221 (27%) to 242 (31%).

## **Adaptability** (individual spaces)

Two years ago only 41% of our properties had been assessed for adaptability. This year the figure has increased to 96%. Green properties have risen 5 points to 47% and red properties have reduced from 19 (2%) to 13 (2%).

## **Environmental impact** (energy consumption and CO<sub>2</sub> emissions)

Assessments are now carried out on a common basis of kWh per square metre. This is a far better measure because it is based on energy use and not cost.

14% of our property is red, the same as last year. This means that they are below the typical benchmark range. 6% of properties are green, down from 17% last year - these are performing above the benchmark. The change is mainly the result of the very cold Winter (and some adjustments to the basis of assessment).

## **Identity** (corporate signage)

90% of properties now have appropriate signage - the same as last cycle. No properties have inappropriate signage.

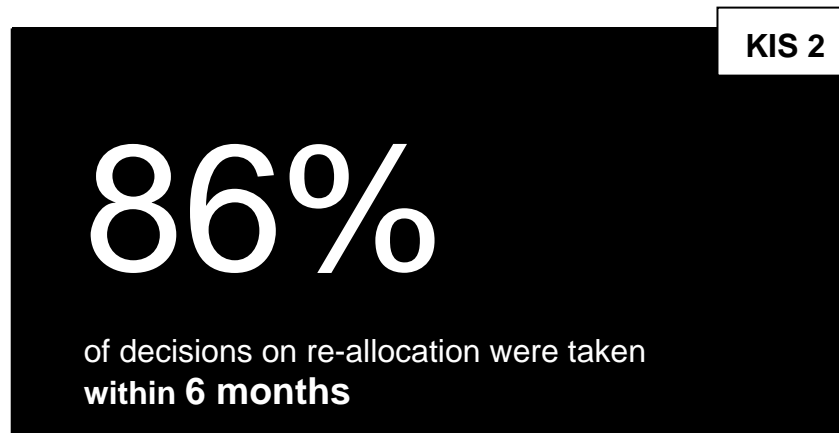
## **Overall**

The percentage of completed assessments of the property attributes remains high at 93%. This means that we have a comprehensive understanding of the state of our property and its impact on service delivery.

Across all assessments the percentage of attributes assessed as green (no problem now and in the longer term) has remained static compared to the last cycle at 60%. The percentage assessed as red (significant problem now with impact on service) is also static overall at 9%. These figures mask individual changes under the attributes, but indicate that overall we have probably reached the limit of natural change.

## Property Processes Performance of the whole supply chain (Appendix B contains further details)

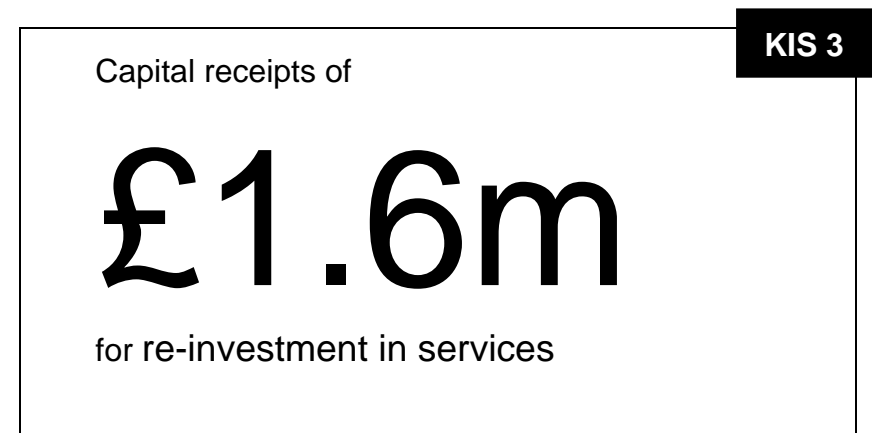
### Redeployment Process



This indicator measures how long it takes the Council to reach a decision on the fate of a property after it has been declared unused by a directorate, as well as the time taken to respond to requests for easements, etc.

This year we made 35 decisions compared to 47 last year. 86% of these decisions were taken within 6 months, which represents a decrease from 94% last year. The reasons for the reduction in performance relate to the complexity of four of the disposals cases.

### Redeployment Process



The capital receipts from the disposal of surplus property were £1.6m, compared with £4.6m for last cycle. The receipts will be used to provide new and improved services.

The value of receipts continues to be affected by the downturn in the property market resulting from the global economic situation. It is likely to be several years before the market recovers and returns to previous levels of activity and value.

The result covers the combined effort of Corporate Asset Management, Legal & Democratic Services and Jacobs in conjunction with Bruton Knowles.

Project process - all projects over £50,000

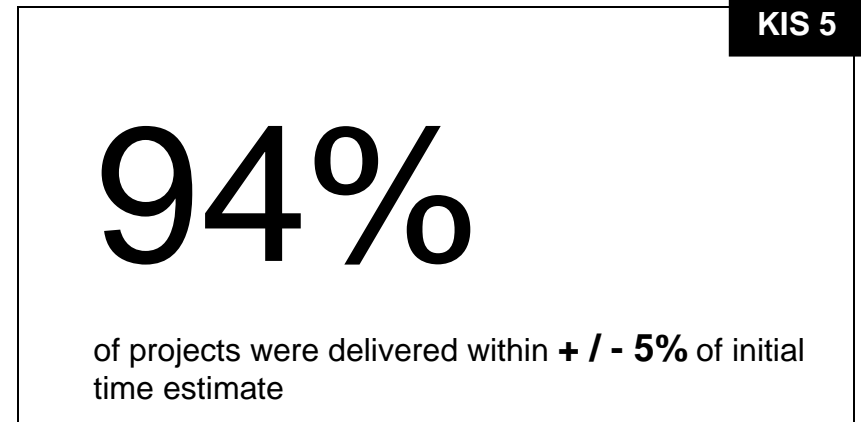


This result is an **improvement** on the 71% achieved last year. It continues the improving trend from 2005-2006 onwards.

The result exceeds the national construction industry position. Nationally only 30% of all projects were within  $\pm 5\%$  of estimate. This indicates that the County Council has much better control of variance against estimate.

The results cover the combined effort of the clients, Jacobs UK, contractors and sub-contractors. It includes the effect of client changes during the life of the project.

Project process - all projects over £50,000



This result is a small 2 point **decrease** compared to last year, which had been an improvement on the previous year.

Comparing our *average* score with the whole of the construction industry, only 45% of national projects were completed within  $\pm 5\%$  of estimate. This indicates that the County Council has much better control of variance against estimate.

The results cover the combined effort of the clients, Jacobs UK, contractors and sub-contractors. It includes the effect of client changes during the life of the project.

## Project process - all projects



The percentage achieving good and above (7+) for the product (the building or work which was produced) has **remained at 100%**. The most frequent score awarded on our projects by end users remained the same at **10 out of 10**. There were no poor scores (1, 2 or 3) for the fifth year running.

Comparing our *average* score with the whole of the construction industry, we equalled or exceeded 82% of national projects in terms of satisfaction with product. Last year we equalled or exceeded 63% of projects.

The results cover the combined effort of the clients, Jacobs UK, contractors and sub-contractors.

## Project process - all projects



The percentage achieving good and above (7+) has **decreased by 1 point** compared with last cycle. The most frequent score remains the same at **10 out of 10**. There were no scores below 5.

Comparing our *average* score with the whole of the construction industry, we equalled or exceeded 84% of national projects in terms of satisfaction with service. Last year we exceeded or equalled 74% of projects.

The results cover the combined effort of the clients, Jacobs UK, contractors and sub-contractors.

## Property Services Components of the supply chain - Jacobs UK - Projects

Seven indicators are used to measure the performance of Jacobs in delivering capital projects. Targets to be achieved for each indicator have been agreed with Jacobs for each remaining year of the contract.

The principle behind the targets was that performance at the end of the initial period of the contract (2011/2012) would be 5% higher than either the national average score for the construction industry's performance in 2006 or (in the few cases where it was higher) BDM's / Jacobs' performance in 2006. Because Jacobs had already outperformed some of the targets set for the end of the contract the targets were reviewed for 2009-2010 onwards and more demanding requirements were set. The targets are to be reset again to cover the years 2011-2012 to 2015-2016.

The indicators, targets and results are shown on the diagram opposite. All seven targets for 2010-2011 have been exceeded.

Last year Jacobs outperformed the construction industry as a whole for all of the seven indicators - by between 18 and 72 percentage points. The latter result is a consequence of an improvement by Jacobs and a poor result by the construction industry. Last cycle the company beat the construction industry in only three areas.

Further details on KIS 6 and 2.2.1 are included in Appendix B and details on the remaining indicators in Appendix C.



