



BENCHMARK REPORT 2018

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Executive Summary



Introduction

2018 has been a year filled with events that help shape our actions and now appears that the dust has settled on the insourcing debate. Most of us have a clearer picture of the changed higher education Facilities Management landscape and have learned several lessons about the process and the outcome.


The survey was distributed early in 2019 to allow members enough time to collate information about the services that we survey. We had only received two complete surveys from participating institution and two incomplete surveys by October 2019.

Every effort is made to remind institutional members and the net of communication was cast wider by circulating to all members that attended the 2018 HEFMA conference.

We subsequently circulated several reminders and the question remains what value the HEFMA Benchmark survey has for member at institutions of higher learning. I discuss this in detail in the content below.

The Executive has had robust debate on this matter, and we agreed that we need to host a training session so that members can complete this survey. Another factor is that certain section of the information has been completed but not the entire survey. This information cannot be used as we need to compare all services as listed in the Benchmark survey

Reasons for the HEFMA Benchmark project



What is Benchmarking & Why is it Important?



2018 Benchmark Report

Hefma conducts an annual benchmarking survey by distributing excel survey form to all institutional members. The survey is a performance matrix of a list of facility's management services in order to determine the best practice within the higher education (HE) sectors. The purpose is to demonstrate to members how we could optimise the FM service at your specific institutions. This survey also showcases best practice and how these institutions achieved optimum value.

While the primary focus of this survey has been on cost of service a concerted effort needs to be made to drive the shift to the quality of service and turnaround time for the delivering of FM services at all institutions.

In the future more attention should be placed on “process benchmarking”. This process is used in management in which organizations evaluate various aspects of their processes in relation to best-practice institutions processes, usually within a peer group defined for the purposes of comparison. This then allows organizations to develop plans on how to make improvements or adapt specific best practices, usually with the aim of increasing some aspect of performance.

The HEFMA benchmarking may be treated as a continuous process in which organizations continually seek to improve their practices.

In closing HEFMA Executive believes that by conducting and presenting this HEFMA Benchmark survey we add value to all member in the Association. We can demonstrate the best practice in the HE sectors and helps us to better understand how to improve our service offering at our institution.





1. Maintenance

The participating institution provided data with two institution not completing all the required fields.

The graphs indicate that North West University has the most cost- effective service and TUT being the most expensive. Stellenbosch University appears to be slightly above the mean. All three are residential institution and TUT being the one of the largest residential universities in South Africa.

Clearly universities need to ensure that they are spending enough money to maintain the infrastructural assets to ensure longevity of the asset life and provide a good quality service.

Institution needs to focus efforts on skills development and adequate planned maintenance as this is only way, we will be able to ensure the best value for money on the long term.

TUT maintenance cost of R 6058 is 505 % above the mean Stellenbosch University is 73 % above the mean with North West University being 53 % below the mean.

More institutions need to complete the survey to ensure we get a mean is a full representation of the country



2. Cleaning & Waste

Cleaning was one of the services that formed part of the insourcing debate and project over the past two years. Many institutions proceeded to insource this service and they have collected sufficient data to determine the actual total cost of this service.

A larger pool of institution completed the questionnaire correctly and the information tells a very interesting story. While the cost alone does not paint the complete picture, the this may give us an indication of what it cost to insource this service.

