



Wales & West Utilities

Office & Depot Property Portfolio Benchmarking Exercise

(Final V2)

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Cushman & Wakefield

Technical Property Management Advisory Services

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What We Believe

How we work

We succeed in our role as we take time to understand our client's requirements and we believe in building effective long-term relationships, which we can only do if we consistently deliver on our promises to you each time.

We will take the time to understand your people, your business and your culture which will enable us to provide you with an outstanding Facilities Management Advisory service.

We always work with empathy, honesty, integrity and with a commitment to providing you with a service that you need.



Alexander Crawshaw BSc (Hons) AssocRICS

Technical Property Manager

Asset Services Advisory

Cushman & Wakefield



1917 Cushman & Wakefield Inc.

Common Abbreviations, Acronyms and Definitions

To ensure the following Specification is concise and to avoid any confusion the following common acronyms and abbreviations will be used.

These are listed alphabetically;

CAFM – Computer Aided Facilities Management

CW – Cushman & Wakefield

GEA – Gross External Area (RICS guidance states service amounts are broken down into cost per Sq. Ft GEA)

kWh – Kilowatt Hours

MWh – Megawatt Hours

Ofgem – Office of Gas and Electricity Markets

Ofgem regulates Great Britain's gas and electricity markets, to protect the interests of current and future consumers. Through regulation, Ofgem aim to deliver five outcomes for consumers:

- Lower Bills
- Reduced environmental damage
- Improved reliability
- Better quality of service
- Benefits for security as a whole

Ofwat – The economic regulator of the water sector in England and Wales

Sq. Ft – Square Foot

PPM – Planned Property Maintenance

QMS – Quality Management System

WMSW – Wales, Midlands, and South West

WWU – Wales & West Utilities

Abstract

This report sets out to benchmark the current property and facilities management structure and financial expenditure for the WWU office and dept portfolio against Cushman & Wakefield dataset of over 600 properties. The existing WWU estates management model, to include supply chain, service contracts, service level agreements, operational expenditure, and management structure, have been benchmarked against similar organisations and site types.

The overarching aim is to establish if the current management and financial model is fit for purpose.

1.0 Executive Summary

This report presents the findings, conclusions and recommendations with reference to the Financial Benchmarking for the Office & Depot Property Portfolio at Wales & West Utilities (WWU) as completed by the Cushman & Wakefield (CW) Technical Property Management Advisory team. The review was initiated by Gareth Robinson (Business Plan Delivery Strategy Manager) and supported by Brent Harkins, WWU Head of Procurement and Property, Richard Williams MRICS, and Andrew Smith, Facilities Manager with the overarching aim to critically examine the current operational expenditure of the managed estate, and to determine if it is 'fit for purpose' and cost effective and to make the appropriate recommendations for improvement if/where required. The findings have been benchmarked using Cushman & Wakefield own dataset to establish whether WWU costs are in comparison to similar organisations, site types, and geographies.

The level of budgeted spend per sq. ft. across the WWU portfolio appears consistent with the data set of over 600 properties benchmarked, and in all cases within the range identified through Cushman & Wakefield specific examples. In conclusion WWU should be satisfied that their office & depot property budget amounts are consistent, and in all but one category are below, industry averages.

It is apparent that despite limited personnel and resources WWU provide an efficient and cost-effective property management and facilities services that adheres to industry standards with an appropriate service delivery for portfolios of this type, scale, and requirements.

In terms of regional spread, focus need to be given to the supply chain and delivery model at Celtic Springs, which constitutes 36% of the total WWU budget amount. Whilst the spend at Celtic Springs is consistent with cost per sq. ft for offices of a similar size and nature, detailed specifications would be required to interrogate the costs in further detail including the spend categories budgeted by WWU but not referred to in this report.

This review was undertaken over a three-month period by Matthew Walker, Partner and Alexander Crawshaw, Senior Consultant, Cushman & Wakefield Technical Property Management Advisory team.

1.1 Wales & West Utilities Objectives

Wales and West Utilities (WWU) is currently in an eight-year regulatory cycle, RIIO-GD1, which expires on 31 March 2021. Under the current regulatory environment, WWU is required to submit a business plan for RIIO-GD2 to the Office of Gas and Electricity Markets (Ofgem) in December 2019. Followed by negotiation with Ofgem for implementation from 1 April 2021 to the end of the RIIO-GD2 period (length yet to be determined).

To prepare WWU for RIIO-GD2 and beyond, the WWU Strategy Programme was initiated by the WWU Executive with the following goals:

- Design & deliver an industry leading business strategy
- Deliver a stakeholder-led business plan which will be submitted to Ofgem
- Support a robust negotiation process with stakeholders, including Ofgem, to demonstrate legitimacy and ensure fair returns from the regulatory settlement which delivers for our customers to RIIO-GD2 & beyond.

To support the above all elements in the WWU current business model are being reviewed for efficiency and effectiveness. As part of this review and to provide evidence for the business plans both facilities Management and Property Management are being benchmarked.

1.2 Cushman & Wakefield Solution

This document has been prepared by the Technical Property Management Advisory Team to benchmark WWU current operational expenditure against Cushman & Wakefield's own dataset. Cushman & Wakefield procurement data packages, including Spend HQ, Scorpion, and Snapshot have access to over 600 properties nationally across all site types, Industrial, Office, Retail, Development, and Mixed-use schemes.

We understand that your overarching project objective is to benchmark current costs and services and support the WWU GD2 Business Plan. Requirements include;

1. Compare existing estates and facilities management operational expenditure against similar portfolios.
2. Review of the current service expenditure, their cost effectiveness, efficiency and quality and a comparison of this with other similar portfolios.
3. Benchmark operational costs against market knowledge, insight and similar organisation/property.
4. To provide basic recommendations in regards existing and proposed future actions, including property management structure, organisation and delivery of services.

The recommended strategy has been developed following a desktop exercise of the current managed property portfolio with specific attention to existing budgets, supply contracts, and operational requirement.

1.3 Limitations of the Data

This exercise has been completed using the WWU operational budget data which was provided at the inception of this project. In order to benchmark against C&W held data Gross External Area (sq.ft) was required, which WWU do not currently hold. These measurements have been estimated using an online mapping tool.

2.0 WWU Estates Portfolio

The existing position of the WWU Office and Depot property portfolio, reference to this exercise can be summarised as:

- 25 active sites
 - 2 Office (Celtic Springs & Carradog)
 - 24Depots
- 26 Significant Landholdings
 - 11 Leased
 - 15 Owned
- 29 Spend Categories
- Annual budget £3.5m

A summary table of the existing office and depot portfolio, associated spend categories, and annual budget can be found in appendix 1.0. The information in the table has been calibrated from the documentation provided by WWU at the inception of this project.

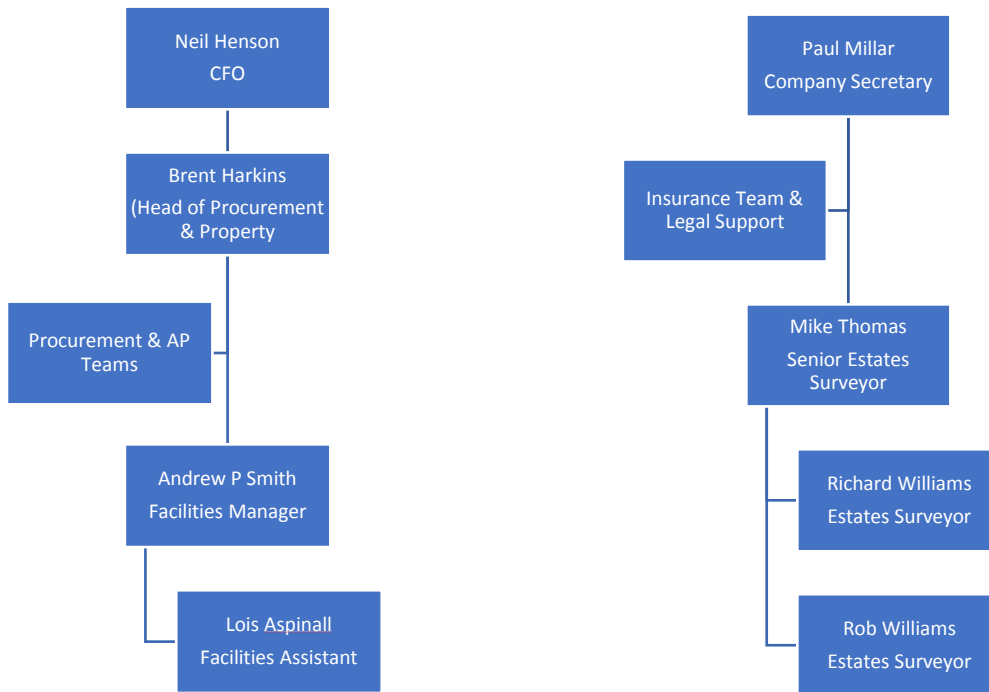
2.1 Property and Facilities Management Structure

Wales and West Utilities split their estates function across Facilities Management (FM) and Property Management (PM). Facilities Management is delivered by an in-house team which consists of two full time employees. This team is supported by various outsourced service providers. All FM related documentation is collated manually and held on a share ED drive.

Day to day property management of the depot sites, together with site acquisitions, lease renewals, rent reviews, and sale of surplus lands are undertaken by WWUs estate surveyor, Richard Williams MRICS, who in turn works closely with the Facilities Manager, Andrew Smith in ensuring a cost effective and timely delivery of such services.

It must be acknowledged that each of the WWU staff that were involved with this benchmark exercise were incredibly cooperative and helpful. It was evident that all individuals are committed and passionate not only about WWU but the role they play in ensuring WWU property and facilities business is compliant and cost effective.

2.11 FM & PM Team Structure



2.2 Service Delivery Model

The FM team apply a centralised and consistent management approach across the portfolio with a focus, on quality and value for money. The team have developed their own internal quality management system (QMS), including help desk, to manage their FM services centrally.

The WWU FM team have developed a procurement strategy to contract direct with service providers, under the model 'direct service provider'. This focus is aimed at achieving value for money and improved response times. Under this delivery model WWU have accepted that they are managing the risk direct through their own in house QMS procure and pre-qualification vendor process. It was noted that expected savings from this service delivery model are in the region of £75k based on previous years and central contracts.

The following services formed the basis of this review as shown in appendix 5;

- Facilities PPM
- Facilities Reactive
- R&M Land & Buildings
- Grounds Maintenance
- Cleaning Charges

- Security Costs
- Waste Disposal
- Electricity
- Water
- Gas

2.3 Health Safety Security & Environment (HSSE) Compliance

The WWU internal QMS processes have been implemented to allow the property and facilities team to track and manage compliance throughout their portfolio. WWU do not operate a Computer Aided Facilities Management System (CAFM). Currently the FM team have very good knowledge and understanding of the internal QMS process and consequently there is a reliable checking, reviewing and auditing system in place around their compliance obligations.

Whilst this process seems adequate for the size of the portfolio there is a question around the resilience of this model as there is only a two-point failure. WWU may wish to review resource to ensure there is resilience built into their property and facilities management team. ...

WWU operate their own in house help desk, this is a web-based email portal process that relies on the FM team to receive and raise work orders direct with the supplier. This acts at a clear audit process to assess or keep track of this process and any outstanding calls or works with a focus on the confirmation and completion of activities relating to statutory compliance. If incomplete and works are not formally recorded they could fail to complete, with risks to consequential damage and statutory non-compliances. External auditors review this process at least annually systematically through the portfolio.

2.4 Service Level Agreements & Key Performance Indicators

It is critically important that when providing and delivering services a clear procedure is in place to both agree the required services and to then to performance manage these services efficiently. This must be done through the implementation of clear Service Level Agreements (SLA's) for each of the services that are provided, ensuring the following points are clearly defined:

- Improved provider understanding of the client's needs
- Clear client expectations of provider capabilities
- Increased client ability to compete for limited provider resources
- Consistency between parties in evaluating service effectiveness
- A context for focusing on continuous improvement
- A framework for assessing and improving client satisfaction
- Less time lost in resolving conflicts between the parties
- Clarity among parties in relation to roles, responsibilities and accountabilities
- A basis for building trust, cooperation and partnership between the parties

- A framework for making a business case for increased resource
- Greater client control over costs relative to services delivered

There are no such processes for the WWU FM services that allowed the above points to be met, however due to the nature of the review a detailed assessment of the services provided could not be identified. Therefore, it is recommended that WWU generates and implements a robust and consistent set of SLAs' so that FM Services can be defined, in terms of scope, quality and standards and so that WWU expectations can be met.

WWU manage the current suppliers through monthly management meetings, this includes both planned and reactive maintenance and a review of the financial accounts. WWU use a manual check sheet to review Key performance Indicators (KPI's) to measure a services progress towards the stated aims and objectives. KPI's support WWU in identifying future cost saving opportunities within the service delivery model and formulate ways of restricting wasteful spending.

It is recognised that the Service Level Agreements (SLA's) contained within any outsourced service contract will include SLA's that support statutory/legislative compliance. Whilst these tasks have been delegated to a third-party provider to implement, the responsibility for compliance remains with WWU, and consequently it is essential that staff have a full understanding of the existing contractual arrangements and ensure all aspects are being fully met.