## Property Services Components of the supply chain - Jacobs UK - Projects

**KIS 6** Projects: client satisfaction with product  
(rated "good" or better)

**2.2.1** Projects: defects  
(rated "good" or better)

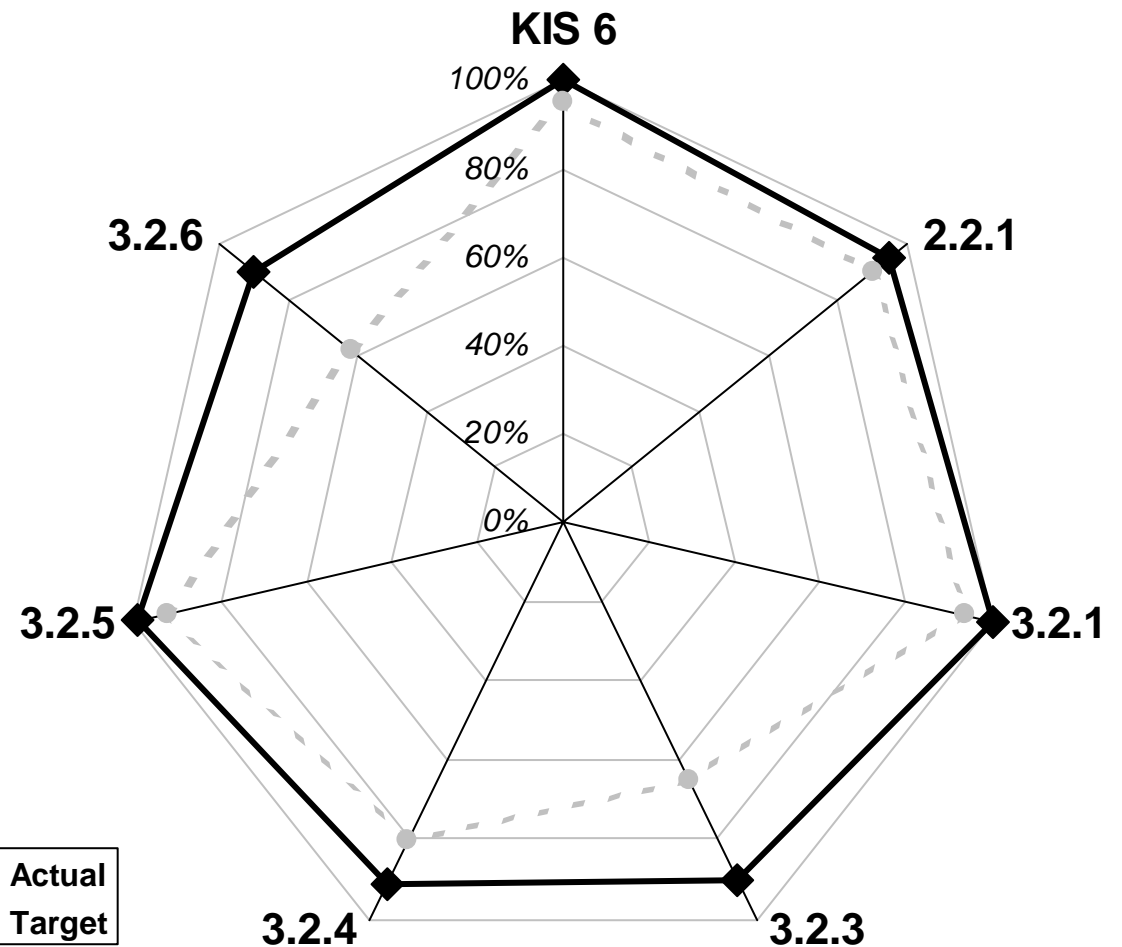
**3.2.1** Projects: client satisfaction with consultant service  
(rated "good" or better)

**3.2.3** Projects: predictability of cost of design  
(actual cost within  $\pm 5\%$  of estimate)

**3.2.4** Projects: predictability of cost of construction  
(actual cost within  $\pm 5\%$  of estimate)

**3.2.5** Projects: predictability of time for design  
(actual time within  $\pm 5\%$  of estimate)

**3.2.6** Projects: predictability of time for construction  
(actual time within  $\pm 5\%$  of estimate)



## Property Services Components of the supply chain - Jacobs UK - Maintenance

Six indicators are used to measure the performance of Jacobs in delivering maintenance work. Targets to be achieved for each indicator have been agreed with Jacobs for each remaining year of the contract.

The principle behind the targets was that performance at the end of the initial period of the contract (2011/2012) would be 5% higher than either the national average score for the construction industry's performance in 2006 or (in the few cases where it was higher) BDM's / Jacobs' performance in 2006. Because Jacobs had already out-performed some of the targets set for the end of the contract the targets were reviewed for 2009-2010 onwards and more demanding requirements were set. The targets are to be reset again to cover the years 2011-2012 to 2015-2016.

The indicators, targets and results are shown on the diagram opposite. These results exclude the data for work undertaken under the PREMISES scheme for schools.

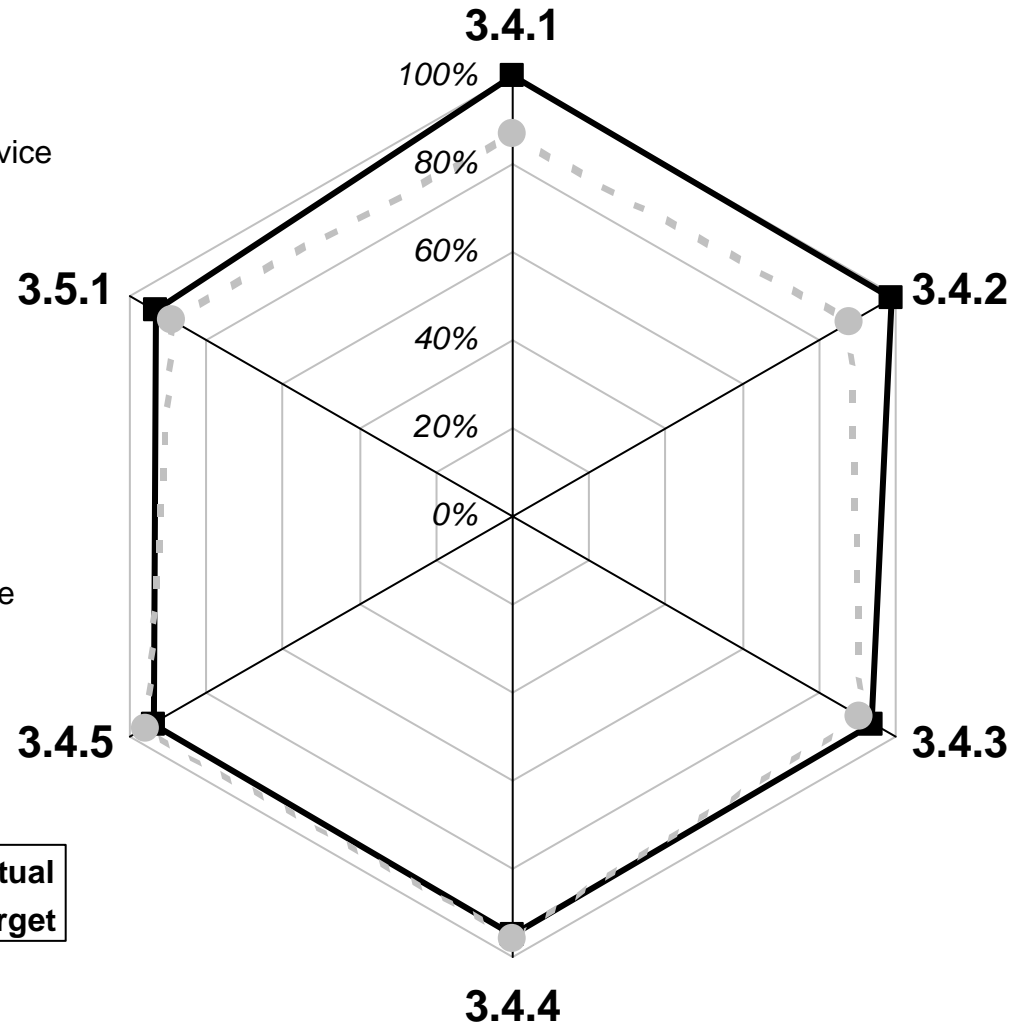
Jacobs exceeded the targets in four cases and narrowly missed the target for 3.4.4 (by 1 percentage point) and for 3.3.5 (by 2 percentage points). In two cases the spread of results was also narrowed. However, the spread of results for the responsive maintenance helpline widened to cover the full possible range (1-10).

For the three indicators which can be compared to the national construction industry Jacobs UK transformed its performance compared to last cycle. Previously performing slightly less well than the industry in two cases, it is now exceeding the industry in all three areas by at least 13 percentage points.

Further detail on these indicators is included in Appendix C.

## Property Services Components of the supply chain - Jacobs UK - Maintenance

- 3.4.1 Planned maintenance: client satisfaction with product (rated "good" or better)
- 3.4.2 Planned maintenance: client satisfaction with consultant service (rated "good" or better)
- 3.4.3 Planned maintenance: defects (rated "good" or better)
- 3.4.4 Planned maintenance: time predictability – programme (% of items in programme completed)
- 3.4.5 Planned maintenance: cost predictability – programme (% of programme budget spent)
- 3.5.1 Responsive maintenance: customer satisfaction with helpline (rated "good" or better)



## **Property Services Components of the supply chain - Jacobs UK - Estates (Bruton Knowles)**

Five indicators are used to measure the performance of Jacobs on estates work through its strategic partner, Bruton Knowles.

The indicators and results are shown on the diagram opposite.

Of the five targets, four have been exceeded.

In addition to exceeding the target for indicator 3.6.2, £329,600 was received over the marketing estimate this cycle.

