

Worked Example

D: A set of value indicators for an accommodation service

This table has been developed and provided by the Student Accommodation Service at King's College London.

<p>1) Is the service cost-effective?</p> <ul style="list-style-type: none"> a) Operating budgets and are these achieved? b) Cost per student housed per site/overall - competitor analysis in both private and on-campus options c) Affordability (rent x weeks + additional costs/liabilities) d) Competitor analysis locally, nationally? e) Occupancy and void rates? f) Opportunity cost eg, potential for summer trade?
<p>2) Are service processes operated in an efficient and timely manner?</p> <ul style="list-style-type: none"> a) Are all guarantees met? b) % of students housed against priority/targets (eg, 10% of total?) c) Web information – how accessible and useful – is it comprehensive for all housing options/applicant groups? d) Centralised/online systems for applicants e) Processing emails/enquiries and establishing deadlines/timescales in order to measure performance f) Benchmark key products for each provider eg, cost of cleaning/number of residents
<p>3) Does the service proactively plan for future resource needs and take appropriate action to address gaps?</p> <ul style="list-style-type: none"> a) Accommodation plan which reflects corporate goals in respect of recruitment/retention and overall student experience b) Development plan c) Risk register d) Agreed and well understood allocation priorities and guarantees for accommodation applicants which support both academic and student recruitment/retention goals e) Project plans with agreed review dates, milestones/deadlines, clear goals, ownership of issues
<p>4) Is the service helping to effectively promote and manage students' transition into and through the university?</p> <ul style="list-style-type: none"> a) Role of accommodation in recruitment process and applicant decision making b) Priorities for accommodation, review process and how these support the university recruitment strategy c) Strategy for international recruitment
<p>5) Is the service helping the university to effectively support students' academic and personal development and performance?</p> <ul style="list-style-type: none"> a) Are there documented standards for pastoral care delivered to occupants? b) Do managers take a 'real estate approach' ie, a negative approach of protection of the physical and reputational damage to the asset rather than the positive elements of ensuring that the occupants maximise the educational benefits that can arise from communal living with other students through interaction in both planned and informal activities? c) Integration of learning and teaching facilities in accommodation (eg, broadband, study space per resident, location) d) Provision of appropriate, flexible, comfortable recreation space which encourages integration/ownership/community e) Clear integration with Campus Wellbeing/Campus Hub to fostering sense of belonging and support

6) Does the service help to ensure the university appropriately identifies and supports those students with specific needs?

- a) Process for identifying applicants with special housing requirements and providing support/linking with other services
- b) Physical adaptations in residence and around campus
- c) Appropriate process for assisted fire evacuation etc
- d) Satisfaction survey – are student needs understood/met by the university?

7) Are student users satisfied with the service provided?

- a) Regular review of satisfaction surveys – entry and exit – with target audience including students who are in university/college accommodation and those who find their own housing
- b) Establish system for giving feedback and informing students of identified trends/problems and proposed action
- c) Number of complaints received/resolved locally/escalated
- d) Number of disciplinary matters in managed accommodation
- e) Number of students referred to other support services and relation to their housing provision
- f) Do residents feel safe – buildings and systems designed to obtain right balance between security and independence/accessibility

8) Innovations

- a) Adopt a preferred model(s) for the university to acquire and manage additional accommodation – university build, own and operate, BOOT, head lease?
- b) Adopt a standard design and management specification with common parameters and structures
- c) Business model for use in future planning and decision making on new developments