2.5 WWU FM & PM Analysis

From the information provided by WWU and the on-site review the current management structure and service delivery is fit for purpose. However, further review into the employee's competency, contractor management, and quality control is required.

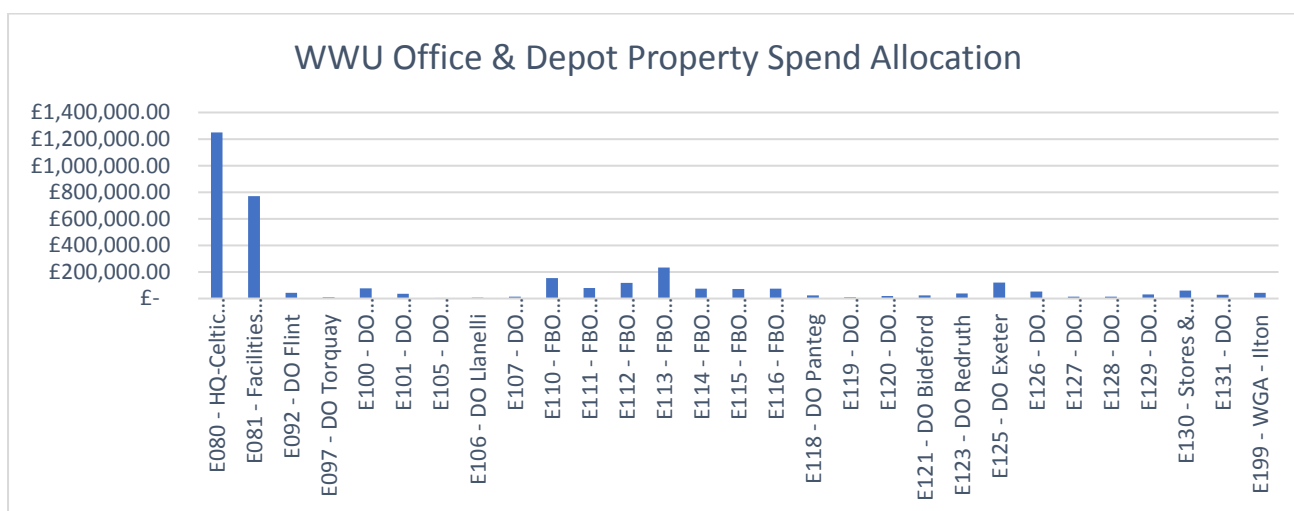
This review has focussed on the financial element as a priority and only touched on the qualitative data. One recommendation that is apparent across the properties and C&W data set is that the WWU FM and PM team are brought under the same management reporting lines.

3.0 Financial Benchmark Analysis

3.1 Office & Depot Property Budget Overview

The annual budget for office and depot property portfolio as provided by WWU is £3.5m

WWU head office, Celtic Springs Newport, has the highest annual expenditure at £1.25 M approximately for 36% of the total spend. The average annual spend across the remaining 25 sites is £80k. See Table 1.1 for reference.



Graph 1.1 - WWU Office & Depot property spend allocation

WWU have identified 29 spend categories across the office & deport portfolio budget. Table 1.1 highlights the 13 categories that are being reviewed as part of the benchmarking exercise.

Spend categories solely attributed to Celtic Springs; Archiving, Occupiers Maintenance, Printing & Photocopying, and Consultants, have not been included within this benchmarking exercise as they are specific requirements attributed to Celtic Springs, accounting for £188,000 of the total spend. Spend categories Building Services (Facilities), Stationery, Postage, Telecoms, and Legal Fees have also not been included within this report. It is difficult to provide benchmarking analysis to these spend categories without further detailed specifications being provided, accounting for a further £148,000. In total £336,000 annual budget has not been included within the benchmark exercise.

Spend Category	Number of WWU properties	Annual Budget	Average Per Property	Cost / Sq. Ft

Rent	16	£347,433.40	£21,714.56	£0.98
Rates	12	£405,249.40	£33,770.78	£0.62
Facilities Service Charge	13	£157,236.00	£12,095.08	£0.25
Facilities PPM	25	£176,936.00	£7,077.44	£0.14
Facilities Reactive	25	£87,540.00	£3,501.60	£0.08
R&M Land & Buildings	Central Fund (29)	£300,127.00	£10,349.21	£0.54
Grounds Maintenance	10	£25,900.00	£2,590.00	£0.04
Cleaning Charges	22	£207,000.00	£9,409.10	£0.18
Security Costs	Celtic Springs	£106,285.55	£106,286.55	£0.97
Waste Disposal	25	£147,354.00	£5,894.16	£0.15
Gas	10	£47,425.00	£4,742.50	NA
Electricity	24	£362,357.00	£15,098.21	NA
Water	21	£56,750.00	£2,702.40	NA

Table 1.1 Spend Categories included within this report

The central R&M (Repairs & Maintenance) land & buildings budget, £300,127.00 has been split across the 26 sites to provide an average spend per sq. ft for the purposes of this report.

For future benchmark analysis accurate breakdown of the spend allocation for these four categories would increase the accuracy of the report, along with the sq. ft data for E105 – DO Western S Mare, E106 - DO Llanelli, or E120 – DO Minehead

3.2 Benchmark Data

The data provided by WWU has been benchmarked against Cushman & Wakefield data utilising procurement software including Spend HQ and other spend modules. The database provides insight into the property management service charge expenditure for over 600 properties throughout the United Kingdom. Where applicable data refers to specific regions and site type within the Cushman & Wakefield data set.

Spend categories Rent and Rates need to be investigated further with an RICS registered Valuer, or Industrial Agent, to understand the true potential of the WWU Office & Depot portfolio. It must also be noted that most monies received from property disposal are returned to the regulator.

3.21 Benchmark Analysis – At a Glance

Spend Category	WWU Cost / Sq. Ft	C&W Dataset Cost / Sq. Ft
Facilities Service Charge	£0.25	£0.42

Facilities PPM	£0.06	£0.13
Facilities Reactive	£0.07	£0.12
R&M Land & Buildings*	£0.24	£0.25
Grounds Maintenance	£0.04	£0.04
Cleaning Charges	£0.16	£0.16
Security Costs	£0.97	£1.16
Waste Disposal	£0.15	£0.08
Gas	2.151p kWh	See section 3.7
Electricity	14.86p kWh	See section 3.7

Table 1.4 Benchmark Analysis 'At a Glance'

Green = lower than the benchmarked data

Red = higher than the benchmarked data

3.3 Facilities Service Charge

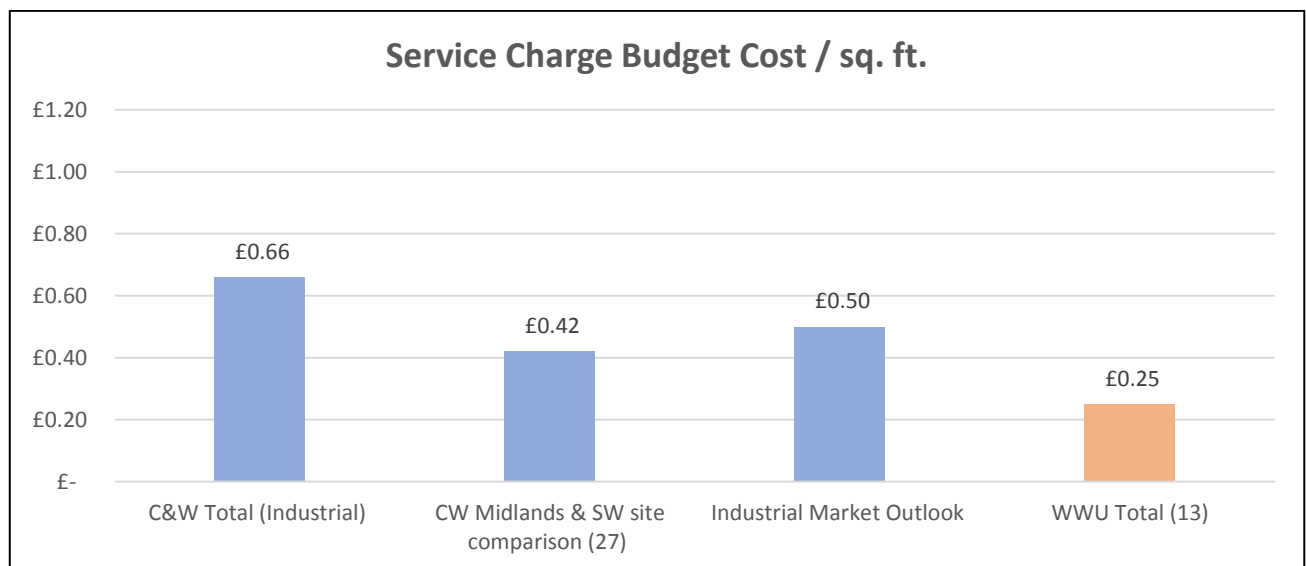
3.31 Overview

WWU contribute to landlord service charges across 13 of their office & depot property portfolio. These costs have been benchmarked against the Industrial Market Outlook, and specific known costs for Industrial Estates within the Wales, Midlands, and South West Region as managed by Cushman & Wakefield.

3.32 Findings

The analysis of the data shown in graph 1.2 shows that the service charge costs for their office & depot property portfolio are lower than that shown in the comparable data set.

This clearly demonstrates that the service charge's payable by WWU are well within the expected cost across their property portfolio.



Graph 1.2 Service Charge Budget cost / sq. ft

3.4 Facilities PPM

3.41 Overview

WWU allocate a budget for facilities Planned Preventative Maintenance across all their office and depot portfolio.

These costs have been benchmarked against the comparable data set for the national property portfolio (356 sites), WMSW (87), and industrial sites within the WMSW region (32).

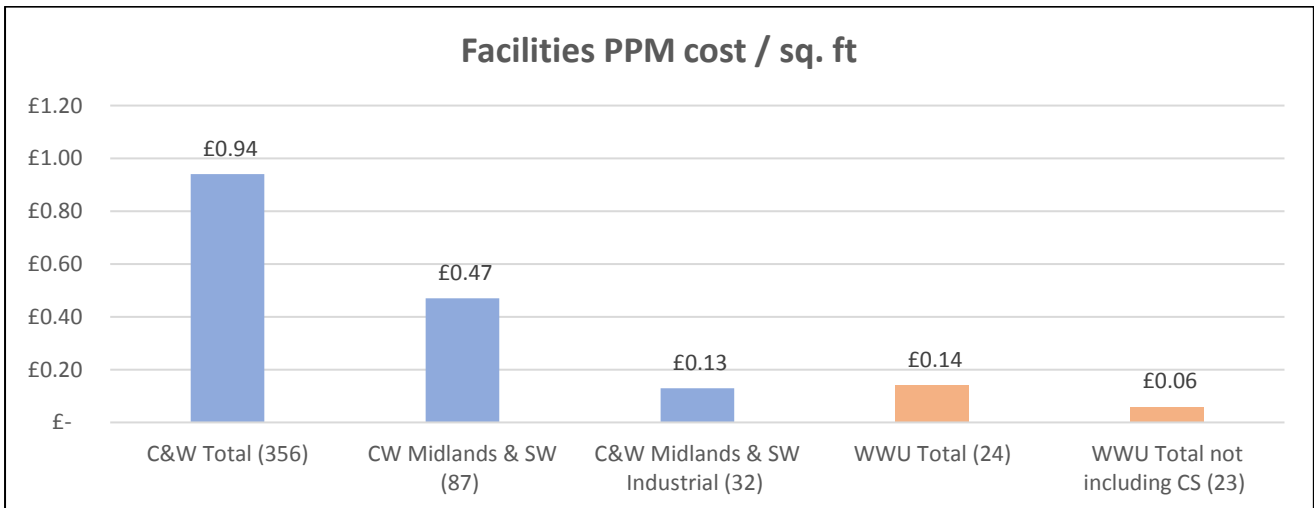
3.42 Findings

The analysis of the data shown in Graph 1.3 show that WWU facilities PPM costs per sq. ft are significantly below the national data set and the regional data set benchmarked.