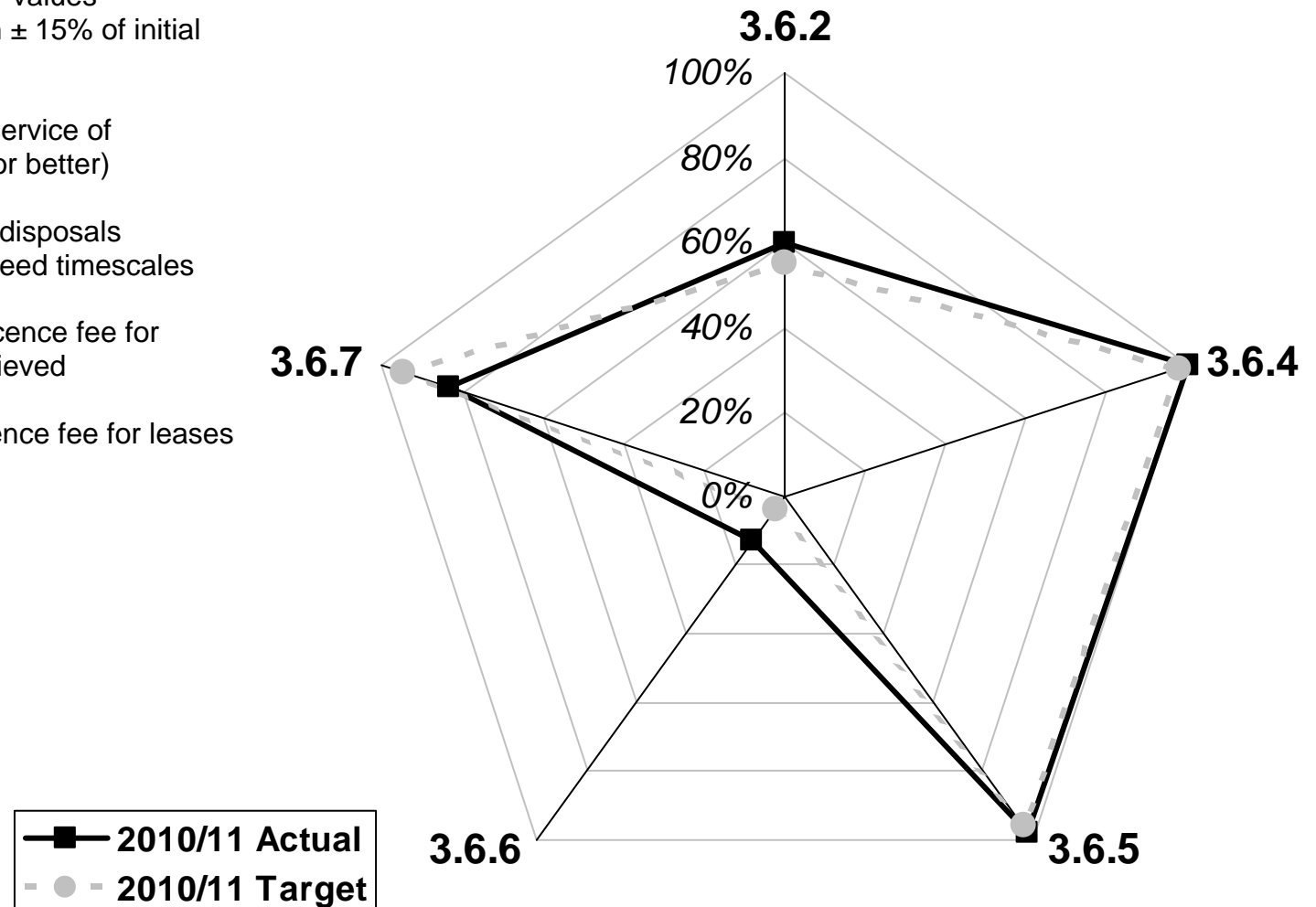
The least successful area against the target was 3.6.7 which measures the predictability of rents for lease out to third parties, however, the result was a significant improvement on the one for last cycle.

Customer satisfaction with the service has improved and 100% of scores are now good or excellent.

Further detail on these indicators is included in Appendix C.

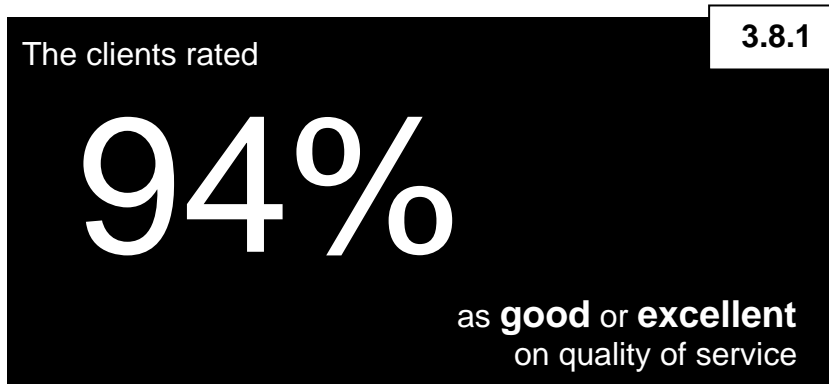
## Property Services Components of the supply chain - Jacobs UK - Estates (Bruton Knowles)

- 3.6.2 Disposal – predictability – values – marketing estimate within  $\pm 15\%$  of initial estimate
- 3.6.4 Customer satisfaction – service of consultant (rated “good” or better)
- 3.6.5 Time predictability – non-disposals commissions – within agreed timescales
- 3.6.6 Negotiation of rent and licence fee for leases in – decrease achieved
- 3.6.7 Prediction of rent and licence fee for leases out – accuracy achieved



## Property Services Components of the supply chain - Contractors (Appendix C contains further details)

### Works contractors

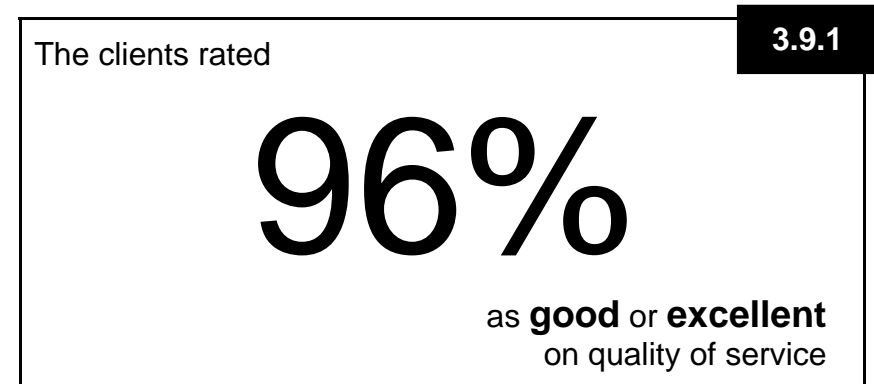


This is a new indicator.

The quality of service was high: the most frequent score was **9 out of 10**. Only one score was as low as 6.

The results relate to the contractors that we use to carry out County Council-funded building projects under the new Works framework contracts which started in January 2010.

### Measured Term Contractors



This cycle's results are lower than last cycle's with a **decrease** of 3 percentage points.

The most frequent score remained at **9 out of 10**.

The results relate to the two contractors who provided a responsive maintenance service to our properties: Tom Willoughby Ltd and Connaught Partnership Ltd. Connaught ceased trading during the year and its area was covered by Lovell Respond, as an interim measure. This change disrupted the service. New arrangements are now in place.

## Equipment contractors

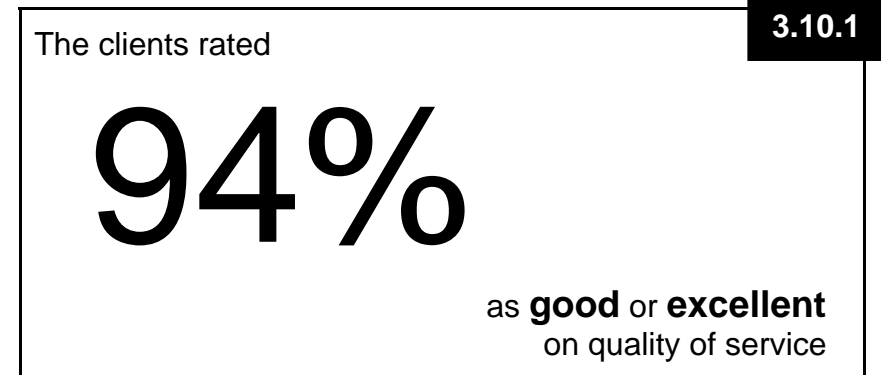


This result show an **improvement** of 1 percentage point compared to last cycle. The most frequent score awarded was **10 out of 10**, the same as last year.

This indicator is calculated from over 6000 Customer Satisfaction Surveys that were issued to our establishments.

The results relate to the contractors that we use to service the majority of our plant and equipment that is of a mechanical and electrical nature. The indicator now includes surveys under the Electrical Wire Insulation Testing contract.

## Themed contractors



Last cycle's data only covered the last two quarters of the year because the contracts started in Summer 2009 and there was a bedding in period. Compared to that data there has been a slight drop from 100%.

The most frequent score awarded remained **10 out of 10**.

The results relate to the nine contractors under the framework for Themed work, primarily planned maintenance.

## Property Action Programmes Progress

Our four Property Action Programmes are used to deliver improvements to our property to help ensure that our property contributes to the delivery of services.

<b>Property Action Programme</b>	<b>Purpose</b>
Capital Plan (property part).	To Invest our capital in new or existing assets in the best way to improve services.
Planned Maintenance Programmes.	To maintain our existing property to a good standard.
Environmental Improvement Programme.	To improve the environmental impact of our property.
Disposals Programme.	To dispose of the surplus property in the most beneficial way.

This section sets out our performance in 2010 / 2011 in delivering these programmes.

### **Capital Plan (property part)**

*Improving the property portfolio by investing capital in new or existing properties*

Detailed reports are provided to the Executive each quarter on the Capital Plan.

### **Planned Maintenance Programme**

*Improving the property portfolio by maintaining it in good condition*

£1.29 million was spent on improving the physical state of our non-schools property last year (as opposed to urgent repairs), and a further £6.7 million for similar work on schools property.

For 2011-2012 the amount of resources available for planned maintenance has been reduced. In the case of corporately maintained property there will be no investment because the funding has been switched to support the demands of the profile of the budget cuts.



## **Environmental Improvement Programme**

*Improving the property portfolio by reducing its impact on the environment*

The County Council's Energy Team provides advice, guidance and interest free loans to sites in order to reduce our environmental impacts from properties. In the past year we have made the following progress:

### *Automatic Meter Reading (AMR)*

The majority of the County Council's electricity and gas bills were based on estimated readings. Installing AMR means that billing can be based on actual consumption. It also gives us better control of our use of electric energy, gas usage, or water consumption. AMR for gas, non-half hourly electricity supplies and oil will be rolled out in 2010. AMR meets requirements of the Carbon Reduction Commitment and it also provides data to assist energy efficiency in buildings. It is estimated that AMR will provide a 10% saving on energy bills, therefore, a potential £1m per annum saving and a 10% saving on carbon emissions, approximately 5,400 tonnes. In addition, there will be savings of up to £37,500 in 2011/2012 and up to £24,000 in 2012/2013 by meeting the CRC requirement. AMR is being procured via the Buying Solutions framework.