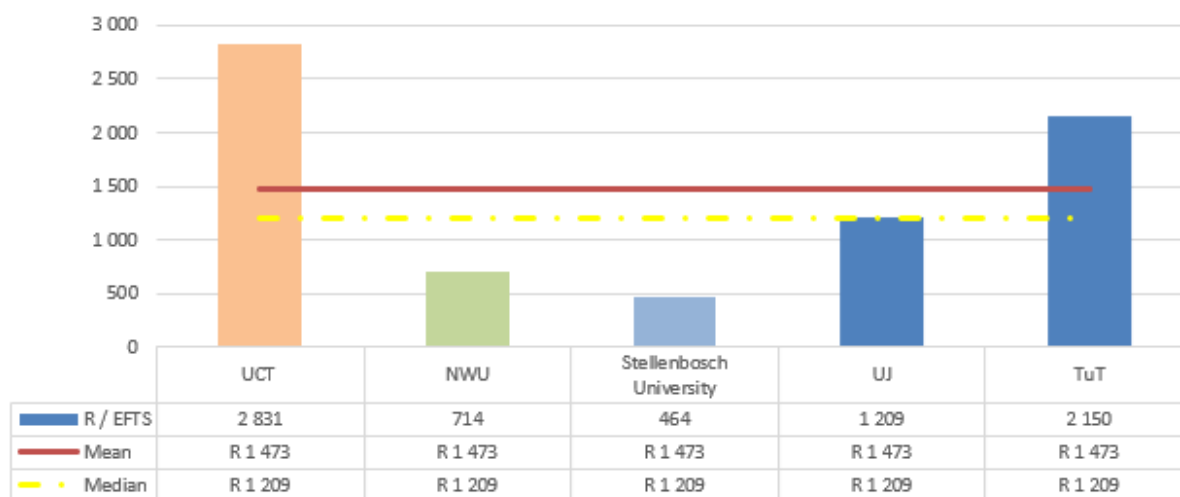
We need to remember that the human impact plays a very significant role as this brought a very different dynamic to institutions that were not adequately equipped to deal with the change management required.

UCT were one of the first institution to insource and the cost and impact is clearly visible. Although measured against similar sized institutions such as North West and Stellenbosch University. Both these decided on a different route the impact of this decision reflects in the cost of this services at these institutions.

UCT cost of R 2831 is 89 % above the mean of R 1500 and five times the cost of the same service at North West and Stellenbosch Universities which is a similar sized institution

University of Johannesburg and TUT are similar sized residential institutions in Gauteng have very different cost drivers as the cost varies from R 1209 and R 2150 equal to 78 % difference. UJ being 20 % below the mean and TUT being **44 % above the mean of R 1500.**

Total Cleaning Cost (R/EFTS)