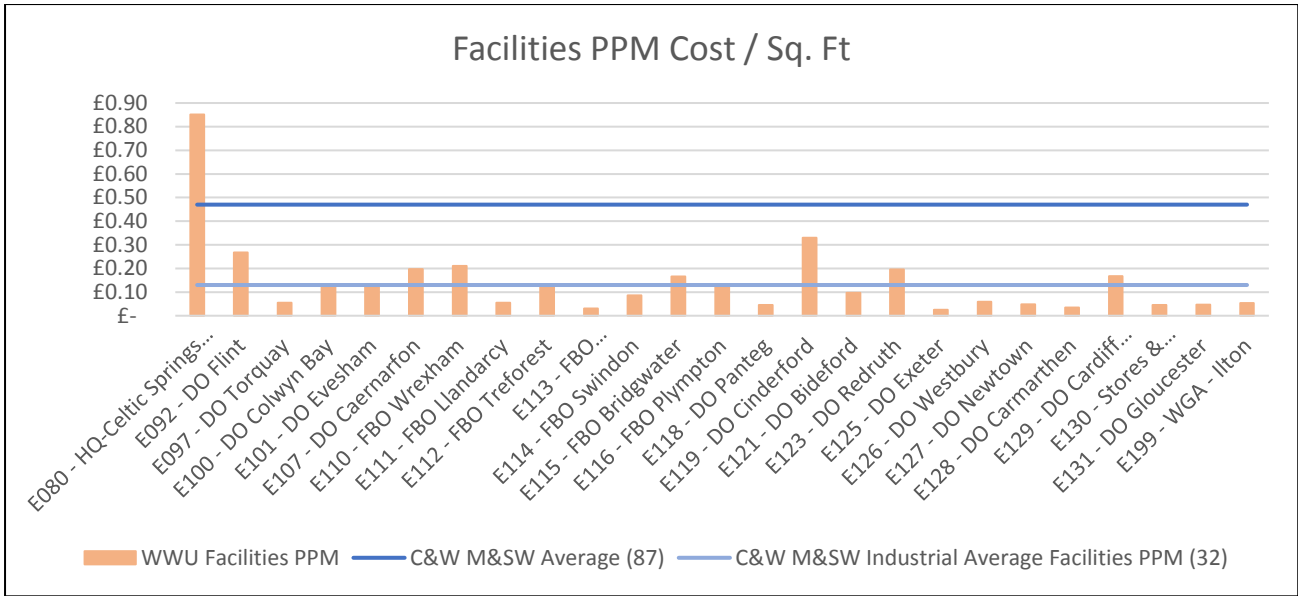
The WWU costs are £0.01 higher than the data set of 32 properties specific to the region and property type.

Graph 1.3 shows the WWU cost per sq. ft is considerably less than the comparable data set when Celtic Springs is removed from the analysis. Graph 1.4 shows this more clearly breaking down the costs per property against the average data set benchmarked.

The findings show that WWU are well below the averages for comparable data sets and within the data range for industrial sites within the geography they operate.



Graph 1.3 Facilities PPM cost / sq. ft



Graph 1.4 Property Breakdown Facilities PPM Cost / Sq. Ft

3.5 Facilities Reactive

3.51 Overview

WWU allocate a budget for facilities reactive costs across all their office and depot portfolio.

These costs have been benchmarked against the comparable data set for the national property portfolio (67 sites), WMSW (67), and industrial sites within the WMSW region (36).

Reactive budget costs are often subjective and thus accurate actual expenditure to benchmark was not always readily available. However, the data sets provided is still sufficient to provide an accurate benchmark analysis of the WWU portfolio.

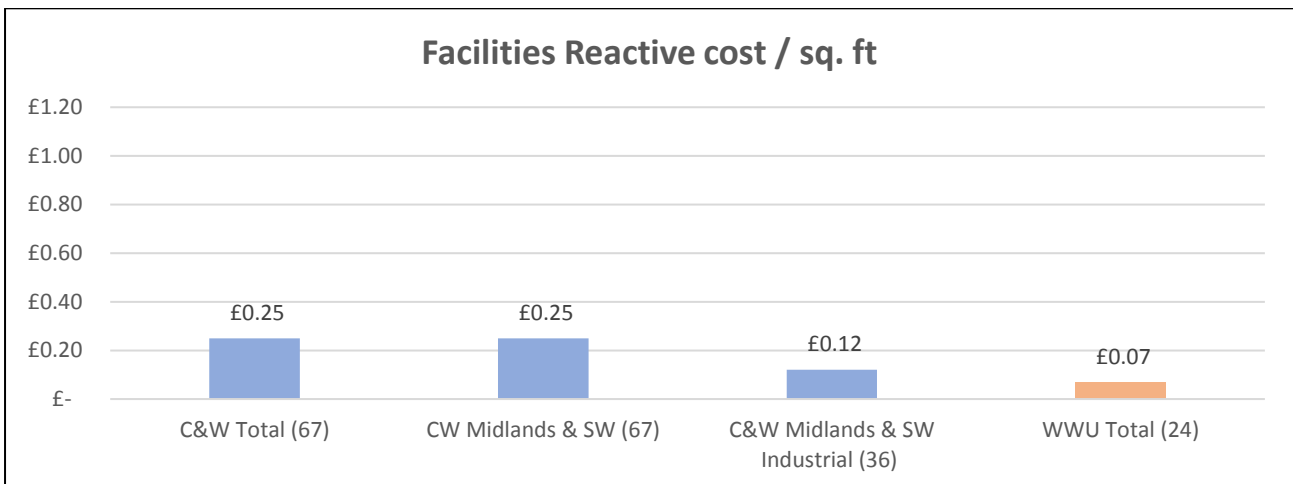
3.52 Findings

The analysis of the data shown in Graph 1.5 show that WWU facilities reactive costs per sq. ft are well below the national data set and the regional data set benchmarked.

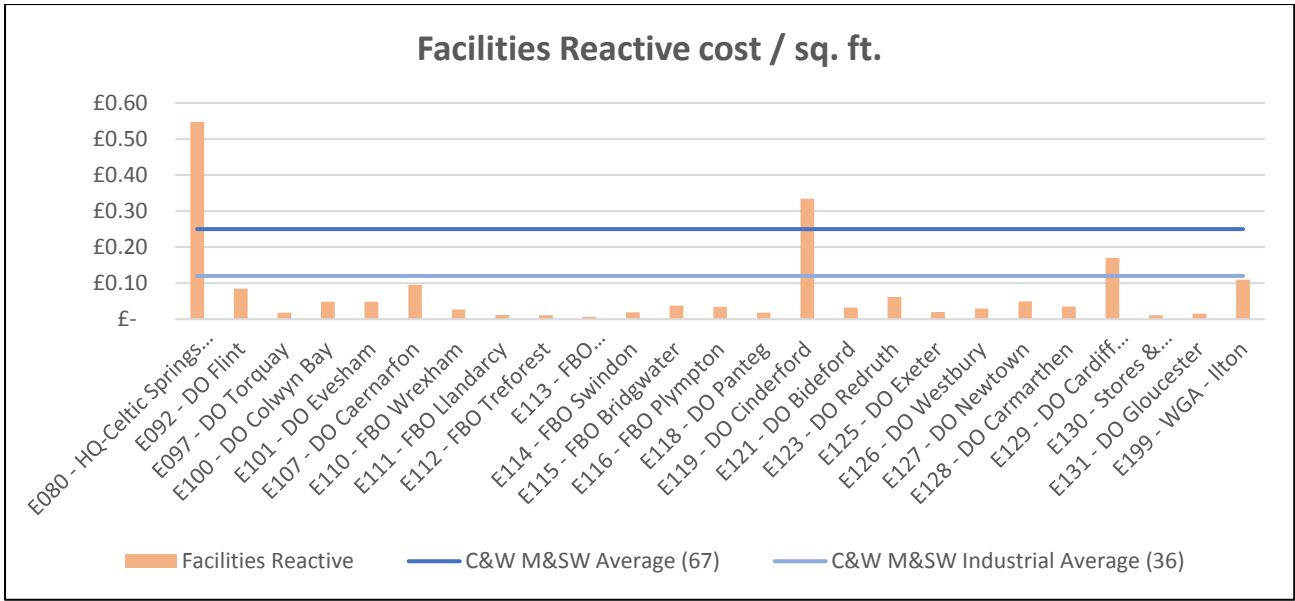
The WWU costs are £0.05 lower than the data set of 36 properties specific to the region and property type.

Graph 1.6 outlines this more clearly breaking down the costs per property against the average data set benchmarked.

The findings show that WWU are well below the averages for comparable data sets and within the data range for industrial sites within the geography they operate.



Graph 1.5 Facilities Reactive cost / sq. ft



Graph 1.6 Property Breakdown Facilities Reactive cost / sq. ft

3.6 Repairs & Maintenance Land & Buildings

3.61 Overview

WWU hold central funds in the region of £300k allocated to repairs & maintenance for land & buildings across all their office and depot portfolio.

For this report and benchmark analysis it is assumed that the allocation of the amount is apportioned across the office and depot properties based on their GEA divided by the portfolio total GEA. It was agreed that this was the fairest way to allocate funds across the portfolio. Without a detailed spend allocation this is the most accurate way in which to benchmark this specific spend category.

The costs have been benchmarked against the comparable data set for the national property portfolio (67 sites), WMSW (67), and industrial sites within the WMSW region (36).

The reason the data sets are fewer than Facilities PPM is due to the availability of accurate costs for reactive maintenance. Reactive budget costs are often subjective and thus accurate actual expenditure to benchmark was not always readily available. However, the data sets provided is still sufficient to provide an accurate benchmark analysis of the WWU portfolio.

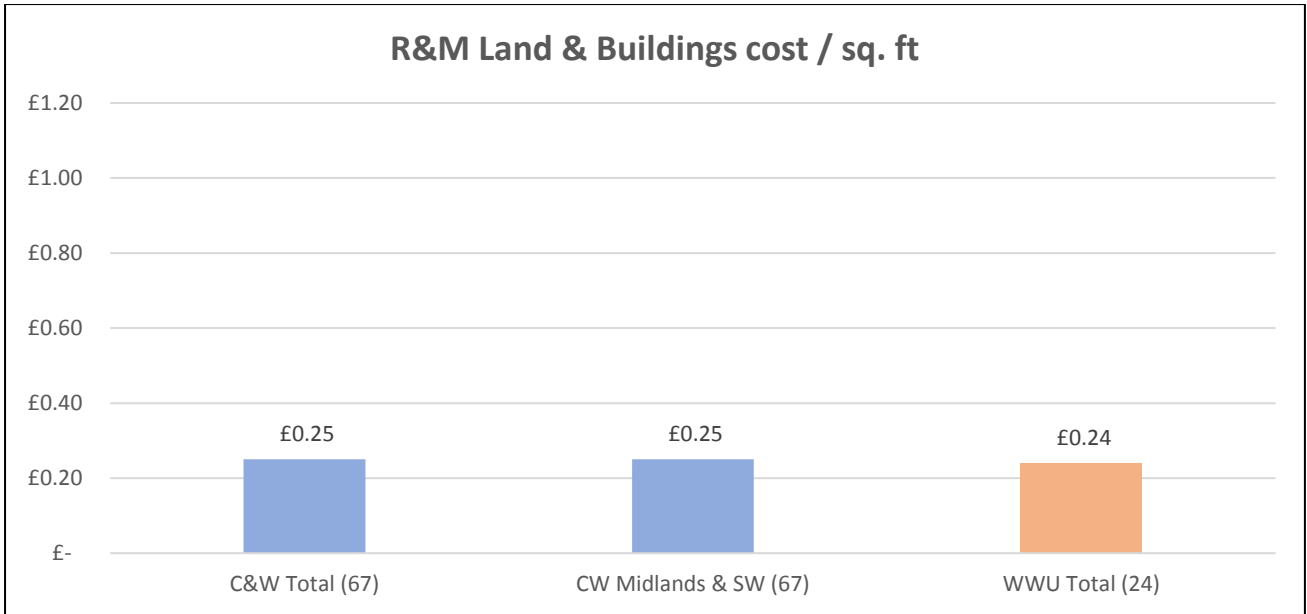
3.62 Findings

The analysis of the data shown in Graph 1.7 show that WWU facilities reactive costs per sq. ft are within the averages shown for all data sets analysed.

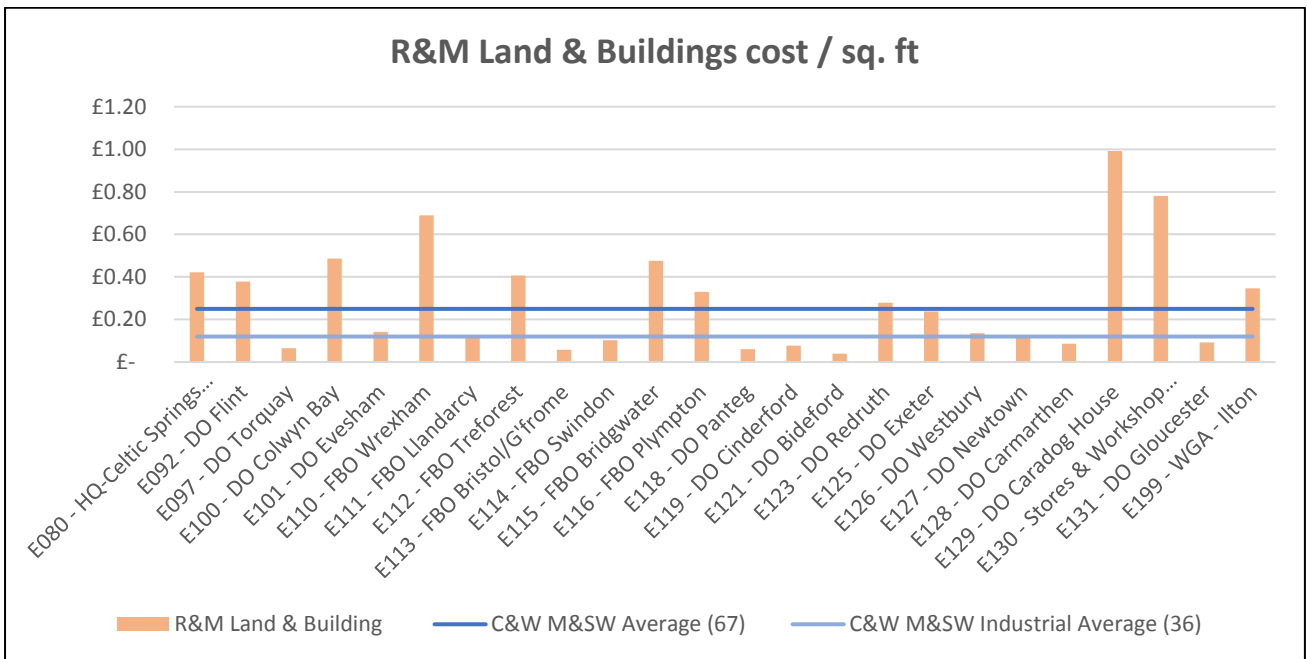
The WWU costs are £0.01 lower than the data set of 36 properties specific to the region and property type.