### *Upgrade of Energy Management System (EMS)*

There are currently over 100 sites with heating controls systems linked back to the County's main centralised EMS. Each site has the controls to operate as a 'standalone' system, but the communications link (currently via a telephone line) allows for the remote backing up of data, troubleshooting and general support. This system is now

obsolete, unsupported and no longer offers an adequate degree of functionality. The central system is currently being upgraded and a procurement exercise is underway to upgrade the site equipment to ensure that it is compatible with new system. Once complete, the new EMS will offer web-based access via user-friendly graphics, with centralised support offering 'off site' data back-up, support and advice and troubleshooting. Comparisons are difficult, but it is recognised that a properly managed EMS can reduce site energy costs by 10 – 15%. As we already have an EMS in place, it is anticipated that the existing savings will be at least maintained, but a further 5% can be expected at some sites. The EMS upgrade is being rolled out at the same time as implementation of the Automatic Meter Reading project and it is expected that analysis of the AMR data will identify further potential for savings.

### *Display Energy Certificate Officers (DECOs)*

The County Council now has 5 qualified officers to conduct surveys at buildings with a floor area of 500m<sup>2</sup> or above. A certificate and an advisory report with energy efficiency recommendations have been provided to all sites that require a DEC. Renewals are now taking place and preparations for a reduction in the threshold to 250m<sup>2</sup> are being made. The Energy Team provides assistance to site managers in implementing the recommendations.

#### *'Small Steps Big Difference' Awareness Campaign*

Building on the success of previous one-off events, such as the Electric Monsters Day, the Energy Team has been working with the Chief Executive's Group's Policy Team and the Assistant Directors' Environmental Group to run a series of events throughout the year called the *Small Steps Big Difference* campaign. This has included events, activities and competitions for staff around the themes of travel (with the aim to reduce business miles by 10%), energy, waste and water. The first year has been seen as a success so the campaign will continue.

#### *Renewable energy installations*

Changes by government and the introduction of *Feed in Tariffs* have resulted in a greater interest in the installation of Photovoltaic Cells, solar panels that generate electricity (PVs). A growing number of schools are being approached by companies offering a range of deals providing PV installation on their site for no capital cost to them, some of these deals are better than others. Following research the Energy Team has produced a *Renewables Pack* to help sites identify the right renewable generation for them, provided detailed advice to schools considering a 'PV for free' package, undertaken pilot installations at South Otterington and Thirsk schools and is currently talking to a number of possible providers.

#### *Water conservation*

147 schools with high water usage have been notified as a result of the desktop benchmarking exercise that started in 2007/2008. Most of these sites have leakage problems or have not had urinal controls installed. The sites that have taken appropriate actions have made significant savings over the past years.

A detailed waster audit has been undertaken in the Settle area on fourteen schools as there are specific regional factors in this area. This work has resulted in £18,456 of savings.

## Appendix Gradings, colour codes and scores

### Condition gradings

A	Good. Performing as intended and operating efficiently.
B	Satisfactory. Performing as intended, but exhibiting minor deterioration.
C	Poor. Exhibiting major defects and / or not operating as intended.
D	Bad. Life expired and / or serious risk of imminent failure.

### Condition priority ratings

1	Urgent work that will prevent immediate closure of premises and / or address an immediate high risk to the H&S of occupants and / or remedy a serious breach of legislation.
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 H&S of occupants and / or remedy a less serious breach of legislation.
3	Desirable work required within three to five years that will prevent deterioration of the fabric or services and / or address a low risk to the H&S of occupants and / or remedy a minor breach of legislation.
4	Long term work required outside the five year planning period that will prevent deterioration of the fabric or services.

### Property attribute colour codings

Red	Significant problem now with impact on service
Amber	Problem with some impact on service
Green	No problem now and in the known longer term
Not relevant	The assessment is not relevant to this establishment
Not assessed	Not assessed

*continued over ...*

**Projects - scores for customer satisfaction - service and product**

Score	1	2	3	4	5	6	7	8	9	10
<b>CEBE</b>	Totally dissatisfied		Mostly dissatisfied		Neither satisfied nor dissatisfied			Mostly satisfied		Totally satisfied
<b>NYCC</b>	Poor			Average			Good			Excellent

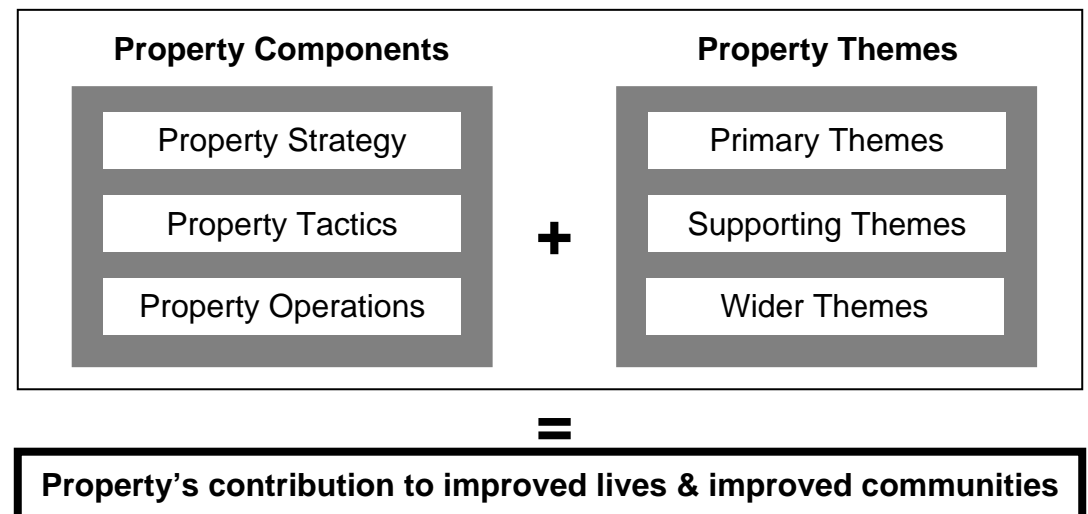
**Projects - scores for defects**

Score	1	2	3	4	5	6	7	8	9	10
<b>CEBE</b>	Totally defective		Major defects with major impact on client		Some defects with some impact on client			Some defects with no significant impact on client		Defect-free
<b>NYCC</b>	Poor			Average			Good			Excellent

# Asset Management Planning Framework

## Property Performance Report 2011

### Appendices



## About this document

<b>Title</b>	Property Performance Report 2011. Appendices.
<b>Purpose</b>	To set out the detail of property's contribution to delivering the council objectives and the measurement of our success in achieving the corporate property aim and corporate property objectives.
<b>Coverage</b>	Property portfolio, property processes and property services.
<b>Status</b>	Information.
<b>Source</b>	Finance & Central Services: Corporate Property Management: Corporate Asset Management.
<b>Intranet</b>	
<b>History</b>	First issued April 2011.
<b>Copyright</b>	North Yorkshire County Council.
<b>Contact</b>	Roger Fairholm. 01609 535698. <a href="mailto:roger.fairholm@northyorks.gov.uk">roger.fairholm@northyorks.gov.uk</a> .

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## Appendices Abbreviations

Term	Explanation
KIS	Key Indicator of Success. The main indicators we use to determine how successful we are in managing property.
BVPP indicator	Best Value Performance Plan indicator set by the Department for Communities & Local Government (DCLG). These must be calculated each year.
CEBE indicator	Constructing Excellence in the Built Environment: Nationally defined indicators used to monitor performance across the construction industry.
NAPPMI indicator	National Property Performance Management Initiative. National indicators approved by the DCLG. These replace the ODPM and COPROP indicators.
NYCC indicator	Indicators that provide additional and / or more useful information for strategic, operational and contractual purposes.
Jacobs contract indicator	Indicators used to measure the performance of Jacobs (including Bruton Knowles) in relation to the contract for property services.
MTC contract indicator	Indicators used to measure the performance of the measured term contractors in relation to the contract for responsive maintenance.



## **Appendices Codes and gradings**

The gradings, colour codes and scores used in the next sections are explained on the last two pages of the document.

## Appendix A Performance of the property portfolio

### 1.1 Condition

The gradings and codings used are described on page 42. Some are set by the central government.

1.1.1 Condition by colour coding (All property with a maintenance liability)		2010 / 2011					
		red	amber	green	NR	NA	No.
Condition of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	68%	13%	2%	5%	11%	534
	Business & Environmental Services	11%	5%	25%	32%	27%	73
	Financial & Central Services	18%	36%	9%	18%	18%	11
	Adult & Community Services	30%	17%	13%	26%	14%	166
	<b>Overall</b>	<b>54%</b>	<b>14%</b>	<b>7%</b>	<b>12%</b>	<b>13%</b>	<b>784</b>

*NYCC indicator*

### 1.1.2 Condition – all property

This table shows the value of all work required at all property under the new definitions of planned maintenance and backlog.

Priority grading	Existing condition grading				Notes
	Good A	Satisfactory B	Poor C	Bad D	
5+ years	4				A4 = best D1 = worst
3-5 years	3	£98,359,633	£58,956,204		→ = deterioration
0-2 years	2	£528,587	£35,356,992	£0	£36,328,306 = backlog
Now	1		£971,314	£0	£157,844,424 = planned maintenance

Note: this does not include external decoration (in accordance with the definitions of planned maintenance and backlog).

### 1.1.3 Condition – schools

This table shows the value of all work required at all schools (excluding PFI and foundation schools) under the new definitions of planned maintenance and backlog.

Priority grading	Existing condition grading				Notes
	Good A	Satisfactory B	Poor C	Bad D	
5+ years	4				A4 = best D1 = worst
3-5 years	3		£83,455,387	£51,303,266	← = deterioration
0-2 years	2		£455,668	£31,640,720	£32,236,505 = backlog
Now	1			£595,785	£135,214,321 = planned maintenance

Note: this does not include external decoration (in accordance with the definitions of planned maintenance and backlog).

### 1.1.4 Condition – corporately maintained property

This table shows the value of all work required at all corporately maintained property (including farms) under the new definitions of planned maintenance and backlog. The data has been rationalised to take account of proposals in relation to EPHs, offices and surplus property.

Priority grading	Existing condition grading				Notes
	Good A	Satisfactory B	Poor C	Bad D	
5+ years	4				A4 = best D1 = worst
3-5 years	3		£8,921,756	£4,955,484	← = deterioration
0-2 years	2		£19,372	£2,163,274	£2,289,845 = backlog
Now	1			£126,571	£13,896,612 = planned maintenance

Note: this does not include external decoration (in accordance with the definitions of planned maintenance and backlog).