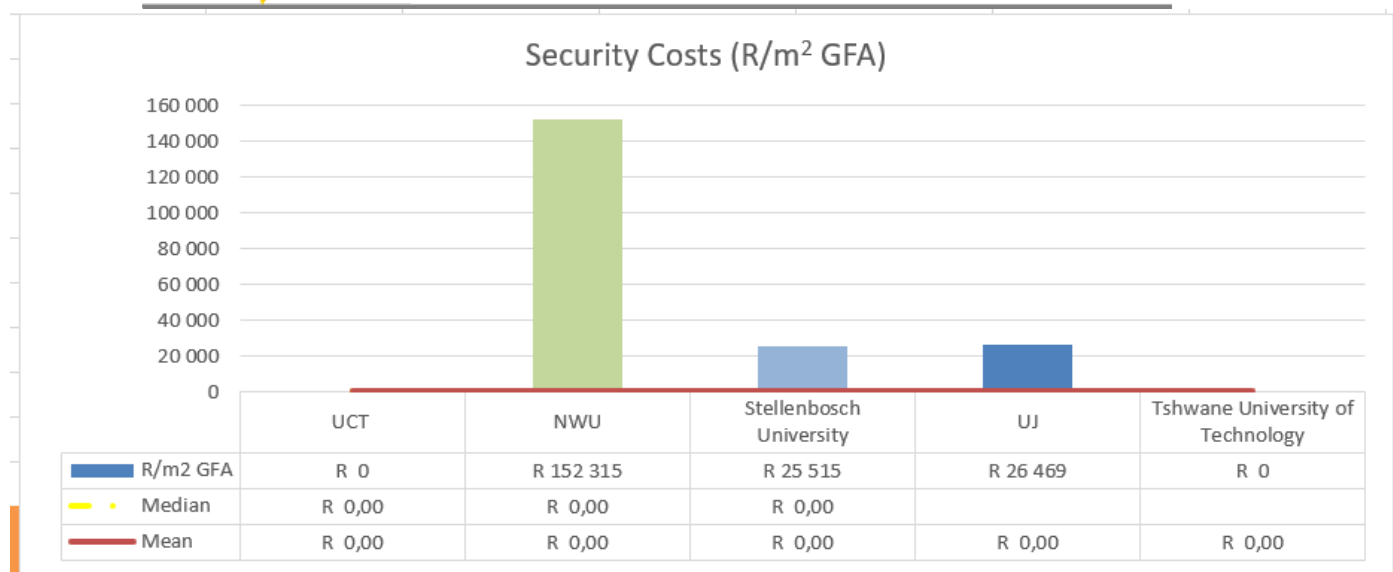
3. Ground Maintenance

There were three institutors that completed the survey namely North West, Stellenbosch and the University of Johannesburg.

North West University cots of R 152 315 is 135 % above the mean of R 65 000

North West and Stellenbosch University are simmer size is area and student numbers

UJ and Stellenbosch are both 60 % below the mean despite the fact the Stellenbosch has a 30 000 students measured against UJ with over 50 0000 students



4. Energy

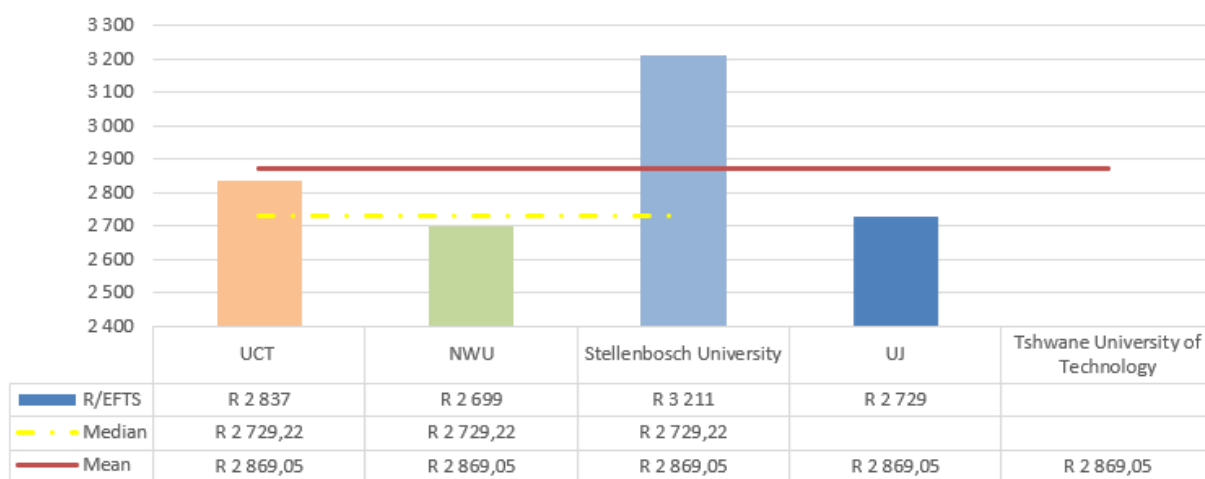
Four institutions completed the survey completely and North West university with 44 000 students appears to be the most efficient at R 2669 per student as measured against similar sized institution UCT and Stellenbosch University.

UJ is second with over 50 000 students and 650 000 m²

Stellenbosch University is the least efficient at R 3211 per student and 779 000 m².

This is **18 % above the R 2729** Mean in the sample institutions listed.