Graph 1.6 outlines this more clearly breaking down the costs per property against the average data set benchmarked.

The findings show that WWU are well below the averages for comparable data sets and within the data range for industrial sites within the geography they operate. Consideration needs to be given to those sites significantly above the dataset benchmarked. For future budgeting purposes it would be recommended to budget per site rather than allocating a central fund, this will in turn improve accuracy.



Graph 1.7 R&M Land & Buildings cost / sq. ft



Graph 1.8 property breakdown R&M Land & Buildings

3.7 Grounds Maintenance

3.71 Overview

WWU budget for grounds maintenance across 10 of their office and depot properties.

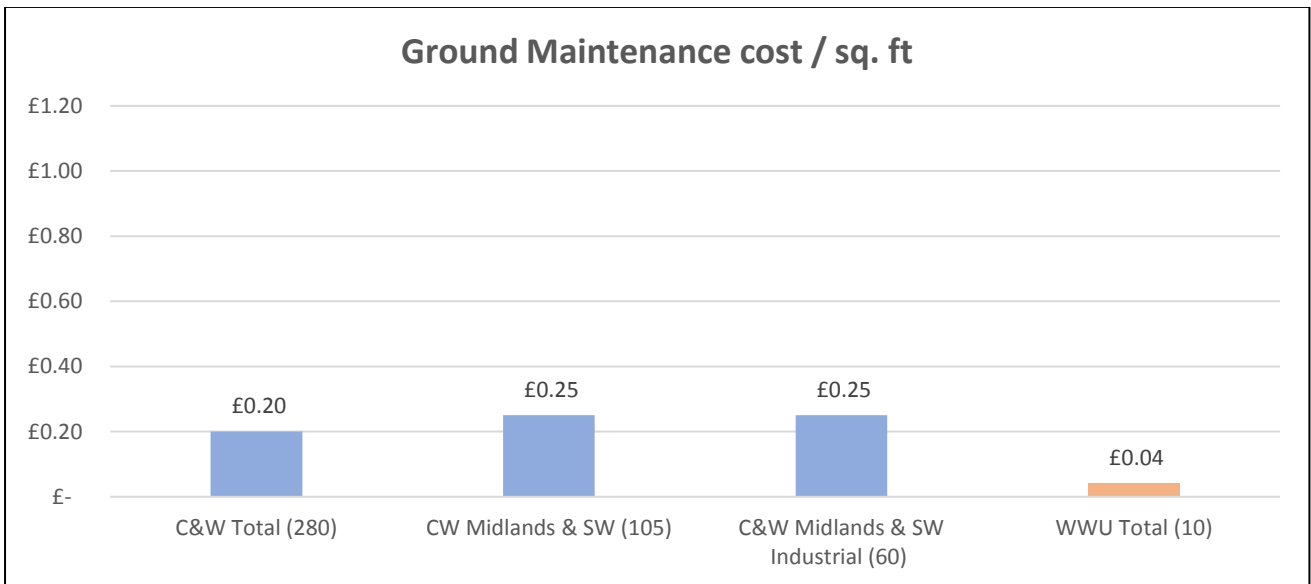
These costs have been benchmarked against the comparable data set for the national property portfolio (280 sites), WMSW (105), and industrial sites within the WMSW region (60).

3.72 Findings

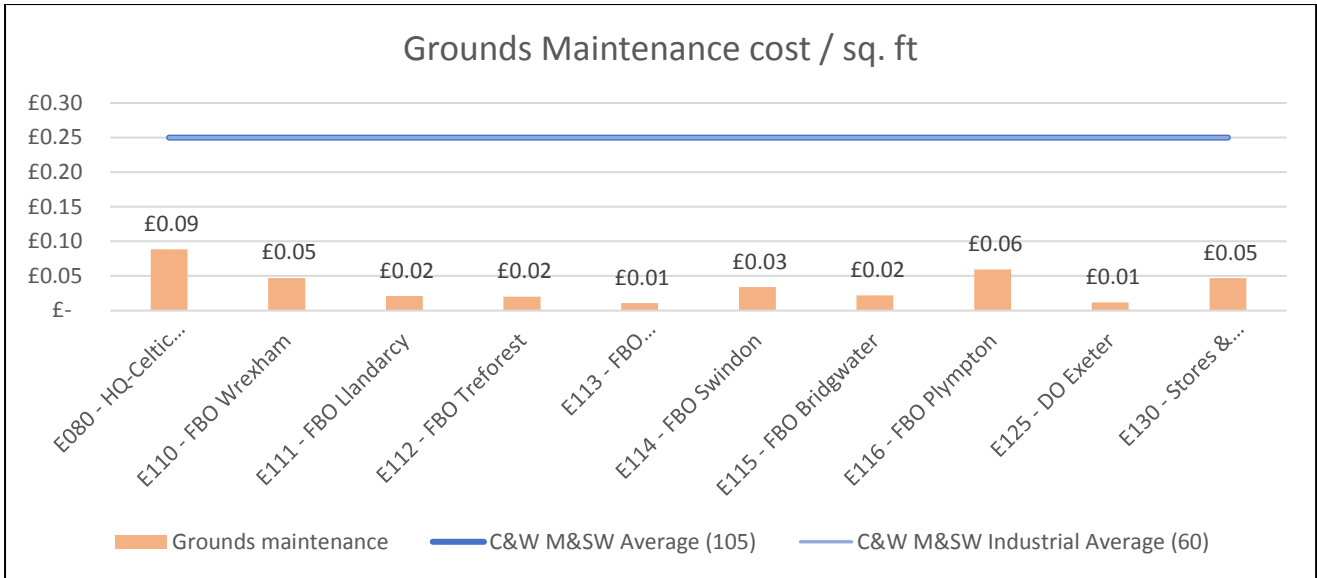
The analysis of the data shown in Graph 1.9 show that WWU Grounds Maintenance costs per sq. ft are significantly below the national data set and the regional data set benchmarked.

The WWU costs are £0.21 lower than the data set of 60 properties specific to the region and property type. It must be noted that only three of the properties have planned grounds maintenance, the other sites included are reactive ground maintenance costs. In addition, there is a large proportion of the external area that is hard standing and requires little maintenance.

Graph 1.10 shows that all properties with grounds maintenance budgets are well below the average for the data set benchmarked.



Graph 1.9 Ground Maintenance cost / sq. ft



1.10 property breakdown grounds maintenance cost / sq. ft

3.8 Cleaning

3.81 Overview

WWU budget for cleaning 20 of their office and depot properties.

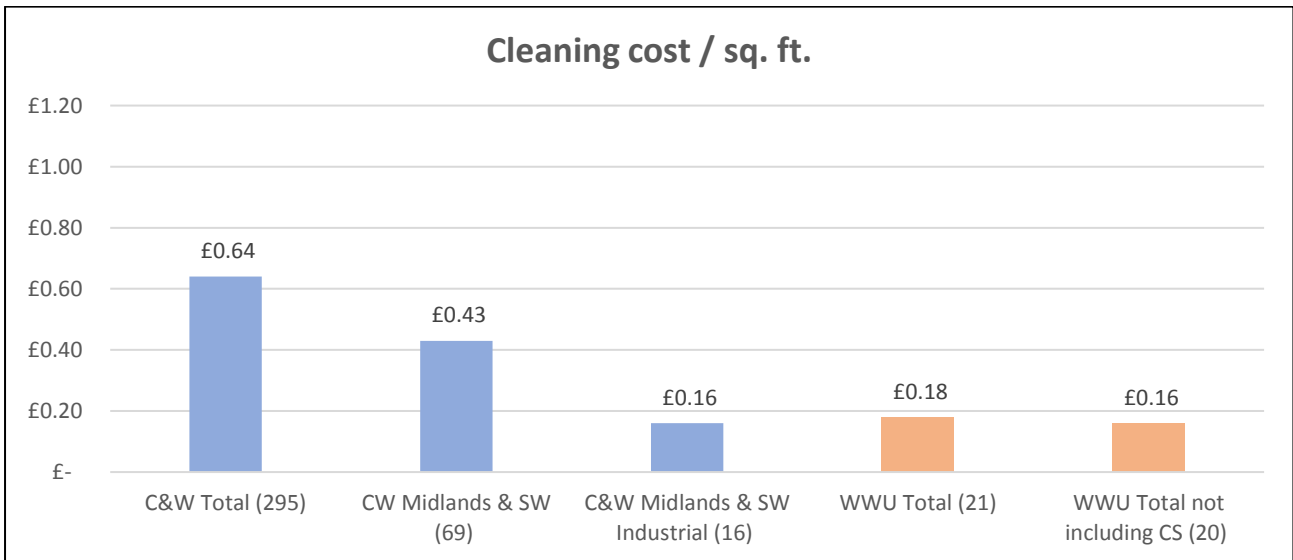
These costs have been benchmarked against the comparable data set for the national property portfolio (295 sites), WMSW (69), and industrial sites within the WMSW region (16).

3.82 Findings

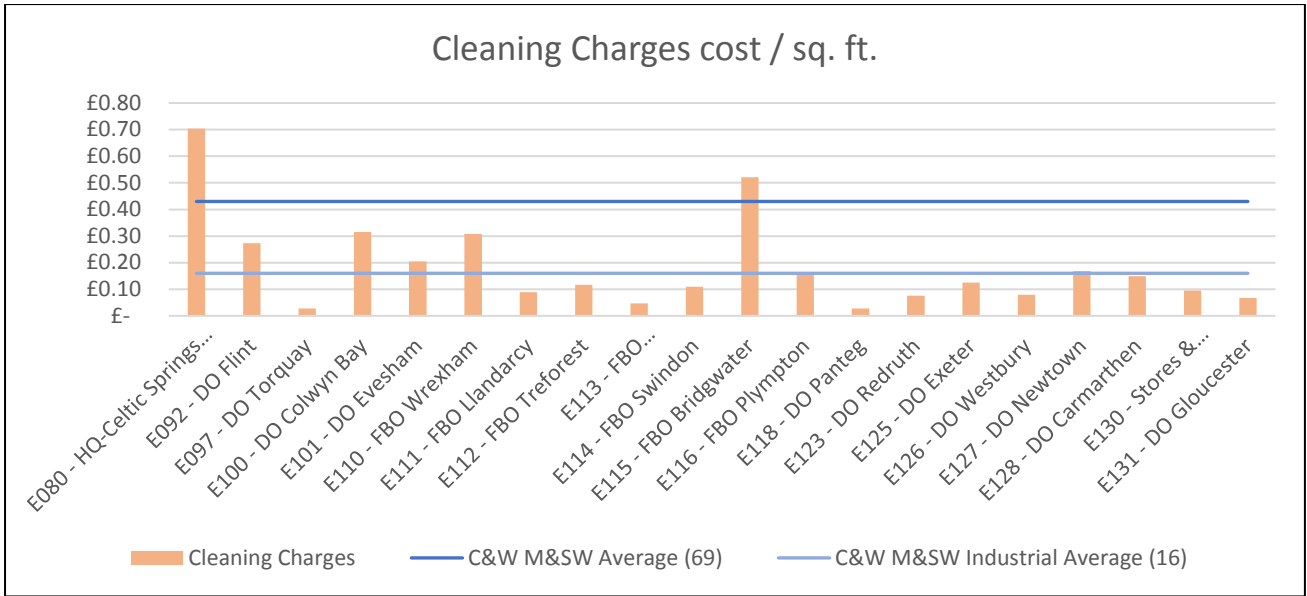
The analysis of the data, Graph 1.8, show that WWU cleaning costs per sq. ft are below the national and the regional data set benchmarked. When compared to the similar industrial properties within the geographic region the WWU costs are £0.02 higher. However, when the office building, Celtic Springs, is removed from the analysis the cost is in line with the average spend, £0.16, for regional sites types included within the data set.

Graph 1.11 shows Celtic Springs, Bridgwater, Flint, Colwyn Bay, Evesham, and Wrexham are above the average cost for the regional industrial sites benchmarked. Bridgwater are significantly higher than the average spend per sq. ft.

Celtic springs at £0.70 is higher than the national cost per sq. ft analysed of £0.62, however this spend is well within the data range and tolerance levels and comparable to similar office properties. It is noted that the property requires 24h access and thus maintenance costs will be higher then similar properties that operate traditional office hours only.