### 1.1.4a Condition – County Farms

This table shows the value of all work required at all County Farms under the new definitions of planned maintenance and backlog.

		Existing condition grading				Notes
		Good A	Satisfactory B	Poor C	Bad D	
Priority grading	5+ years	4				
	3-5 years	3		£2,212,827	£692,437	= deterioration
	0-2 years	2			£825,418	£850,018 = backlog
	Now	1			£24,600	£2,905,264 = planned maintenance

Note: this does not include external decoration (in accordance with the definitions of planned maintenance and backlog).

### 1.1.5 Condition – all other property

This table shows the value of all work required at all other property under the new definitions of planned maintenance and backlog. The figures for this part of the portfolio are likely to be under-estimates, because fewer of the properties have been assessed on the new basis.

		Existing condition grading				Notes
		Good A	Satisfactory B	Poor C	Bad D	
Priority grading	5+ years	4				
	3-5 years	3		£3,769,663	£2,005,017	= deterioration
	0-2 years	2		£53,547	£727,580	£951,938 = backlog
	Now	1			£224,358	£5,828,227 = planned maintenance

Note: this does not include external decoration (in accordance with the definitions of planned maintenance and backlog).

1.1.6 <b>Planned / responsive maintenance split</b> (All property with a maintenance liability)		2009 / 2010	2010 / 2011
Split of expenditure on R&M between planned and responsive work - overall. <i>NaPPMI indicator Diii</i>	Schools	68% planned 32% responsive	67% planned 33% responsive
	Other property	48% planned 52% responsive	57% planned 43% responsive

The indicator reflects the fact that in the longer term it is more cost-effective to plan to maintain property rather than to repair it when it falls apart.

1.1.7 <b>Total spend on maintenance - cost</b> (All property with a maintenance liability)		2009 / 2010	2010 / 2011
Total maintenance spend.	Schools	£9.997m	£10.36m
<i>NaPPMI indicator 1 D i</i>	Other Property	£2.682m	£2.42m

1.1.8 <b>Total spend on maintenance - cost per sq. m.</b> (All property with a maintenance liability)		2009 / 2010	2010 / 2011
Total maintenance spend per sq. m. GIA.	Schools	£13.07 per. sq. m.	£12.82 per. sq. m.
<i>NaPPMI indicator 1 D ii</i>	Other Property	£18.35 per. sq. m.	£15.55 per. sq. m.

**Quality warning:** the data for the Other Property element of this indicator must be treated with caution because of issues with the accuracy of floor areas.

## 1.2 Capacity

1.2.1 Capacity by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
Capacity of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	3%	17%	78%	0%	2%	534
	Business & Environmental Services	8%	7%	73%	7%	5%	73
	Financial & Central Services	0%	36%	64%	0%	0%	11
	Adult & Community Services	5%	7%	86%	0%	2%	166
	<b>Overall</b>	<b>4%</b>	<b>14%</b>	<b>79%</b>	<b>1%</b>	<b>2%</b>	<b>784</b>
<i>NYCC indicator</i>							

### 1.3 Accessibility

1.3.1 Accessibility of buildings (NYCC buildings)		2010 / 2011					No.
		red	amber	green	NR	NA	
Accessibility of buildings by colour coding (red, amber, green) - % overall.	Children & Young People's Service	9%	31%	55%	0%	4%	534
	Business & Environmental Services	0%	10%	53%	26%	11%	73
	Financial & Central Services	9%	18%	73%	0%	0%	11
	Adult & Community Services	5%	54%	37%	3%	1%	166
	<b>Overall</b>	<b>7%</b>	<b>34%</b>	<b>51%</b>	<b>3%</b>	<b>4%</b>	<b>784</b>
<i>BVPP indicator 156 NYCC indicator</i>							

1.3.2 Building Accessibility (Operational property open to the public - non-schools only)		2009 / 2010	2010 / 2011
% of operational portfolio open to the public in which all public areas are suitable for and accessible to disabled people.		77%	77%
<i>Former BVPP indicator 156</i>			

**Note:** BVPP 156 has been discontinued, but NYCC still continue to monitor the progress as part of their commitment to providing access as defined in the Building Regulations Part M 2004.

## 1.4 Location

1.4.1 Location by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
Location of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	0%	1%	96%	0%	2%	534
	Business & Environmental Services	3%	4%	81%	3%	10%	73
	Financial & Central Services	0%	9%	91%	0%	0%	11
	Adult & Community Services	0%	7%	92%	0%	1%	166
	<b>Overall</b>	<b>0%</b>	<b>3%</b>	<b>94%</b>	<b>0%</b>	<b>2%</b>	<b>784</b>
<i>NYCC indicator</i>							

## 1.5 Health & Safety

1.5.1 Health & Safety by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
Health & Safety of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	10%	28%	60%	0%	2%	534
	Business & Environmental Services	3%	4%	60%	23%	10%	73
	Financial & Central Services	0%	18%	82%	0%	0%	11
	Adult & Community Services	1%	5%	93%	0%	1%	166
	<b>Overall</b>	<b>7%</b>	<b>21%</b>	<b>67%</b>	<b>2%</b>	<b>3%</b>	<b>784</b>
<i>NYCC indicator</i>							



## 1.6 Appearance

1.6.1 Appearance by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
Appearance of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	0%	2%	95%	1%	2%	534
	Business & Environmental Services	4%	10%	52%	26%	8%	73
	Financial & Central Services	0%	0%	100%	0%	0%	11
	Adult & Community Services	1%	7%	91%	0%	1%	166
	<b>Overall</b>	<b>1%</b>	<b>4%</b>	<b>90%</b>	<b>3%</b>	<b>2%</b>	<b>784</b>

*NYCC indicator*

## 1.7 Internal environment

1.7.1 Internal environment by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
Internal environment of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	1%	39%	58%	1%	2%	534
	Business & Environmental Services	3%	10%	55%	26%	7%	73
	Financial & Central Services	0%	18%	82%	0%	0%	11
	Adult & Community Services	4%	13%	81%	1%	1%	166
	<b>Overall</b>	<b>2%</b>	<b>30%</b>	<b>63%</b>	<b>3%</b>	<b>2%</b>	<b>784</b>

*NYCC indicator*

## 1.8 Running costs

1.8.1 Running costs by colour coding (All NYCC occupied establishments)		2010 / 2011					
		red	amber	green	NR	NA	No.
Running costs for all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	31%	34%	17%	0%	17%	534
	Business & Environmental Services	10%	8%	15%	22%	45%	73
	Financial & Central Services	45%	27%	0%	0%	27%	11
	Adult & Community Services	38%	13%	7%	26%	17%	166
	<b>Overall</b>	<b>31%</b>	<b>27%</b>	<b>14%</b>	<b>8%</b>	<b>20%</b>	<b>784</b>
<i>NYCC indicator</i>							

## 1.9 Adaptability

1.9.1 Adaptability by colour coding (All NYCC occupied establishments)		2010 / 2011					
		red	amber	green	NR	NA	No.
Adaptability in all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	1%	46%	49%	1%	3%	534
	Business & Environmental Services	1%	12%	45%	32%	10%	73
	Financial & Central Services	0%	27%	55%	18%	0%	11
	Adult & Community Services	3%	46%	41%	4%	7%	166
	<b>Overall</b>	<b>2%</b>	<b>42%</b>	<b>47%</b>	<b>4%</b>	<b>4%</b>	<b>784</b>
<i>NYCC indicator</i>							

## 1.10 ICT infrastructure

1.10.1 ICT infrastructure by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
ICT infrastructure in all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	0%	13%	85%	1%	1%	534
	Business & Environmental Services	0%	3%	55%	36%	7%	73
	Financial & Central Services	0%	0%	82%	18%	0%	11
	Adult & Community Services	1%	2%	89%	5%	3%	166
	<b>Overall</b>	<b>0%</b>	<b>10%</b>	<b>83%</b>	<b>5%</b>	<b>2%</b>	<b>784</b>

*NYCC indicator*

## 1.11 Environmental impact

Data for the environmental indicators in section 1.11 are always for the full year up to the latest utility bill received: December to December where possible, otherwise September to September. This makes year-on-year comparisons possible.

1.11.1 Carbon dioxide (CO <sup>2</sup> ) emissions (All NYCC occupied property)	2009 / 2010	2010 / 2011
Carbon dioxide (CO <sup>2</sup> ) emissions from all operational property occupied by NYCC in tonnes per sq. m. p.a.	0.053 tonnes	0.057 tonnes

*NaPPMI indicator PMI 2C*

1.11.2 <b>Energy costs</b> (All NYCC occupied property)	2009 / 2010	2010 / 2011
Energy costs of all operational property occupied by NYCC per sq. m. p.a.	£10.94 per sq. m.	£10.65 per sq. m.
<i>NaPPMI indicator. PMI 2Ai</i>		

**Note:** This national indicator is of limited use because it combines issues on consumption (over which we have some control) with the separate issues of procurement (where we have some control within the market constraints) and suppliers' pricing structures (over which we have no control). As a result, it is difficult to prove improvements due to specific programmes of action.

1.11.3 <b>Energy consumption</b> (All NYCC occupied property)	2009 / 2010	2010 / 2011
Energy consumption at all operational property occupied by NYCC in kilowatt hours per sq. m. p.a.	183 kWh per sq. m.	198 kWh per sq. m.
<i>NaPPMI indicator PMI 2Aii</i>		

**Note:** It was expected that this figure would rise because 2010 was 21% colder than 2009 and heating accounts for 75% of NYCC energy use. However, calculations based on national formulae predicted that the increase in energy use overall would be 14.25% leading to a figure of 209 kWh per sq m. The actual result of 198 kWh per sq m shows a significant improvement.

1.11.4 <b>Water costs</b> (All NYCC occupied property)	2009 / 2010	2010 / 2011
Water costs of all operational property occupied by NYCC per sq. m. p.a.	£1.31 per sq. m.	£1.47 per sq. m.
<i>NaPPMI indicator 2Bi</i>		

**Note :** This national indicator is of limited use because it combines issues on consumption (over which we have some control) with the separate issues of procurement (where we have some control within the market constraints) and suppliers' pricing structures (over which we have no control). As a result, it is difficult to prove improvements due to specific programmes of action.