Energy Costs (R/m² EFTS)

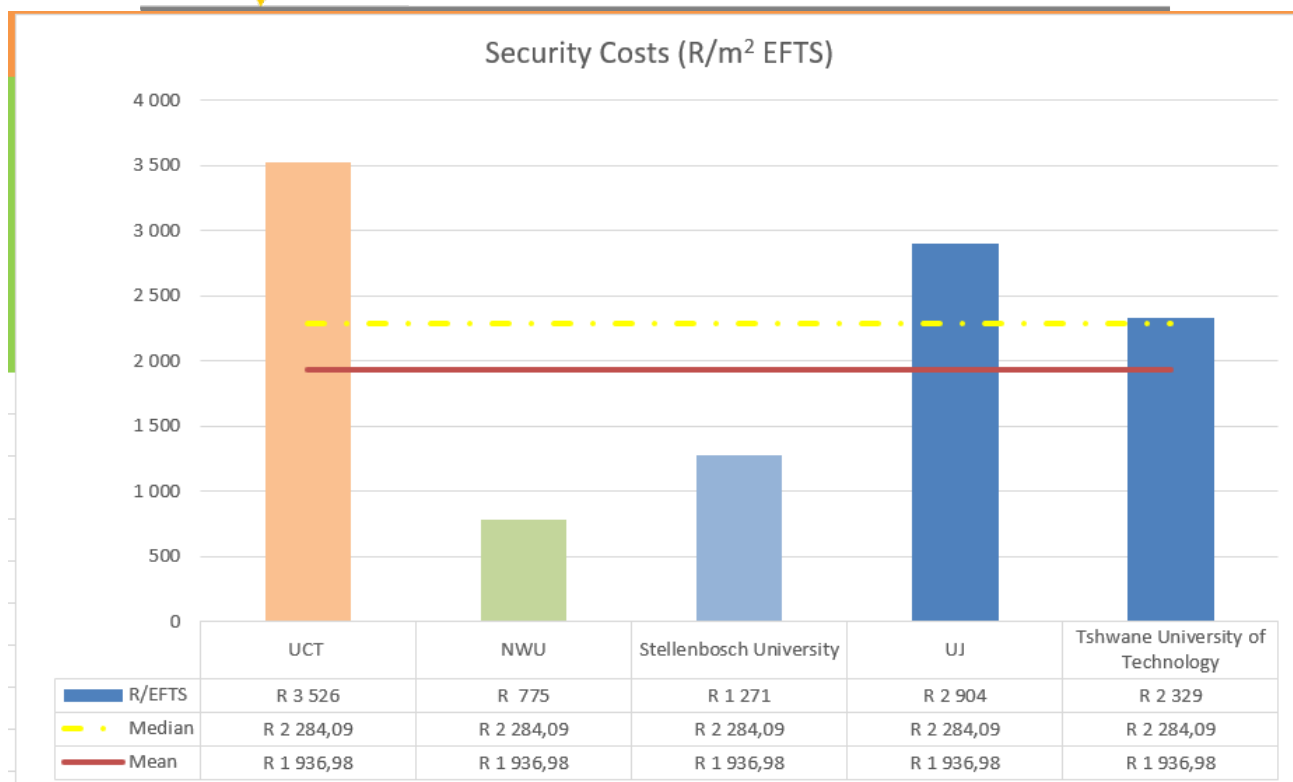


5. Security

North West University has the most competitive security solution at R 775 per m² and Stellenbosch University achieved second place at R 1271 per m². Both institutions have a blended model with key internal staff.

TUT comes in at third place R 2329 m² and UJ in fourth place at R 2904

UCT cost at R 3500 m² appears to be the most expensive and they also have a fully insourced model



Conclusion

A special word of thanks to the participating institution for taking time out of their busy schedules to complete this survey.

The HE sectors remains under strain to provide value for money service to students we serve at every university in this country. These are important indicators to determine the levels of service and areas of improvement and to continue to drive cost and service levels while playing a national strategic role of providing facilities that will attain institutional and national objectives as set out in the National Development Plan.