Graph 1.11 Cleaning cost / sq. ft



Graph 1.12 Property breakdown cleaning cost / sq. ft

3.9 Security

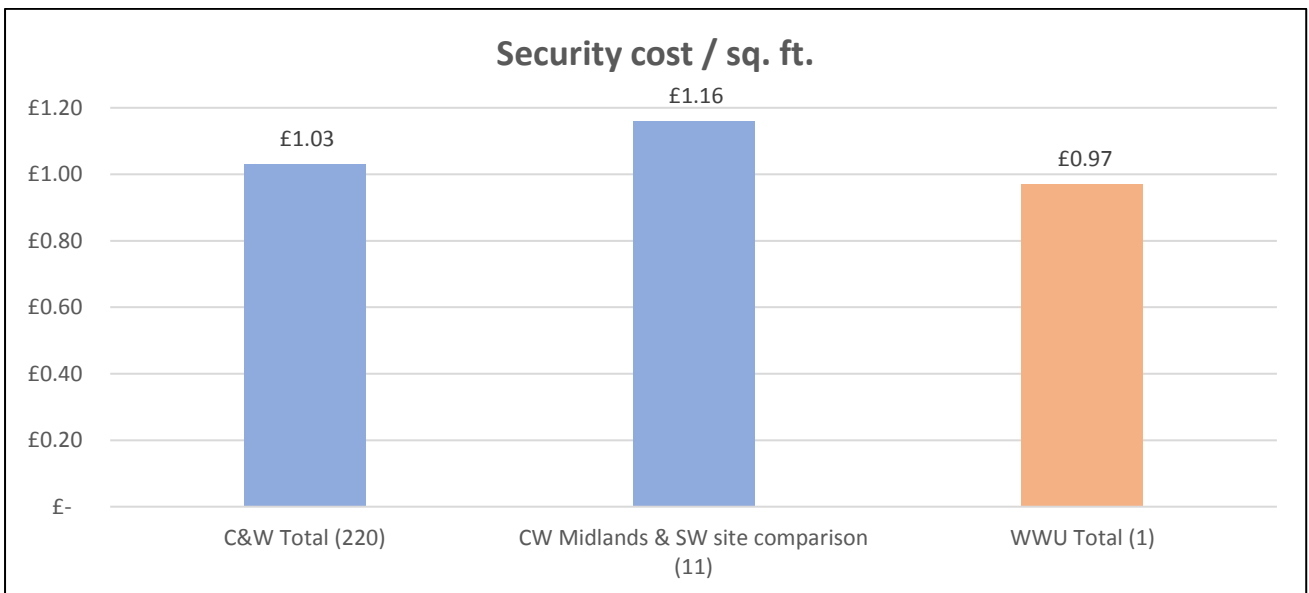
3.91 Overview

WWU budget for security only at their head office building Celtic Springs which requires security presence 24h, 365 days a year. This budget does include remote monitoring for several properties in the wider portfolio.

This cost has been benchmarked against the comparable data set for the national property portfolio (220 sites), comparable office blocks, based on sq. ft, within the WMSW region (11).

3.92 Findings

The analysis of the data, graph 1.13, shows that WWU security cost at Celtic Springs is below the national and the regional data set benchmarked. When compared to the similar offices within the geographic region the WWU costs are £0.19 lower.



Graph 1.13 Security cost / sq. ft

3.10 Waste

3.101 Overview

WWU budget for waste disposal at 24 of their office and depot properties.

These costs have been benchmarked against the comparable data set for the national property portfolio (140 sites), WMSW (42), and industrial sites within the WMSW region (8).

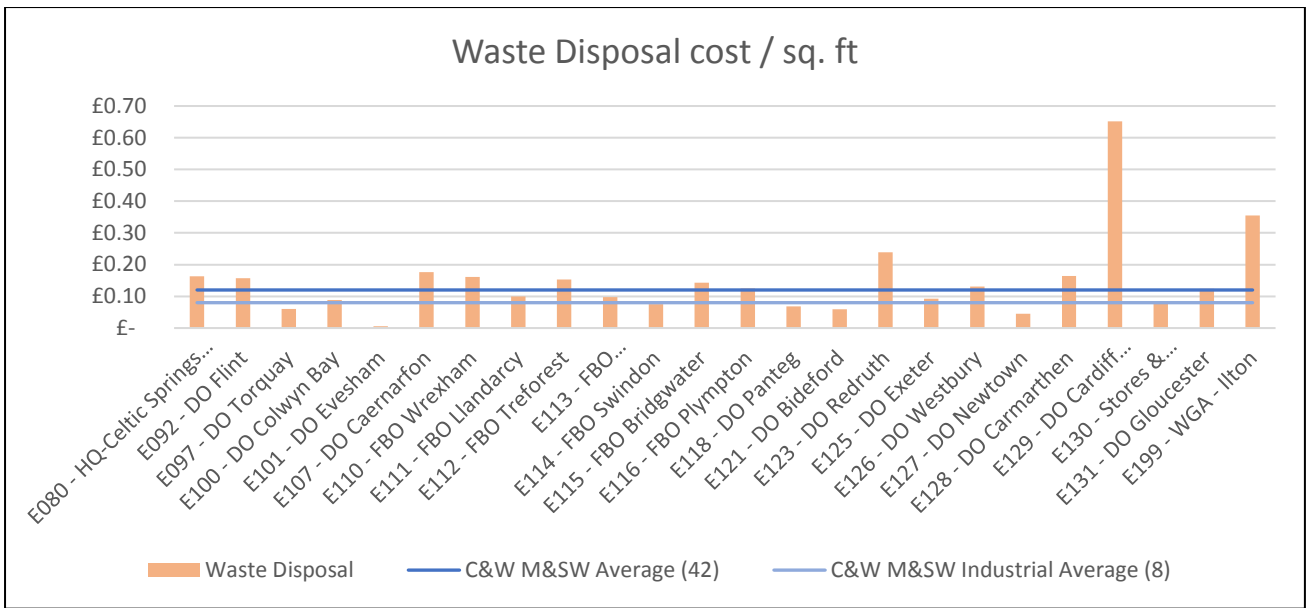
3.102 Findings

The analysis of the data, Graph 1.14, show that WWU waste disposal costs per sq. ft are below the national data set benchmarked. When compared to the similar industrial properties within the geographic region the WWU costs are £0.07 higher.

Graph 1.15 shows that Cardiff (Caradog House), and Ilton, are significantly above the average cost for the regional sites benchmarked. WWU generate several waste streams including 'special' which y nature cannot be take to landfill and must be disposed of in accordance with current legislation. This in turn raises costs for managing those waste streams.



Graph 1.14 Waste disposal cost / sq. ft



Graph 1.15 Property breakdown waste disposal cost / sq. ft

3.103 Recommendations

Further investigation into Caradog House and Ilton are required. The two sites are anomalies within the analysis and it is recommended that a detailed breakdown of their specification is investigated.

It is also recommended that WWU could benefit from bulk buying power utilising a waste broker. This in turn could reduce site overheads and minimise administrative burdens.

3.11 Utilities

The utilities data analysed across the data set is variable with costs fluctuating significantly due to differences in usage. As a result, an overview of the price per unit has been included with specific reference to the Government data made available by Ofgem and Ofwat and their data analysts BEIS specific to Gas and Electricity in the non-domestic sector.

3.111 Electricity

For accuracy and continuity, the Cushman & Wakefield data set included has been further analysed to evidence the electricity price per unit. The benchmark costs below have been taken from centrally procured contract running across similar assets within the Cushman & Wakefield data set during April 2018 to March 2019;

- Average contract length: one year
- Average cost per unit: 11.54p/kWh
- Range: Highest 23.84p / kWh Range: Lowest 2.09p / kWh

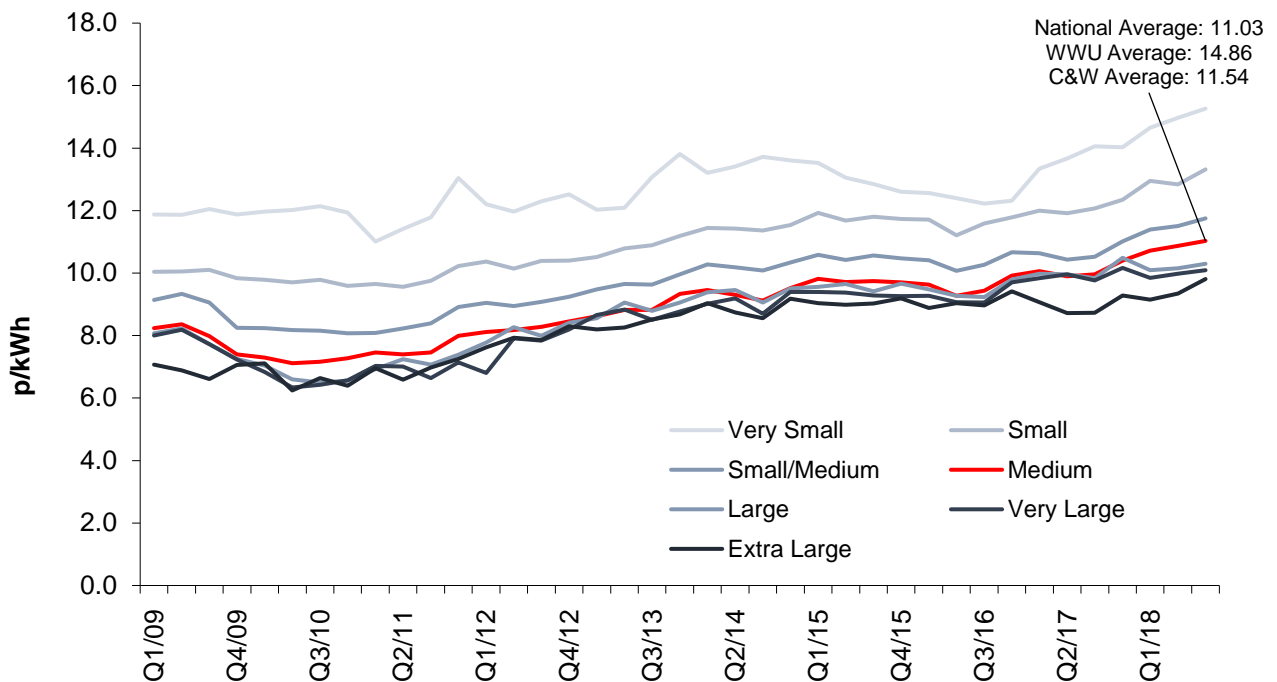
WWU engage with an energy broker, Inprova Energy, to test the market every 12-24 months. These are fixed rates to provide budget accuracy. The energy broker also reviews and validates all invoices received ensuring accuracy and correctness, their contracts can be defined as;

- WWU Non-Half Hourly (Unmetered) Average cost per unit 15.28p / kWh Estimated 2,715,062 kWh
- WWU Non-Half Hourly (Metered) Average cost per unit 14.10p / kWh Estimated Consumption 174,572 kWh
- WWU Half Hourly (Metered) Average cost per unit 15.19p / kWh Estimated Consumption = 1,189,202 kWh
- Total Consumption = 4,078,836 kWh (4078 MWh – Medium Size Business)
- Total Average cost per unit = 14.86p / kWh

Graph 1.16 shows the national average, as monitored by Ofgem, cost p/kWh for electricity from 2009 to 2018 for business size. This data has been provided by the Department for Business, Energy, and Industrial Strategy and will be useful when benchmarking the WWU costs in the future.

For the purposes of benchmarking WWU portfolio is considered 'medium size businesses based on the average annual MWh, see table 1.3 for reference.

Average non-domestic electricity prices excluding CCL



Graph 1.16 Average non-domestic electricity prices 2009 – 2018 across business size / Source: BEIS, Gas and electricity prices in the non-domestic sector

The data analysed shows that the WWU contract cost per kWh is over the national average for both the Cushman & Wakefield dataset, and data provided by Ofgem;

- National Average: 11.03p / kWh
- CW Data Set: 11.54p / kWh
- WWU: 14.86p / kWh

It must be noted that the rates per unit secured by the broker of WWU are dependent on the market conditions at the time of purchase. The cost per unit is dependent on energy market fluctuations influenced by various differentiators such as climate, economy (stock market), PESTLE analysis (political, environmental, social, technology, legal, economic), consumer trend, as well as, supply and demand. As a result, it is difficult to make a like for like comparison against other secured rates

3.112 Gas

For accuracy and continuity, the data set included has been further analysed to evidence the gas price per unit. The findings below have been taken from contracts running from April 2018 to March 2019;

- Average contract length: One year
- Average cost per unit: 2.77p p/kWh
- Range: Highest 6.56p p/kWh Lowest 1.68p p/kWh
- Supplier: Corona Gas

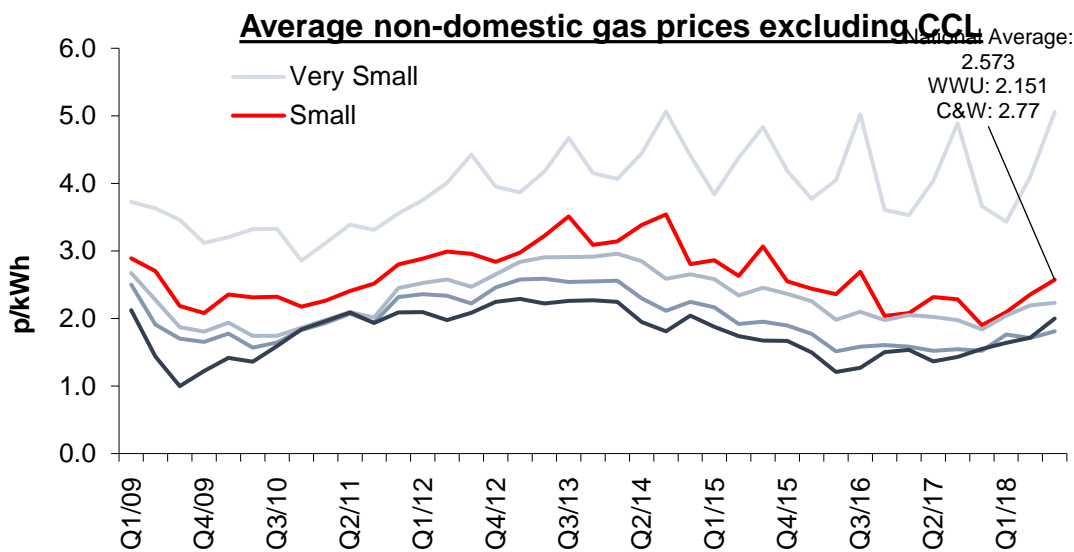
The cost per unit is dependent on energy market fluctuations influenced by various differentiators such as climate, economy (stock market), PESTLE analysis (political, environmental, social, technology, legal, economic), consumer trend, as well as, supply and demand.