1.11.5 <b>Water consumption</b> (All NYCC occupied property)	2009 / 2010	2010 / 2011
Water consumption at all NYCC occupied property in cubic metres per sq. m. p.a.	0.48 cu. m. per sq. m.	0.52 cu. m. per sq. m.
<i>NaPPMI indicator 2Bii</i>		

**Note:** The increased water usage is due to the high number of leaks caused by the very severe winter weather 2010-2011.

1.11.6 Environmental impact by colour coding (All NYCC occupied establishments)		2010 / 2011					
		red	amber	green	NR	NA	No.
A combined assessment of water and energy consumption and CO <sup>2</sup> emissions at all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	18%	57%	2%	0%	22%	534
	Business & Environmental Services	3%	4%	3%	48%	42%	73
	Financial & Central Services	18%	9%	18%	0%	55%	11
	Adult & Community Services	7%	20%	19%	24%	30%	166
	<b>Overall</b>	<b>14%</b>	<b>44%</b>	<b>6%</b>	<b>10%</b>	<b>26%</b>	<b>784</b>

*NYCC indicator*

## 1.12 Identity

1.12.1 Identity by colour coding (All NYCC occupied establishments)		2010 / 2011					
		red	amber	green	NR	NA	No.
Identity of all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	0%	0%	95%	4%	2%	534
	Business & Environmental Services	0%	3%	60%	26%	11%	73
	Financial & Central Services	0%	0%	73%	27%	0%	11
	Adult & Community Services	0%	2%	91%	2%	5%	166
	<b>Overall</b>	<b>0%</b>	<b>1%</b>	<b>90%</b>	<b>6%</b>	<b>3%</b>	<b>784</b>

*NYCC indicator*

### 1.13 Other Infrastructure

1.13. Other Infrastructure by colour coding (All NYCC occupied establishments)		2010 / 2011					No.
		red	amber	green	NR	NA	
An attribute that covers utilities other than ICT, for example electric, water and gas, at all NYCC occupied establishments by colour codings (red, amber, green) - % by directorate and % overall.	Children & Young People's Service	1%	0%	97%	1%	1%	534
	Business & Environmental Services	0%	3%	56%	32%	10%	73
	Financial & Central Services	0%	9%	82%	9%	0%	11
	Adult & Community Services	1%	1%	97%	1%	1%	166
	<b>Overall</b>	<b>1%</b>	<b>1%</b>	<b>93%</b>	<b>4%</b>	<b>2%</b>	<b>784</b>
<i>NYCC indicator</i>							

## Appendix B Performance of the property processes

### Redeployment Process

<b>KIS 2</b> Redeployment - speed		2009 / 2010			2010 / 2011		
		total decisions	no. in 6 months	% in 6 months	total decisions	no. in 6 months	% in 6 months
The number & percentage of properties with a redeployment decision made within 6 months of being declared unused.	Re-use for service	1	1	100%	5	5	100%
	Disposal	15	14	93%	20	16	80%
	Letting to third part for service	29	27	93%	10	9	90%
	Hold in advance of need	0	0		0	0	
	Hold for future disposal	2	2		0	0	
	Other	0	0		0	0	
<i>NYCC indicator</i>	<b>Total</b>	<b>47</b>	<b>44</b>	<b>94%</b>	<b>35</b>	<b>30</b>	<b>86%</b>

<b>KIS 3</b> Redeployment - disposals receipts	2009 / 2010	2010 / 2011
The annual disposals receipts achieved.	Actual = £4.6m	Actual = £1.6m
<i>NYCC indicator</i>		



## 2.2 Project process

<b>KIS 4 Projects - cost predictability</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
The percentage of projects completed this year with an actual cost between +5% & -5% of the estimated cost.	Within + / - 5% = 71%	Within + / - 5% = 90%
This compares the actual costs at Available to Use with the cost estimated at Commit to Invest.	Average (mean) = -3.8%	Average (mean) = +0.5%
This indicator applies to projects over £50,000 where the council is the major funder.	Range = -35% to +10%	Range = -9% to +16%
<i>CEBE indicator</i>	51 projects	67 projects
<b>KIS 5 Projects - time predictability</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
The percentage of projects completed this year with an actual timescale between +5% & -5% of the estimated timescale.	Within + / - 5% = 96%	Within + / - 5% = 94%
This compares the actual timescale in days to reach Available to Use with the timescale estimated in weeks at Commit to Invest.	Average (mean) = -0.2%	Average (mean) = +0.8%
This indicator applies to projects over £50,000 where the council is the major funder.	Range = -10% to +4%	Range = -2% to +15%
<i>CEBE indicator</i>	51 projects	67 projects

<b>KIS 6 Projects - client satisfaction with product</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Satisfaction of the Client with the completed building or work on a scale of 1 - 10.	Average (mode) = 10 Good & above = 100% Range = 8 to 10	Average (mode) = 10 Good & above = 100% Range = 7 to 10
<i>CEBE indicator / Jacobs contract indicator</i>	52 responses	82 responses
<b>KIS 7 Projects - client satisfaction with service</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Satisfaction of the Client with the service received on a scale of 1 - 10.	Average (mode) = 10 Good & above = 100% Range = 7 to 10	Average (mode) = 10 Good & above = 99% Range = 5 to 10
<i>CEBE indicator</i>	52 responses	82 responses
<b>2.2.1 Projects - defects</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Impact of defects on the use of the building at the time of handover on a scale of 1 - 10.	Average (mode) = 8 & 10 Good & above = 96% Range = 6 to 10	Average (mode) = 10 Good & above = 95% Range = 5 to 10
This applies to projects over £50,000 where the council is the major funder.		
<i>CEBE indicator / Jacobs contract indicator</i>	51 responses	82 responses

### **2.3 Other property processes**

Indicators have not yet been identified for the following processes:

1. Property Planning Process
2. Corporate Property Review Process
3. Acquisition Process

## **Appendix C Performance of the property services**

### **Client side**

To be identified.

**Table C1** Summary of Jacobs Contract KPI Results (Projects): 2010/2011

<b>KPI</b>	<b>Description</b>	<b>2010/2011 NYCC Target result</b>	<b>2010/2011 actual result</b>	<b>Comparison of actual to NYCC target</b>	<b>CEBE National Benchmark</b>	<b>Comparison to National Benchmark</b>
KIS 6	Satisfaction with product	95% rated good or better	100%	5 percentage points better	82% rated good or better	18 percentage points better
2.2.1	Impact of Defects	90% rated good or better	95%	5 percentage points better	76% rated good or better	19 percentage points better
3.2.1	Client satisfaction with service	93% rated good or better	100%	7 percentage points better	82% rated good or better	18 percentage points better
3.2.3	Predictability of cost of design	65% within $\pm 5\%$	90%	25 percentage points better	60% within $\pm 5\%$	30 percentage points better
3.2.4	Predictability of cost of construction	80% within $\pm 5\%$	91%	11 percentage points better	35% within $\pm 5\%$	56 percentage points better
3.2.5	Predictability of time for design	92% within $\pm 5\%$	99%	7 percentage points better	65% within $\pm 5\%$	34 percentage points better
3.2.6	Predictability of time for construction	62% within $\pm 5\%$	90%	28 percentage points better	18% within $\pm 5\%$	72 percentage points better

**Table C2** Summary of Jacobs Contract KPI Results (Maintenance): 2009/2010

<b>KPI</b>	<b>Description</b>	<b>2010/2011 NYCC Target result</b>	<b>2010/2011 actual result</b>	<b>Comparison of actual to NYCC target</b>	<b>CEBE National Benchmark</b>	<b>Comparison to National Benchmark</b>
3.4.1	Planned maintenance: Client satisfaction with product	87% rated good or better	100%	13 percentage points better	86% rated good or better	14 percentage point better
3.4.2	Planned maintenance: Client satisfaction with service	88% rated good or better	99%	11 percentage points better	86% rated good or better	13 percentage points better
3.4.3	Planned maintenance: Defects	80% rated good or better	94%	14 percentage points better	76% rated good or better	18 percentage points better
3.4.4	Planned maintenance: programme time predictability	96% of items completed	95%	1 percentage point worse		
3.4.5	Planned maintenance: programme cost predictability	96% of budget spent	94%	2 percentage points worse		
3.5.1	Responsive maintenance: Client satisfaction with helpline	89% rated good or better	93%	4 percentage points better		

**Table C3** Summary of Jacobs Contract KPI Results (Estates): 2010/2011

<b>KPI</b>	<b>Description</b>	<b>2010/2011 target result</b>	<b>2010/2011 actual result</b>	<b>Comparison of actual to target</b>
3.6.2	Disposal – predictability – values – marketing estimate	55% ±15%	60% ±15%	5 percentage points better
3.6.4	Customer satisfaction – service - consultant	98% good or better	100% good or better	2 percentage points better
3.6.5	Time predictability – non-disposals commissions	96% within timescale	98% within timescale	2 percentage points better
3.6.6	Negotiation of rent & licence fee – improvement (in)	4% decrease	13% decrease	9 percentage points better
3.6.7	Prediction of rent & licence fee – accuracy (out)	95% ± 5%	83% ± 5%	12 percentage points worse

### 3.2 Projects - consultant

3.2.1 Projects - client satisfaction - service - consultant	2009 / 2010	2010 / 2011
Satisfaction of Client with the Consultant on a scale of 1 - 10 for all projects.	Average (mode) = 10	Average (mode) = 10
<i>CEBE indicator / Jacobs contract indicator</i>	Good & above = 100%	Good & above = 100%
	Range = 7 to 10	Range = 6 to 10
	52 responses	82 responses
<i>3.2.2 Projects - Client satisfaction - feasibility study – this indicator has been discontinued</i>		