Mr Nadeem Gafieldien

Director: Information Services

HEFMA

October 2017

2016 HEFMA Benchmark Report

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(2018)

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List of Participating HEFMA Institutions (5)

University of Cape Town

North West University

University of Stellenbosch

University of Johannesburg

Tshwane University of Technology

General Notes and Qualifications:

Schedule of respondents. Your institutional representative has been issued with a “Cheat Sheet” that identifies survey participants, the names of which have been excluded from the main body of the report for confidentiality reasons.

Survey Guidelines. Guidelines and definitions for completing the survey are provided on pages 9/10. Note that additional explanatory notes were embedded into the actual 2013 survey questionnaire/spreadsheet.

Survey Errors and Improvements. As the HEFMA benchmark survey is in its early years some inconsistencies in the way participants interpret the survey definitions and collect and compile data is expected. If you find any errors in this report, or wish to submit suggestions for improving future surveys, please contact Venessa Ranjit at ranjitv@tut.ac.za.

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Guidelines for completing the 2013 HEFMA benchmark survey

Welcome to the 2013 HEFMA Benchmark Survey. This survey has been adapted for South African higher education institutions, and is the same version as used for the 2006 survey. Once again, please fill in only the green cells on each tab of the spreadsheet. Depending on your screen size, you may be required to scroll through the tabs at the bottom of the spreadsheet. Totals are calculated in the yellow cells and carried forward to the front page to show your institution's total building operating costs.

General Instructions:

1. All Higher Education Institutions in South Africa submit an annual HEMIS survey. In this benchmark survey, you are required to use the **HEMIS definitions** as indicated. This will ensure that all participating institutions use the same definitions for calculations. The HEMIS definitions are applicable to **GFA, AFA, ARV and EFTS**.
2. Only fill in the **green** cells. **Yellow** cells are calculated by the computer. **Blue** cells are the RSA 2006 figures (averages or totals) to provide you with an order of magnitude to use as a reference, but participants are advised to consider the escalation since the last survey.
3. You may include or exclude student housing (residences) from your figures, as long as you do it consistently. If you include residences in your GFA, you must also include it in your AFA and ARV, as well as in the relevant data fields associated with providing services to student housing. Thus if you maintain your residences but don't clean them, include the residences in your GFA for Maintenance, but exclude it in your GFA for Cleaning and Waste Removal.
4. Start on the tab "**General Statistical Data**" and work your way through all the tabs. Ensure that you fill in values in all six tabs. While there are only 27 fields to complete, participants are advised to delegate to their sub-ordinates or colleagues responsible for the various areas, thus reducing the size of the task.
5. Save this spreadsheet as **YourUniversityBenchmark.xls**. When you are done, please email this spreadsheet with your results back to **andre.theys@uct.ac.za**. All questionnaires must be submitted back before **5 October 2011**. On completion of the survey and analysis, the final report (in PDF format), will be distributed electronically to all HEFMA members. If all participants submit the completed questionnaires by the due date then it is hoped to have the analysis and final report available during the running of the annual 2011 conference.
6. As before, the name of your institution will not be revealed to other participants, unless you give your explicit permission. The HEFMA Executive thanks those institutions who have indicated their participation.

Guidelines for each column

Column Guideline

General Statistical Data

- | | |
|---|--|
| 1 | The name of your institution e.g. University of Pretoria |
| 2 | Indicate whether these figures represent the aggregate of all your campuses (preferably) or name of separate campus. If not aggregate, please fill in a survey per campus. |
| 3 | The all inclusive total floor area of all floors measured over the outer walls of the building. Includes all assignable and non-assignable areas. |
| 4 | AFA = GFA - non-assignable floor area (NFA): NFA includes mechanical floor areas, custodial floor areas, circulation floor areas etc |
| 5 | Calculated field. Do not fill in. |
| 6 | The total cost to erect a similar building at today's cost. Includes building cost, professional fees, municipal costs and fixed equipment. |
| 7 | Calculated field. Do not fill in. |
| 8 | Use the standard HEMIS definition for Equivalent Full-time Students. Only include contact students and exclude distance students. |
| 9 | Calculated field. Do not fill in. |