WWU engage with an energy broker, Inprova Energy, to test the market every 12-24 months. These are fixed rates to provide budget accuracy. The energy broker also reviews and validates all invoices received ensuring accuracy and correctness, their contracts can be defined as;

- WWU Gas Group Contract 2.151p / kWh Estimated Consumption 1,398,561 kWh (1,398 MWh / Small Business)

Graph 1.17 shows the average cost p/kWh for electricity from 2009 to 2018 for business size. This data has been provided by the Department for Business, Energy, and Industrial Strategy and will be useful when benchmarking the WWU costs in the future.

For the purposes of benchmarking WWU portfolio is considered ‘small size business’ based on the average annual MWh, see table 1.3 for reference.



Graph 1.17 Average non-domestic gas prices 2009 – 2018 across business size / Source: BEIS, Gas and electricity prices in the non-domestic sector

The data analysed shows that the WWU contract cost per kWh is over the national average for both the Cushman & Wakefield dataset, and data provided by Ofgem;

- National Average: 2.573p / kWh
- CW Data Set: 2.77p / kWh
- WWU: 2.151p / kWh

It must be noted that the rates per unit secured by the broker of WWU are dependent on the market conditions at the time of purchase. The cost per unit is dependent on energy market fluctuations influenced by various differentiators such as climate, economy (stock market), PESTLE analysis (political, environmental, social, technology, legal, economic), consumer trend, as well as, supply and demand. As a result, it is difficult to make a like for like comparison against other secured rates

The electricity and gas size bands are defined in terms of the approximate annual purchases by the consumers purchasing them, as shown in the table below;

Electricity	MWh	Gas	MWh
Very Small	0- 20	Very Small	<278
Small	20-499	Small	278-2,777
Small / Medium	500-1,999	Medium	2,778-27,777
Medium	2,000-19,999	Large	27,778-277,777
Large	20,000-69,999	Very Large	277,778-1,111,112
Very Large	70,000-150,000		
Extra Large	151,000+		

Table 1.3 Electricity and Gas size bands Source: BEIS survey of energy suppliers.

3.12 Water

Whilst the commercial water market opened for competition in April 2017 the market is still developing as competitive benchmarking statistics are varied. Ofwat are producing annual reports to assist in simplifying the data made available by the retailers.

The overarching findings and recommendations to WWU is to ensure they 'shop around' for the most attractive and commercially viable group water contracts across their office and depot portfolio.

Benefits of entering into group contracts include;

- Single invoice for water and wastewater.
- 30 days BACS payment terms.
- Single point of contact for invoicing queries.
- Data accuracy through AMR (Automatic Meter Reading) installation.
- A discount of roughly 4% against current default tariffs (Source: Clifford Talbot – Water Broker).
- Rolling contract with 30 days' termination notice.
- Flexible billing terms.

4.0 Conclusion and Recommendations

4.1 Financial Benchmarking

Having reviewed the WWU budget costs it is apparent that despite limited personnel and resources WWU provide an efficient and cost-effective property management and facilities services that adheres to industry standards with an appropriate service delivery for portfolios of this type, scale, and requirements.

The level of budgeted spend per sq. ft. across the WWU portfolio appears consistent with the data set benchmarked, and in all cases within the range identified through Cushman & Wakefield specific examples.

In terms of regional spread, focus need to be given to the supply chain and delivery model at Celtic Springs, which constitutes 36% of the total WWU budget amount. Whilst the spend at Celtic Springs is consistent with cost per sq. ft for offices of a similar size and nature, detailed specifications would be required to interrogate the costs in further detail including the spend categories budgeted by WWU but not referred to in this report.

In conclusion WWU should be satisfied that their office and depot property budget amounts are consistent, and in all but one categories are below, industry averages.

Spend Category	WWU Cost / Sq. Ft	C&W Dataset Cost / Sq. Ft	WWU Total Budget Spend
Facilities Service Charge	£0.25	£0.42	£157,236.00
Facilities PPM	£0.06	£0.13	£176,936.00
Facilities Reactive	£0.07	£0.12	£87,540.00
R&M Land & Buildings*	£0.24	£0.25	£300,127.00
Grounds Maintenance	£0.04	£0.04	£25,900.00
Cleaning Charges	£0.16	£0.16	£207,000.00
Security Costs	£0.97	£1.16	£106,285.55
Waste Disposal	£0.15	£0.08	£147,350.00
Gas	2.151p kWh	See section 3.7	£47,425.00
Electricity	14.86p kWh	See section 3.7	£362,357.00

Table 1.4 Benchmark Analysis 'At a Glance'

Green = lower than the benchmarked data

Red = higher than the benchmarked data

4.2 Facilities and Property Management Service Delivery Model

Whilst the FM and PM teams work closely together their current reporting lines differ. It is recommended to centralise these reporting lines to ensure continuity and build in resilience.

A combined FM and PM management structure will allow important decision-making responsibilities to be concentrated between the whole team and enable the team leaders to concentrate their efforts in more structured and targeted manner. A combined approach will allow the leadership team and all other levels of the team to be focused on WWU property strategy in relation to quality, standards, customer requirements and consistency. Within this new reporting and management structure the FM team may be required to expand to bring in at least one other. Similar organisations and property portfolios of this nature have an in-house 'roving' FM team who between them manage no more than 15-20 sites dependent on size and geography. In addition, the roving team would establish clear relationships with depot managers to ensure H&S and financial control/compliance and systematic condition reporting is completed.

This approach and structure will allow the given heads to establish and communicate their property strategy to all, and it will keep all levels moving in the same direction preventing discrepancies and ensure consistency in delivering the required property strategy. This will also provide a holistic view from all parties involved. Reverting to a central team across the WWU estate will mean all property related individuals can be involved during the discussion, decision strategy and subsequent action, thus removing the silo's and encouraging collaboration and a central service delivery model.

Consideration would still need to be given to Celtic Springs as an high end office that requires 24h access.. Due to the scale of spend Celtic Springs would need to be broken down into more detail as to maximise efficiencies. WWU could look to account for cost at Celtic Springs and central costs differently to allow for those cost categories to be separated out by site. This could be done even if the decision was made to pay the cost centrally.

Although the desktop exercise shows an efficient FM and PM estate function, we would recommend further investigation is required if a full review of appropriateness and adequateness is required. The next step would be to complete a review of the FM services against time, cost, quality, and customer experience.

4.3 Procurement Strategy

It is noted that WWU have implemented an operational procurement strategy to contract direct to service provider. This strategy has significantly reduced costs and whilst WWU understand operational risk is their direct responsibility they feel they have greater control then with central contacts.

4.31 Recommended Approach

It is recommended that clear SLA's and KPI's are built into this service model to ensure systematic and transparent management to further any associated risk. This model would compliment the existing vetting process that has been implemented by WWU.

Disclaimer

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Appendix 1 – WWU Office and Depot Property Budget

Site Name	Site Type	NIA Sq.Ft.	GEA Sq.Ft.	Rent	Facilities - Service Charges	Rates	Facilities PPM	Facilities Reactive	R&M Land & buildings	Grounds maintenance	Building Services (Facilities)	Occupiers Maintenance	Cleaning Charges	Security Costs	Waste Disposal	Archiving	Gas facilities	Electricity	Water	Vending	Catering	Printing & photocopying	Stationery	Postage	Courier Transport	Telecoms - Landline Voice	Consultants	Legal Fees	Grand Total	
E080 - HQ-Celtic Springs Newport	Office	42416	42,416	£ 17,100.00	£ 6,800.00	£ 195,114.40	£ 93,199.51	£ 60,000.00	£ 9,700.00	£ 27,970.95	£ 1,200.00	£ 77,112.72	£ 106,285.55	£ 17,922.08	£ 45,852.26	£ 19,481.46	£ 86,864.44	£ 12,000.00	£ -	£ 52,200.00	£ 108,042.63	£ 103,200.00	£ 174,720.00	£ 1,440.00	£ -	£ 424,128.00	£ 33,000.00	£ 12,000.00	£ 1,249,255.99	
E081 - Facilities Wales	Reactive							£ 300,127.00					£ 18,000.00		£ 16,000.00															£ 770,255.01
E092 - DO Flint	Industrial	4153	4,153	£ 20,000.00	£ 4,400.00		£ 3,214.85	£ 1,020.00					£ 3,281.25		£ 1,881.36		£ 1,015.55	£ 6,300.00	£ 600.00		£ 220.00		£ 1,440.00			£ 180.00			£ 43,553.01	
E097 - DO Torquay	Industrial	3411	3,411				£ 3,114.38	£ 1,020.00					£ 1,553.58		£ 3,420.00		£ -	£ -	£ -	£ -	£ 96.00		£ 900.00			£ 120.00			£ 10,223.96	
E100 - DO Colwyn Bay	Industrial	9447	9,447	£ 5,000.00	£ 3,600.00	£ 29,133.52	£ 2,712.53	£ 1,020.00					£ 6,683.21		£ 1,881.36	£ 502.16	£ 21,600.00	£ 350.00	£ -	£ 600.00		£ 2,460.00			£ 1,800.00				£ 77,342.78	
E101 - DO Evesham	Industrial	2765	2,765	£ 20,000.00			£ 2,812.99	£ 1,020.00					£ 4,331.44		£ 120.00		£ -	£ 4,944.00	£ -	£ 288.00	£ 72.00		£ 1,800.00						£ 35,388.43	
E105 - DO Weston S Mare	Industrial	269	269				£ 1,506.96	£ 1,020.00					£ 1,093.82		£ 180.00		£ -	£ -	£ -		£ -		£ -							£ 3,800.78
E106 - DO Llanelli	Industrial						£ 1,105.10	£ 1,020.00					£ -		£ -		£ 3,000.00	£ 700.00			£ -		£ -							£ 5,025.10
E107 - DO Caerleon	Industrial						£ 2,109.74	£ 1,020.00					£ -		£ 1,581.36		£ -	£ 7,200.00	£ 200.00		£ 300.00		£ 1,320.00							£ 14,031.10
E110 - FBO Wrexham	Industrial	24167	24,167	£ 1.00	£ 60,012.00	£ 32,824.04	£ 8,037.12	£ 1,020.00		£ 1,800.00			£ 11,770.68		£ 6,170.12	£ 7,187.32	£ 19,085.69	£ 4,150.00	£ -	£ 600.00		£ 1,440.00	£ 120.00	£ 180.00						£ 154,937.97
E111 - FBO Ullandray	Industrial	9512	9,512	£ 1.00	£ 7,612.00	£ 30,000.00	£ 4,772.04	£ 1,020.00		£ 1,800.00	£ 156.52		£ 7,665.65		£ 8,521.56		£ 2,149.64	£ 4,844.00	£ 3,500.00	£ 288.00	£ 900.00		£ 5,220.00			£ 480.00			£ 79,030.41	
E113 - FBO Treforest	Industrial	33356	33,356			£ 29,400.80	£ 11,553.36	£ 1,020.00		£ 1,800.00	£ 156.52		£ 10,487.25		£ 13,703.24	£ 4,778.66	£ 30,000.00	£ 4,000.00	£ 1,920.00	£ 4,740.00		£ 4,800.00			£ 240.00				£ 118,599.82	
E113 - FBO Bristol/G/Frome	Industrial	8716	150,440	£ 92,750.00	£ 66,000.00		£ 5,123.66	£ 1,020.00		£ 1,800.00	£ 156.52		£ 7,789.09		£ 16,196.72	£ 3,708.00	£ 24,720.00	£ 1,500.00	£ 1,788.00	£ 1,800.00		£ 6,600.00			£ 1,800.00				£ 232,751.99	
E114 - FBO Swindon	Industrial	4971	4,971	£ 1.00	£ -	£ 30,000.00	£ 4,520.88	£ 1,020.00		£ 1,800.00	£ 156.52		£ 5,770.29		£ 3,965.64	£ -	£ 15,900.00	£ 4,500.00	£ 2,736.00	£ 3,000.00		£ 1,560.00			£ 120.00				£ 75,050.33	
E115 - FBO Bridgewater	Industrial	11922	11,922			£ 25,209.60	£ 4,520.88	£ 1,020.00		£ 1,800.00	£ 156.52		£ 14,215.15		£ 3,900.84	£ 1,626.14	£ 15,000.00	£ 1,000.00	£ 720.00	£ 1,620.00		£ 2,400.00			£ 120.00				£ 72,109.13	
E116 - FBO Plympton	Industrial	9168	9,168	£ 38,800.00	£ 1,200.00		£ 4,018.56	£ 1,020.00		£ 1,800.00	£ 156.52		£ 4,772.43		£ 3,700.00	£ 1,772.86	£ 6,000.00	£ 8,500.00	£ 720.00	£ 360.00		£ 900.00			£ 540.00				£ 74,340.37	
E118 - DO Panteg	Industrial	3099	3,099				£ 2,511.60	£ 1,020.00					£ 1,498.52		£ 3,750.84	£ -	£ 12,000.00	£ 250.00		£ 720.00		£ 1,440.00							£ 23,190.96	
E119 - DO Cinderford	Industrial	215	215	£ 3,000.00			£ 1,004.64	£ 1,020.00					£ -		£ -		£ 1,320.00	£ 2,500.00			£ -		£ -							£ 8,844.64
E120 - DO Minehead	Industrial			£ 15,000.00	£ 500.00		£ 1,004.64	£ 1,020.00					£ -		£ 1,140.60	£ -	£ 207.14	£ -			£ -		£ -							£ 18,872.38
E121 - DO Bideford	Industrial	1130	1,130				£ 3,015.92	£ 1,020.00					£ -		£ 1,850.52	£ -	£ 15,600.00	£ 2,300.00			£ -		£ -							£ 23,784.44
E123 - DO Redruth	Industrial	4218	4,218	£ 19,400.00	£ 1,200.00		£ 3,214.85	£ 1,020.00					£ 1,242.00		£ 3,930.84	£ -	£ 3,663.39	£ 1,500.00	£ 288.00	£ 180.00		£ 780.00			£ 720.00				£ 37,441.08	
E125 - DO Exeter	Industrial	11126	11,126	£ 49,500.00	£ 2,000.00	£ 7,363.20	£ 1,308.03	£ 1,020.00		£ 600.00			£ 4,650.00		£ -	£ 40,000.00	£ 2,000.00	£ 1,308.00	£ 240.00			£ 2,220.00			£ 2,100.00				£ 120,669.22	
E126 - DO Westbury	Industrial	4261	4,261	£ 20,400.00	£ 1,200.00	£ 7,363.20	£ 2,009.28	£ 1,020.00					£ 2,712.84		£ 4,480.92	£ -	£ 10,535.46	£ 400.00	£ 288.00	£ 600.00		£ 2,040.00							£ 53,049.70	
E127 - DO Newtown	Industrial	2410	2,410				£ 1,004.64	£ 1,020.00					£ 3,460.06		£ 921.48	£ -	£ 5,944.70	£ 1,000.00	£ 288.00	£ -		£ -							£ 13,638.88	
E129 - DO Carmarthen	Industrial	2303	2,303				£ 1,004.64	£ 1,020.00					£ 4,331.44		£ 4,785.72	£ -	£ 2,326.16	£ 500.00	£ 144.00	£ -		£ -							£ 14,111.97	
E129 - DO Cardiff (Caradog House)	Industrial	5445	5,445	£ 20,000.00	£ 1,200.00		£ 1,004.64	£ 1,020.00					£ -		£ 3,900.84	£ -	£ 1,948.49	£ 1,500.00	£ 288.00	£ 120.00		£ -							£ 30,981.97	
E130 - Stores & Workshop (Newport)	Industrial	64323	64,323			£ 7,483.84	£ 4,018.56	£ 1,020.00		£ 4,200.00			£ 8,565.14		£ 7,101.96	£ 5,203.03	£ 15,451.08	£ 2,000.00	£ 864.00	£ 600.00		£ -	£ 2,496.00	£ -					£ 59,003.61	
E131 - DO Gloucester	Industrial	5466	5,466		£ 12.00	£ 4,193.28	£ 3,013.92	£ 1,020.00					£ 4,331.44		£ 7,985.88	£ -	£ 4,800.00	£ 1,800.00	£ 288.00	£ 300.00		£ -			£ 600.00				£ 28,344.52	
E199 - WGA - Iron Portmanmoor Rd	Industrial	2959	2,959	£ 26,480.00	£ 2,000.00	£ 7,163.52	£ 502.32	£ 1,020.00					£ -		£ 3,300.00	£ -	£ 3,000.00	£ -	£ 288.00	£ -		£ -								£ 43,753.84
Total		275381		347,433	157,736	405,249	176,936	87,540	300,127	25,900	28,910	1,200	207,000	106,286	147,354	45,852	47,425	362,357	56,750	12,504	69,268	108,043	140,520	177,336	10,440	424,128	33,000	12,000	2,682,559	