<b>3.2.3 Projects - predictability - cost of design</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Actual cost of design work at Available to Use less estimated cost at Commit to invest as a % of estimated cost at Commit to Invest for projects over £50,000. <i>CEBE indicator / Jacobs contract indicator</i>	Average (mean) = -4.1% Within ±5% = 65% Range = -35% to +13% 51 projects	Average (mean) = -0.2% Within ±5% = 90% Range = -14% to +8% 67 projects
<b>3.2.4 Projects - predictability - cost at construction</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Actual cost at Available to Use less estimated cost at Commit to Construct as a % of estimated cost at Commit to Construct for projects over £50,000. <i>CEBE indicator / Jacobs contract indicator</i>	Average (mean) = -0.85% Within ±5% = 94% Range = -11% to +0% 51 projects	Average (mean) = -0.84% Within ±5% = 91% Range = -10% to +6% 67 projects
<b>3.2.5 Projects - predictability - time for design</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Actual design time at Commit to Construct less estimated design time at Commit to Invest as a % of estimated design time at Commit to Invest for projects over £50,000. <i>CEBE indicator / Jacobs contract indicator</i>	Average (mean) = -0.91% Within ±5% = 96% Range = -6% to +44% 51 projects	Average (mean) = -0.03% Within ±5% = 99% Range = -5% to +5.5% 67 projects
<b>3.2.6 Projects - predictability - time for construction</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Actual construction time at Available to Use less contract period at Commit to Construct as a % of contract period at Commit to Construct for projects over £50,000. <i>CEBE indicator / Jacobs contract indicator</i>	Average (mean) = -0.22% Within ±5% = 88% Range = -20% to +25% 51 projects	Average (mean) = -0.20% Within ±5% = 90% Range = -25% to +16% 67 projects

***3.3 Projects - design partners – these indicators have been discontinued***

### 3.4 Planned maintenance - consultant

3.4.1 Planned maintenance - client satisfaction - product	2009 / 2010	2010 / 2011
Satisfaction of the Client with the completed building or work on a scale of 1 - 10.	Average (mode) = 8	Average (mode) = 10
<i>CEBE indicator / Jacobs contract indicator</i>	Good & above = 94%	Good & above = 100
	Range = 4 to 10	Range = 7 to 10
	47 responses out of 120	85 responses out of 121
3.4.2 Planned maintenance - client satisfaction - service - consultant	2009 / 2010	2010 / 2011
Satisfaction of Client with the Consultant on a scale of 1 - 10 for all projects.	Average (mode) = 10	Average (mode) = 9
<i>CEBE indicator / Jacobs contract indicator</i>	Good & above = 91%	Good & above = 99%
	Range = 5 to 10	Range = 5 to 10
	47 responses out of 120	97 responses out of 121
3.4.3 Planned maintenance - defects	2009 / 2010	2010 / 2011
Impact of defects on the use of the building at the time of handover on a scale of 1 - 10.	Average (mode) = 10	Average (mode) = 10
<i>CEBE indicator / Jacobs contract indicator</i>	Good & above = 93%	Good & above = 94%
	Range = 4 to 10	Range = 6 to 10
	responses 44 out of 115	97 responses out of 121

3.4.4 Planned maintenance - time predictability - programme	2009 / 2010	2010 / 2011
The number and percentage of the items in the approved annual programme at the start of the programme which are completed by the end of the programme period.	<i>No data available (2 Year Programme)</i>	272 items 259 completed Completed 95%
<i>NYCC indicator / Jacobs contract indicator</i>		
<b>Note:</b> From 2008 / 2009 this indicator has covered <i>all</i> non-PREMISES planned maintenance. Previously it was only corporate planned maintenance.		

3.4.5 Planned maintenance - cost predictability - programme	2009 / 2010	2010 / 2011
The amount and percentage of the budget set at the start of the approved annual programme which is spent (not just committed) by the end of the programme.	<i>No data available (2 Year Programme)</i>	Budget = £4,993,000 £4,697,000 spent Spent 94%
<i>NYCC indicator / Jacobs contract indicator</i>		
<b>Note:</b> From 2008 / 2009 this indicator has covered <i>all</i> non-PREMISES planned maintenance. Previously it was only corporate planned maintenance.		

### 3.5 Responsive maintenance - consultant

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#### 3.5.1 Responsive maintenance - customer satisfaction – helpline

**2009 / 2010**

**2010 / 2011**

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This measures the Clients' opinion of the Help Desk regarding, response, advice and customer approach on a scale of 1 - 10.

Average (mode) = 8

Average (mode) = 10

Good & above = 97%

Good & above = 93%

Range = 3 to 10

Range = 1 to 10

*NYCC indicator / Jacobs contract indicator*

74 responses out of  
156

96 responses out of  
138

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### 3.6 Estates - consultant

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#### 3.6.1 Estates - disposal programme - predictability - values

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*This indicator has been discontinued*

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3.6.2 Estates - disposal programme - predictability - values	2009 / 2010	2010 / 2011
Reliability of the marketing estimate of value compared with the disposal price achieved.	Within $\pm 15\%$ = 74%	Within $\pm 15\%$ = 60%
	Range = -10% to +201%	Range = -1% to +46%
<i>NYCC indicator / Jacobs contract indicator</i>	19 Cases	10 Cases

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**Note** : The reliability limits have been extended to  $\pm 15\%$  in order to reflect the current volatile property market. This is one of the indicators used to measure Jacobs' performance under the property services contract.

<b>3.6.3 Estates - negotiation of rent and licence fee - improvement achieved</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Percentage improvement in rent or licences fees negotiated compared to starting offers from landlords or target outcome for tenants.  <i>NYCC indicator / Jacobs contract indicator</i>	<i>This indicator has been discontinued</i>	<i>This indicator has been discontinued</i>

In 2008/09 this indicator was re-structured and divided between two new indicators to allow separate details for rent or fee paid *by* NYCC and rent or fee paid *to* NYCC. See 3.6.6 and 3.6.7 below.

<b>3.6.4 Estates - customer satisfaction - service - consultant</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Satisfaction of Client with the Consultant on a scale of 1 - 10 for all estates commissions.  <i>NYCC indicator / Jacobs contract indicator</i>	Average (mode) = 8 Good & above = 98% Range = 6 to 10 82 responses (88%)	Average (mode) = 8 Good & above = 100% Range = 7 to 10 78 responses (98%)

This is one of the indicators used to measure Jacobs' performance under the property services contract.

<b>3.6.5 Estates - time predictability - non-disposals commissions</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
The percentage of non-disposals commissions completed within the agreed timescales.  <i>NYCC indicator / Jacobs contract indicator</i>	Within Timescale = 97%  113 Cases	Within Timescale = 98%  129 Cases

This is one of the indicators used to measure Jacobs' performance under the property services contract.

<b>3.6.6 Estates - negotiation of rent and licence fee for leases in-decrease achieved</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Percentage improvement in rent or licence fees negotiated compared to starting offers from landlords.	Lease in = 10% decrease	Lease in = 13% decrease
<i>NYCC indicator / Jacobs contract indicator</i>	26 Cases	8 Cases

This is one of the indicators used to measure Jacobs' performance under the property services contract.

<b>3.6.7 Estates - prediction of rent and licence fee for leases out-accuracy achieved</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Accuracy of the rent or licence fees that are predicted by Jacobs for leases out.	Lease out $\pm 5\%$ = 47%	Lease out $\pm 5\%$ = 83%
<i>NYCC indicator / Jacobs contract indicator</i>	17 Cases	59 Cases

This is one of the indicators used to measure Jacobs' performance under the property services contract.



### 3.8 Works contractors

3.8.1 Works framework contractor – customer satisfaction - service	2009 / 2010	2010 / 2011
<p>Satisfaction of Client with the service provided by the Contractor on a scale of 1 - 10.</p> <p><i>CEBE indicator</i></p>	<p><i>New indicator</i></p>	<p>Average (mode) = 9</p> <p>Good &amp; above = 94%</p> <p>Range = 6 to 10</p> <p>16 responses (32%)</p>
3.8.2 Works framework contractor – customer satisfaction - interaction	2009 / 2010	2010 / 2011
<p>Satisfaction of Client with the interaction of the Contractor whilst on site, on a scale of 1 - 10.</p> <p><i>NYCC indicator</i></p>	<p><i>New indicator</i></p>	<p>Average (mode) = 9</p> <p>Good &amp; above = 94%</p> <p>Range = 6 to 10</p> <p>16 responses (32%)</p>
3.8.3 Works framework contractor – customer satisfaction - product	2009 / 2010	2010 / 2011
<p>Satisfaction of Client with the work carried out by the Contractor on a scale of 1 - 10.</p> <p><i>CEBE indicator</i></p>	<p><i>New indicator</i></p>	<p>Average (mode) = 9</p> <p>Good &amp; above = 100%</p> <p>Range = 7 to 10</p> <p>16 responses (32%)</p>

<b>3.8.4 Works framework contractor – time taken to complete work</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the ability of the Contractor to carry out work within the agreed timescales so that over-runs are no more than 5%.	<i>New indicator</i>	96% of Projects carried out within the agreed timescales
<i>NYCC indicator</i>		50 Projects
<b>3.8.5 Works framework contractor – reliability of cost estimates</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the ability of the Contractor to carry out work within the agreed estimates: all estimates should be within +/- 30% and at least 75% within +/-10% of the final account.	<i>New indicator</i>	100% within +/- 30% 88% within +/- 10%.
<i>NYCC indicator</i>		50 Projects
<b>3.8.6 Works framework contractor – site protocol –asbestos risk management</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must ask to examine any relevant Asbestos Risk Management Documentation before starting work on site.	<i>New indicator</i>	100% of Contractors checked the asbestos documentation before starting work
<i>NYCC indicator</i>		16 Projects
<b>3.8.7 Works framework contractor – site protocol – site sign-in</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must sign-in on site before starting work.	<i>New indicator</i>	100% of Contractors signed-in on site before starting work
<i>NYCC indicator</i>		16 Projects

### 3.9 Responsive maintenance - Measured Term Contractors

3.9.1 Responsive maintenance - customer satisfaction - service - measured term contractor	2009 / 2010	2010 / 2011
Satisfaction of Client with the Contractor on a scale of 1 - 10.	Average (mode) = 9	Average (mode) = 9
<i>CEBE indicator / MTC contract indicator</i>	Good & above = 99%	Good & above = 96%
	Range = 4 to 10	Range = 2 to 10
	100 responses (63%)	95 responses (71%)