Maintenance (Corrective and Preventative)

- | | |
|----|---|
| 10 | Include costs of professional and administrative staff directly and indirectly involved in the maintenance operation. Where a staff member spends only part of his or her time on maintenance activities, please estimate & apportion their time and costs accordingly. Include a provision for FM management overhead. |
| 11 | Include all costs associated with maintenance trades staff working on maintenance activities only. Where maintenance staff also performs "new work", this portion should be excluded from the maintenance costs reported. |
| 12 | Calculated field. Do not fill in. |
| 13 | Include the costs of materials (e.g. paint, timber, hardware, lamps, plumbing supplies, etc) used by your maintenance staff on preventive and corrective maintenance activities plus payments made to external service providers (e.g. air-conditioning, lift, electrical, plumbing contractors, etc). |

- 14 Spent on maintenance projects from capital budget. Exclude budgets spent on new work.
- 15 Calculated field. Do not fill in.
- 16 Cannot exceed the GFA in Col 3.
- 17 Calculated field. Do not fill in.
- 18 Calculated field. Do not fill in.

Cleaning and Waste Management Services

- 19 Include costs of professional and administrative staff directly and indirectly involved in the cleaning and waste management operations. Where a staff member spends only part of his or her time on these activities, please estimate & apportion their time and costs accordingly. Include a provision for FM management overhead.
- 20 Include the costs of cleaning materials used by your cleaning staff on all cleaning related activities plus materials provided to external service providers.
- 21 Payments made to external service providers.
- 22 The total cost of general waste removal, either internally or by waste removal contractor.
- 23 The total cost of contaminated waste removal, either internally or by waste removal contractor. Include pathological and chemical waste removal.
- 24 Calculated field. Do not fill in.
- 25 Cannot exceed the GFA in Col 3.
- 26 Calculated field. Do not fill in.
- 27 Calculated field. Do not fill in.
- 28 Calculated field. Do not fill in.

Energy

- 29 The total annual energy consumption of your Institution that relates to the GFA in column 43. Only include by facilities that are included in GFA in column 43, where $GJ = (kWhrs \times 3600) / (1 \times 10^6)$, i.e. 1 kWhr = 0.0036 GJ
- 30 The total annual cost of energy purchased by your institution that relates to the GFA in column. Only include cost to facilities that are included in GFA in column 43.
- 31 Ensure GFA figure is consistent with definitions provided in Columns 41 and 42. Cannot exceed the GFA in Col 3.
- 32 Calculated field. Do not fill in.
- 33 Calculated field. Do not fill in.
- 34 Calculated field. Do not fill in.
- 35 Calculated field. Do not fill in.
- 36 Calculated field. Do not fill in.

Security

- 37 Include costs of professional and administrative staff directly and indirectly involved in the security operation. Where a staff member spends only part of his or her time on security activities, please estimate & apportion their time and costs accordingly. Include a provision for FM management overhead.
- 38 Indicate whether this figures represent the aggregate of all your campuses (preferably) or name of separate campus
- 39 Payments made to external service providers.
- 40 Calculated field. Do not fill in.
- 41 Only use the Gross Floor Area of the buildings patrolled, not the area of all grounds patrolled. This figure cannot exceed the GFA in Col 3.
- 42 Calculated field. Do not fill in.
- 43 Calculated field. Do not fill in.

Grounds Maintenance

- 44 Include costs of professional and administrative staff directly and indirectly involved in the grounds maintenance operation. Where a staff member spends only part of his or her time on maintenance activities, please estimate & apportion their time and costs accordingly. Include a provision for FM management overhead.
- 45 Include the costs of materials used by your grounds maintenance staff on these activities plus payments made to external service providers.
- 46 Calculated field. Do not fill in.
- 47 Effective area of grounds maintained with these funds. This may include the area of your landscaped gardens and sports fields if applicable.
- 48 Calculated field. Do not fill in.