Appendix 2 –WWU Office and Depot Budget Spend Categories being Benchmarked

Site Name	Site Type	NIA Sq.Ft.	GEA Sq.Ft.	Rent	Facilities - Service Charges	Rates	Facilities PPM	Facilities Reactive	R&M Land & buildings	Grounds maintenance	Cleaning Charges	Security Costs	Waste Disposal	Gas facilities	Electricity	Water	Grand Total
E080 - HQ-Celtic Springs Newport	Office	42416	109,553	£ 17,100.00	£ 6,800.00	£ 195,114.40	£ 93,199.51	£ 60,000.00		£ 9,700.00	£ 77,112.72	£ 106,285.55	£ 17,922.08	£ 19,481.46	£ 86,864.44	£ 12,000.00	£ 1,249,205.99
E081 - Facilities Wales	Reactive		-						£ 300,127.00		£ 18,000.00		£ 16,000.00				£ 770,255.00
E092 - DO Flint	Industrial	4153	11,992	£ 20,000.00	£ 4,400.00		£ 3,214.85	£ 1,020.00			£ 3,281.25		£ 1,881.36	£ 1,015.55	£ 6,300.00	£ 600.00	£ 43,553.01
E097 - DO Torquay	Industrial	3411	56,771				£ 3,114.38	£ 1,020.00			£ 1,553.58		£ 3,420.00	£ -	£ -	£ -	£ 10,223.96
E100 - DO Colwyn Bay	Industrial	9447	21,196	£ 5,000.00	£ 3,600.00	£ 29,133.52	£ 2,712.53	£ 1,020.00			£ 6,683.21		£ 1,881.36	£ 502.16	£ 21,600.00	£ 350.00	£ 77,342.78
E101 - DO Evesham	Industrial	2765	21,159	£ 20,000.00			£ 2,812.99	£ 1,020.00			£ 4,331.44		£ 120.00	£ -	£ 4,944.00	£ -	£ 35,388.43
E105 - DO Weston S Mare	Industrial	269					£ 1,506.96	£ 1,020.00			£ 1,093.82		£ 180.00	£ -	£ -	£ -	£ 3,800.78
E106 - DO Llanelli	Industrial						£ 1,105.10	£ 1,020.00			£ -		£ -	£ -	£ 3,000.00	£ 700.00	£ 5,825.10
E107 - DO Caernarfon	Industrial		10,672				£ 2,109.74	£ 1,020.00			£ -		£ 1,881.36	£ -	£ 7,200.00	£ 200.00	£ 14,031.10
E110 - FBO Wrexham	Industrial	24167	38,214	£ 1.00	£ 60,012.00	£ 32,824.04	£ 8,037.12	£ 1,020.00		£ 1,800.00	£ 11,770.68		£ 6,170.12	£ 7,187.32	£ 19,085.69	£ 4,150.00	£ 154,397.97
E111 - FBO Llandarcy	Industrial	9512	85,940	£ 1.00	£ 7,612.00	£ 30,000.00	£ 4,772.04	£ 1,020.00		£ 1,800.00	£ 7,665.65		£ 8,521.56	£ 2,149.64	£ 4,944.00	£ 3,500.00	£ 79,030.41
E112 - FBO Treforest	Industrial	33356	89,488			£ 29,400.80	£ 11,553.36	£ 1,020.00		£ 1,800.00	£ 10,487.25		£ 13,703.24	£ 4,778.66	£ 30,000.00	£ 4,000.00	£ 118,599.82
E113 - FBO Bristol/G'frome	Industrial	8716	165,484	£ 92,750.00	£ 66,000.00		£ 5,123.66	£ 1,020.00		£ 1,800.00	£ 7,789.09		£ 16,196.72	£ 3,708.00	£ 24,720.00	£ 1,500.00	£ 232,751.99
E114 - FBO Swindon	Industrial	4971	52,915	£ 1.00	£ -	£ 30,000.00	£ 4,520.88	£ 1,020.00		£ 1,800.00	£ 5,770.29		£ 3,965.64	£ -	£ 15,900.00	£ 4,500.00	£ 75,050.33
E115 - FBO Bridgwater	Industrial	11922	27,311			£ 25,209.60	£ 4,520.88	£ 1,020.00		£ 600.00	£ 14,215.15		£ 3,900.84	£ 1,626.14	£ 15,000.00	£ 1,000.00	£ 72,109.13
E116 - FBO Plympton	Industrial	9168	30,271	£ 38,800.00	£ 1,200.00		£ 4,018.56	£ 1,020.00		£ 1,800.00	£ 4,772.43		£ 3,780.00	£ 1,772.86	£ 6,000.00	£ 8,500.00	£ 74,340.37
E118 - DO Panteg	Industrial	3099	55,113				£ 2,511.60	£ 1,020.00			£ 1,498.52		£ 3,750.84	£ -	£ 12,000.00	£ 250.00	£ 23,190.96
E119 - DO Cinderford	Industrial	215	3,048	£ 3,000.00			£ 1,004.64	£ 1,020.00			£ -		£ -	£ -	£ 1,320.00	£ 2,500.00	£ 8,844.64
E120 - DO Minehead	Industrial			£ 15,000.00	£ 500.00		£ 1,004.64	£ 1,020.00			£ -		£ 1,140.60	£ -	£ 207.14	£ -	£ 18,872.38
E121 - DO Bideford	Industrial	1130	31,225				£ 3,013.92	£ 1,020.00			£ -		£ 1,850.52	£ -	£ 15,600.00	£ 2,300.00	£ 23,784.44
E123 - DO Redruth	Industrial	4218	16,444	£ 19,400.00	£ 1,200.00		£ 3,214.85	£ 1,020.00			£ 1,242.00		£ 3,930.84	£ -	£ 3,665.39	£ 1,500.00	£ 37,141.08
E125 - DO Exeter	Industrial	11126	50,759	£ 49,500.00	£ 2,000.00	£ 7,363.20	£ 1,306.03	£ 1,020.00		£ 600.00	£ 6,331.99		£ 4,680.00	£ -	£ 40,000.00	£ 2,000.00	£ 120,669.22
E126 - DO Westbury	Industrial	4261	34,344	£ 20,400.00	£ 1,200.00	£ 7,363.20	£ 2,009.28	£ 1,020.00			£ 2,712.84		£ 4,480.92	£ -	£ 10,535.46	£ 400.00	£ 53,049.70
E127 - DO Newtown	Industrial	2410	20,607				£ 1,004.64	£ 1,020.00			£ 3,460.06		£ 921.48	£ -	£ 5,944.70	£ 1,000.00	£ 13,638.88
E128 - DO Carmarthen	Industrial	2303	29,121				£ 1,004.64	£ 1,020.00			£ 4,331.44		£ 4,785.72	£ -	£ 2,326.16	£ 500.00	£ 14,111.97
E129 - DO Cardiff (Caradog House)	Industrial	5445	5,990	£ 20,000.00	£ 1,200.00		£ 1,004.64	£ 1,020.00			£ -		£ 3,900.84	£ -	£ 1,948.49	£ 1,500.00	£ 30,981.97
E130 - Stores & Workshop (Newport)	Industrial	64323	89,658			£ 7,483.84	£ 4,018.56	£ 1,020.00		£ 4,200.00	£ 8,565.14		£ 7,101.96	£ 5,203.03	£ 15,451.08	£ 2,000.00	£ 59,003.61
E131 - DO Gloucester	Industrial	5466	64,542		£ 12.00	£ 4,193.28	£ 3,013.92	£ 1,020.00			£ 4,331.44		£ 7,985.88	£ -	£ 4,800.00	£ 1,800.00	£ 28,344.52
E199 - WGA - Ilton	Industrial	2959	9,288	£ 26,480.00	£ 2,000.00	£ 7,163.52	£ 502.32	£ 1,020.00			£ -		£ 3,300.00	£ -	£ 3,000.00	£ -	£ 43,753.84
Portmanmoor Rd	Industrial	4153	19,881														£ -
Total		275381		£ 347,433.00	£ 157,736.00	£ 405,249.40	£ 176,936.23	£ 87,540.00	£ 300,127.00	£ 25,900.00	£ 207,000.00	£ 106,285.55	£ 147,353.88	£ 47,424.83	£ 362,356.56	£ 56,750.00	£ 3,491,293.40

Appendix 3 – WWU Budget cost / Sq. Ft (Gross External Area)