#### 3.9.2 Responsive maintenance - timing of work - measured term contractor

*This indicator has been discontinued.*

#### 3.9.3 Responsive maintenance - quality of work - measured term contractor

*This indicator has been discontinued.*

### 3.10 Themed Framework Contractors

3.10.1 Themed framework contractor – customer satisfaction - service	2009 / 2010	2010 / 2011
Satisfaction of Client with the service provided by the Contractor on a scale of 1 - 10.	Average (mode) = 10	Average (mode) = 10
	Good & above = 100%	Good & above = 94%
	Range = 8 to 10	Range = 2 to 10
<i>CEBE indicator</i>	25 responses (100%)	71 responses
3.10.2 Themed framework contractor – customer satisfaction - interaction	2009 / 2010	2010 / 2011
Satisfaction of Client with the interaction of the Contractor whilst on site, on a scale of 1 - 10.	Average (mode) = 10	Average (mode) = 10
	Good & above = 100%	Good & above = 96%
	Range = 8 to 10	Range = 1 to 10
<i>NYCC indicator</i>	25 responses (100%)	71 responses
3.10.3 Themed framework contractor – customer satisfaction - product	2009 / 2010	2010 / 2011
Satisfaction of Client with the work carried out by the Contractor on a scale of 1 - 10.	Average (mode) = 10	Average (mode) = 10
	Good & above = 100%	Good & above = 97%
	Range = 8 to 10	Range = 2 to 10
<i>CEBE indicator</i>	25 responses (100%)	71 responses

<b>3.10.4 Themed framework contractor – time taken to complete work</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the ability of the Contractor to carry out work within the agreed timescales.	100% of Projects carried out within the agreed timescales	100% of Projects carried out within the agreed timescales
<i>NYCC indicator</i>	25 Projects	59 Projects
<b>3.10.5 Themed framework contractor – reliability of cost estimates</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the ability of the Contractor to carry out work within the agreed estimates: all estimates should be within +/- 30% and at least 90% within +/-10% of the final account.	100% of Projects carried out within the agreed estimate variance.	100% of Projects carried out within the agreed estimate variance.
<i>NYCC indicator</i>	25 Projects	72 Projects
<b>3.10.6 Themed framework contractor – site protocol –asbestos risk management</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must ask to examine any relevant Asbestos Risk Management Documentation before starting work on site.	100% of Contractors checked the asbestos documentation before starting work	100% of Contractors checked the asbestos documentation before starting work
<i>NYCC indicator</i>	25 Projects	70 Projects

<b>3.10.7 Themed framework contractor – site protocol – site sign-in</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must sign-in on site before starting work.	100% of Contractors signed-in on site before starting work	100% of Contractors signed-in on site before starting work
<i>NYCC indicator</i>	25 Projects	69 Projects

### 3.11 Equipment Framework Contractors

<b>3.11.1 Equipment framework contractor – customer satisfaction - service</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Satisfaction of Client with the service provided by the Contractor on a scale of 1 - 10. <i>The framework contract sets a target of at least 75% of service ratings to be “Good” or above.</i>	Average (mode) = 10 Good & above = 98% Range = 1 to 10	Average (mode) = 10 Good & above = 99% Range = 1 to 10
<i>CEBE indicator</i>	3764 responses (94%)	6073 responses (92%)

<b>3.11.2 Equipment framework contractor – customer satisfaction - interaction</b>	<b>2009 / 2010</b>	<b>2010 / 2011</b>
Satisfaction of Client with the interaction of the Contractor whilst on site, on a scale of 1 - 10. <i>The framework contract sets a target of at least 75% of interaction ratings to be “Good” or above.</i>	Average (mode) = 10 Good & above = 99% Range = 1 to 10	Average (mode) = 10 Good & above = 100% Range = 1 to 10
<i>NYCC indicator</i>	3802 responses (95%)	6104 responses (92%)

3.11.3 Equipment framework contractor – customer satisfaction - product	2009 / 2010	2010 / 2011
Satisfaction of Client with the work carried out by the Contractor on a scale of 1 - 10. <i>The framework contract sets a target of at least 75% of product ratings to be “Good” or above.</i>	Average (mode) = 10 Good & above = 97% Range = 1 to 10	Average (mode) = 10 Good & above = 99% Range = 1 to 10
<i>CEBE indicator</i>	2844 responses (71%)	3984 responses (60%)
3.11.4 Equipment framework contractor – servicing – completion of required servicing programme	2009 / 2010	2010 / 2011
This indicator compares the actual quantity of servicing carried out by the Contractor with the planned programme.	79% of programmed services carried out as planned 5647 Services measured	98% of programmed services carried out as planned 5258 Services measured
<i>NYCC indicator</i>		
3.11.5 Equipment framework contractor – time – initial response time to repairs	2009 / 2010	2010 / 2011
This indicator compares the actual response time of the Contractor to a repair item with the response time required by the situation. <i>The framework contract sets a target of at least 70% of responses to be within the agreed time.</i>	94% of responses carried out within the agreed response time. 1587 callouts measured	89% of responses carried out within the agreed response time. 2128 callouts measured
<i>NYCC indicator</i>		

3.11.6 Equipment framework contractor – time – time taken to complete repairs	2009 / 2010	2010 / 2011
This indicator evaluates the overall time between the first report of a failure and the completion of the repair. <i>The framework contract sets a target of at least 70% of repairs to be completed within one day.</i>	84% of repairs completed within one day.	80% of repairs completed within one day.
<i>NYCC indicator</i>	1263 repairs measured	2128 repairs measured
3.11.7 Equipment framework contractor – cost – reliability of estimates	2009 / 2010	2010 / 2011
This indicator applies to items of work costing over £2000, and compares the original estimate of costs with the final amount invoiced to the client. The contract requires that at least 75% of the estimates be within +/- 10% of the invoiced amounts.	All estimates were within +/- 30% and over 90% were within +/- 10% of the invoiced amount	All estimates were within +/- 30% and over 90% were within +/- 10% of the invoiced amount
<i>NYCC indicator</i>		
3.11.8 Equipment framework contractor – site protocol –asbestos risk management	2009 / 2010	2010 / 2011
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must ask to examine any relevant Asbestos Risk Management Documentation before starting work on site.	99% of Contractors checked the asbestos documentation before starting work	100% of Contractors checked the asbestos documentation before starting work
<i>NYCC indicator</i>	3985 work items checked	6607 work items checked



3.11.9 Equipment framework contractor – site protocol – site sign-in	2009 / 2010	2010 / 2011
This indicator measures the performance of the Contractor with regard to standard site protocol. All Contractors must sign-in on site before starting work.	99.7% of Contractors signed-in on site before starting work	100% of Contractors signed-in on site before starting work
<i>NYCC indicator</i>	3985 work items checked	6607 work items checked

## Appendix D Gradings, colour codes and scores

### Condition gradings

A	Good. Performing as intended and operating efficiently.
B	Satisfactory. Performing as intended, but exhibiting minor deterioration.
C	Poor. Exhibiting major defects and / or not operating as intended.
D	Bad. Life expired and / or serious risk of imminent failure.

### Condition priority ratings

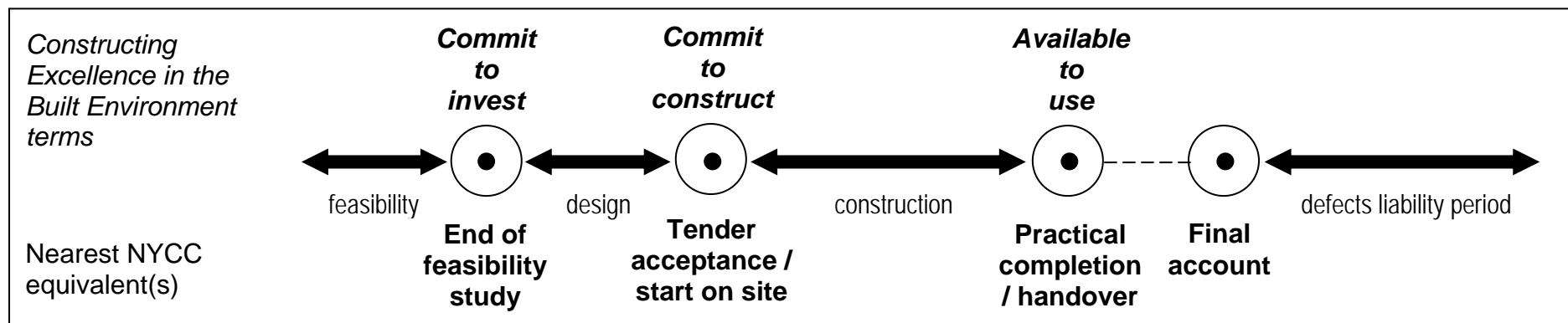
1	Urgent work that will prevent immediate closure of premises and / or address an immediate high risk to the H&S of occupants and / or remedy a serious breach of legislation.
2	Essential work required within two years that will prevent serious deterioration of the fabric or services and / or address a medium risk to the H&S of occupants and / or remedy a less serious breach of legislation.
3	Desirable work required within three to five years that will prevent deterioration of the fabric or services and / or address a low risk to the H&S of occupants and / or remedy a minor breach of legislation.
4	Long term work required outside the five year planning period that will prevent deterioration of the fabric or services.

### Property attribute colour codings

Red	Significant problem now with impact on service
Amber	Problem with some impact on service
Green	No problem now and in the known longer term
Not relevant	The assessment is not relevant to this establishment
Not assessed	Not assessed

*continued over ...*

## Measurements points for projects



## Projects - scores for customer satisfaction - service and product

Score	1	2	3	4	5	6	7	8	9	10
<b>CEBE</b>	Totally dissatisfied		Mostly dissatisfied		Neither satisfied nor dissatisfied			Mostly satisfied		Totally satisfied
<b>NYCC</b>	Poor			Average			Good		Excellent	

## Projects - scores for defects

Score	1	2	3	4	5	6	7	8	9	10
<b>CEBE</b>	Totally defective		Major defects with major impact on client		Some defects with some impact on client			Some defects with no significant impact on client		Defect-free
<b>NYCC</b>	Poor			Average			Good		Excellent	