Site Name	Source	Costs											GEA Costs sq.ft														
		Net Internal Area Sq.Ft.	Gross External Area Sq.Ft.*Data	Apportionment	Rent	Rates	Facilities Service Charge	Facilities PPM	Facilities Reactive	R&M Land & buildings**	Grounds maintenance	Cleaning Charges	Security Costs	Waste Disposal	Catering	Rent	Rates	Facilities Service Charge	Facilities PPM	Facilities Reactive	R&M Land & buildings	Grounds maintenance	Cleaning Charges	Security Costs	Waste Disposal	Catering	
E080 - HQ-Celtic Springs Newport	WWU	42,416	109,553	15.40%	£ 17,100.00	£ 195,114.40	£ 6,800.00	£ 93,199.51	£ 60,000.00	£ 46,227.54	£ 9,700.00	£ 77,112.72	£ 106,285.55	£ 17,922.08	£ 52,200.00	£ 0.16	£ 1.78	£ 0.06	£ 0.85	£ 0.55	£ 0.42	£ 0.09	£ 0.70	£ 0.97	£ 0.16	£ 0.48	
E081 - Facilities Wales	WWU													£ 18,000.00	£ 16,000.00												
E092 - DO Flint	WWU	4,153	11,992	1.51%	£ 20,000.00			£ 4,400.00	£ 3,214.85	£ 1,020.00		£ 4,526.19		£ 3,281.25	£ 1,881.36	£ 220.00	£ 1.67		£ 0.37	£ 0.27	£ 0.09	£ 0.38		£ 0.27	£ 0.16	£ 0.02	
E097 - DO Torquay	WWU	3,411	56,771	1.24%					£ 3,114.38	£ 1,020.00		£ 3,717.52		£ 1,553.58	£ 3,420.00	£ 96.00				£ 0.05	£ 0.02	£ 0.07		£ 0.03	£ 0.06	£ 0.00	
E100 - DO Colwyn Bay	WWU	9,447	21,196	3.43%	£ 5,000.00	£ 29,133.52	£ 3,600.00	£ 2,712.53	£ 1,020.00	£ 10,295.92		£ 6,683.21		£ 1,881.36	£ 600.00		£ 0.24	£ 1.37	£ 0.17	£ 0.13	£ 0.05	£ 0.49		£ 0.32	£ 0.09	£ 0.03	
E101 - DO Evesham	WWU	2,765	21,159	1.00%	£ 20,000.00				£ 2,812.99	£ 1,020.00		£ 3,013.47		£ 4,331.44	£ 120.00	£ 72.00	£ 0.95			£ 0.13	£ 0.05	£ 0.14		£ 0.20	£ 0.01	£ 0.00	
E107 - DO Caernarfon	WWU		10,672						£ 2,109.74	£ 1,020.00				£ 1,881.36	£ 300.00					£ 0.20	£ 0.10				£ 0.18	£ 0.03	
E110 - FBO Wrexham	WWU	24,167	38,214	8.78%	£ 1.00	£ 32,824.04	£ 60,012.00	£ 8,037.12	£ 1,020.00	£ 26,338.67	£ 1,800.00	£ 11,770.68		£ 6,170.12	£ 600.00		£ 0.00	£ 0.86	£ 1.57	£ 0.21	£ 0.03	£ 0.69	£ 0.05	£ 0.31	£ 0.16	£ 0.02	
E111 - FBO Llandarcy	WWU	9,512	85,940	3.45%	£ 1.00	£ 30,000.00	£ 7,612.00	£ 4,772.04	£ 1,020.00	£ 10,366.76	£ 1,800.00	£ 7,665.65		£ 8,521.56	£ 900.00		£ 0.00	£ 0.35	£ 0.09	£ 0.06	£ 0.01	£ 0.12	£ 0.02	£ 0.09	£ 0.10	£ 0.01	
E112 - FBO Treforest	WWU	33,356	89,488	12.11%		£ 29,400.80			£ 11,553.36	£ 1,020.00		£ 36,353.40	£ 1,800.00	£ 10,487.25	£ 13,703.24	£ 4,740.00			£ 0.33	£ 0.13	£ 0.01	£ 0.41	£ 0.02	£ 0.12	£ 0.15	£ 0.05	
E113 - FBO Bristol/Gfrome	WWU	150,440	165,484	3.17%	£ 92,750.00			£ 66,000.00	£ 5,123.66	£ 1,020.00	£ 9,499.23	£ 1,800.00	£ 7,789.09	£ 16,196.72	£ 1,800.00		£ 0.56		£ 0.40	£ 0.03	£ 0.01	£ 0.06	£ 0.01	£ 0.05	£ 0.10	£ 0.01	
E114 - FBO Swindon	WWU	4,971	52,915	1.81%	£ 1.00	£ 30,000.00			£ 4,520.88	£ 1,020.00	£ 5,417.70	£ 1,800.00	£ 5,770.29	£ 3,965.64	£ 3,000.00		£ 0.00	£ 0.57		£ 0.09	£ 0.02	£ 0.10	£ 0.03	£ 0.11	£ 0.07	£ 0.06	
E115 - FBO Bridgewater	WWU	11,922	27,311	4.33%		£ 25,209.60			£ 4,520.88	£ 1,020.00	£ 12,993.32	£ 600.00	£ 14,215.15	£ 3,900.84	£ 1,620.00			£ 0.92		£ 0.17	£ 0.04	£ 0.48	£ 0.02	£ 0.52	£ 0.14	£ 0.06	
E116 - FBO Plympton	WWU	9,168	30,271	3.33%	£ 38,800.00			£ 1,200.00	£ 4,018.56	£ 1,020.00	£ 9,991.85	£ 1,800.00	£ 4,772.43	£ 3,780.00	£ 360.00		£ 1.28		£ 0.04	£ 0.13	£ 0.03	£ 0.33	£ 0.06	£ 0.16	£ 0.12	£ 0.01	
E118 - DO Panteg	WWU	3,099	55,113	1.13%					£ 2,511.60	£ 1,020.00	£ 3,377.48		£ 1,498.52	£ 3,750.84	£ 720.00					£ 0.05	£ 0.02	£ 0.06		£ 0.03	£ 0.07	£ 0.01	
E119 - DO Cinderford	WWU	215	3,048	0.08%	£ 3,000.00				£ 1,004.64	£ 1,020.00	£ 234.32						£ 0.98			£ 0.33	£ 0.33	£ 0.08					
E121 - DO Biddeford	WWU	1,130	31,225	0.41%					£ 3,013.92	£ 1,020.00	£ 1,231.54			£ 1,850.52							£ 0.10	£ 0.03	£ 0.04			£ 0.06	
E123 - DO Redruth	WWU	4,218	16,444	1.53%	£ 19,400.00			£ 1,200.00	£ 3,214.85	£ 1,020.00	£ 4,597.03		£ 1,242.00	£ 3,930.84	£ 180.00		£ 1.18		£ 0.07	£ 0.20	£ 0.06	£ 0.28		£ 0.08	£ 0.24	£ 0.01	
E125 - DO Exeter	WWU	11,126	50,759	0.44%	£ 49,500.00	£ 7,363.20	£ 2,000.00	£ 1,306.03	£ 1,020.00	£ 12,125.79	£ 600.00		£ 6,331.99	£ 4,680.00	£ 240.00		£ 0.98	£ 0.15	£ 0.04	£ 0.03	£ 0.02	£ 0.24	£ 0.01	£ 0.12	£ 0.09	£ 0.00	
E126 - DO Westbury	WWU	4,261	34,344	1.55%	£ 20,400.00	£ 7,363.20	£ 1,200.00	£ 2,009.28	£ 1,020.00	£ 4,643.90		£ 2,712.84		£ 4,480.92	£ 600.00		£ 0.59	£ 0.21	£ 0.03	£ 0.06	£ 0.03	£ 0.14		£ 0.08	£ 0.13	£ 0.02	
E127 - DO Newtown	WWU	2,410	20,607	0.88%					£ 1,004.64	£ 1,020.00	£ 2,626.56		£ 3,460.06	£ 921.48							£ 0.05	£ 0.05	£ 0.13		£ 0.17	£ 0.04	
E128 - DO Carmarthen	WWU	2,303	29,121	0.84%					£ 1,004.64	£ 1,020.00	£ 2,509.95		£ 4,331.44	£ 4,785.72							£ 0.03	£ 0.04	£ 0.09		£ 0.15	£ 0.16	
E129 - DO Caradog House	WWU	5,445	5,990	1.98%	£ 20,000.00			£ 1,200.00	£ 1,004.64	£ 1,020.00	£ 5,942.51			£ 3,900.84	£ 120.00		£ 3.34		£ 0.20	£ 0.17	£ 0.17	£ 0.99			£ 0.65	£ 0.02	
E130 - Stores & Workshop Newport	WWU	64,323	89,658	23.36%		£ 7,483.84			£ 4,018.56	£ 1,020.00	£ 70,103.13	£ 4,200.00	£ 8,565.14	£ 7,101.96	£ 600.00					£ 0.04	£ 0.01	£ 0.78	£ 0.05	£ 0.10	£ 0.08	£ 0.01	
E131 - DO Gloucester	WWU	5,466	64,542	1.98%		£ 4,193.28	£ 12.00		£ 3,013.92	£ 1,020.00	£ 5,957.18		£ 4,331.44	£ 7,985.88	£ 300.00					£ 0.06	£ 0.00	£ 0.05	£ 0.02	£ 0.09		£ 0.12	£ 0.00
E199 - WGA - Ilton	WWU	2,959	9,288	1.07%	£ 26,480.00	£ 7,163.52	£ 2,000.00	£ 502.32	£ 1,020.00	£ 3,224.90				£ 3,300.00	£ -		£ 2.85	£ 0.77	£ 0.22	£ 0.05	£ 0.11	£ 0.35			£ 0.36		
																	£ 0.98	£ 0.62	£ 0.25	£ 0.14	£ 0.08	£ 0.24	£ 0.04	£ 0.18	£ 0.97	£ 0.15	£ 0.04

*Data extracted from google map developers - based on Wales & West site maps.
 **Central cost apportioned based on GEA percentage of total.

Appendix 4 – C&W Benchmark Data Set



CW Benchmark
Data Set

Appendix 5 – WWU FM Service Contracts

Scope	Current	Options	Recommended	Procurement	Next Steps
Planned Preventative Maintenance £200k pa Electrical, Gas, Air Con and Legionella	Integral Contracted Other Providers used	<ol style="list-style-type: none"> Salisbury Group £125k MFM Group £112k SVE £84k 	Contract with SVE for single year Test SVE,	Issue contract for 1+2 years. WWU Procurement to review scope and coverage/competency/insurance £84k pa, is under threshold for 3 year term	Need to recruit to support helpdesk and cover administration. Draft contract and issue to SVE Draft contract award paper.
Plant Maintenance Generator and UPS Maintenance	Integral Contracted	Contract with Rollo direct £4k pa	Contract with Rollo direct £4k	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Carrier Chiller Maintenance	Integral Contracted	Carrier Chiller annual costs £5k pa	Contract with Carrier direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Deep Clean	Integral Contracted	Contract Deep Clean Hygiene Services £2k pa	Contract with Deep Clean Hygiene direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance ATS Controls	Integral Contracted	Contract ATS direct £2k pa	Contract with ATS direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Zip Tap	Not Contracted	Contract with Zip direct £2k	Contract with Zip	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Roller Shutter Doors	Integral Contracted	Contract with Bolton & Gate direct £5k pa	Contract direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Fire Alarms Access Control and Barrier System	Integral Contracted	Contract with Imperial Fire and Security Direct	Contract Direct	None	AS ask for 3 year agreement for maintenance.

Planned Preventative Maintenance £200k pa Electrical, Gas, Air Con and Legionella	Integral Contracted Other Providers used	<ol style="list-style-type: none"> 1. Salisbury Group £125k 2. MFM Group £112k 3. SVE £84k 	Contract with SVE for single year Test SVE,	Issue contract for 1+2 years. WWU Procurement to review scope and coverage/competency/insurance £84k pa, is under threshold for 3 year term	Need to recruit to support helpdesk and cover administration. Draft contract and issue to SVE Draft contract award paper.
Plant Maintenance Generator and UPS Maintenance	Integral Contracted	Contract with Rollo direct £4k pa	Contract with Rollo direct £4k	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Carrier Chiller Maintenance	Integral Contracted	Carrier Chiller annual costs £5k pa	Contract with Carrier direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Deep Clean	Integral Contracted	Contract Deep Clean Hygiene Services £2k pa	Contract with Deep Clean Hygiene direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance ATS Controls	Integral Contracted	Contract ATS direct £2k pa	Contract with ATS direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Zip Tap	Not Contracted	Contract with Zip direct £2k	Contract with Zip	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Roller Shutter Doors	Integral Contracted	Contract with Bolton & Gate direct £5k pa	Contract direct	None	AS ask for 3 year agreement for maintenance.
Plant Maintenance Fire Alarms Access Control and Barrier System	Integral Contracted	Contract with Imperial Fire and Security Direct	Contract Direct	None	AS ask for 3 year agreement for maintenance.

Appendix 6 – Ofgem / BEIS Electricity and Gas Raw Data



BEIS Gas Electric

2010-2011