insidenewsletter

tefma
TERTIARY EDUCATION FACILITIES MANAGEMENT ASSOCIATION

featuring

brunswick
hamilton
hobart
limerick
little bay
manchester
toronto
victoria falls
washington

spring 2004

president's **message**

Joe Hollander
TEFMA President 2004

As we approach our first anniversary as Tertiary Education Facilities Management Association (TEFMA) in October 2004, it is a good time to review our transition this year and what we have achieved. Also to look forward to the future and the challenges and opportunities that await us.

I have instituted a 'TEFMA Board Update' report to Institutional and Business Partner members to brief you on progress of a wide range of Board matters following each of our meetings in 2003 and 2004. This information is also shown on the 'What's New' page of our excellent Web site (www.tefma.com).

Having this enables us to focus on other issues and address matters of interest as facilities management professionals in the tertiary education sector.

Our transition from AAPPA to TEFMA has gone very smoothly indeed, much due to the hard work of previous and current Board members and with your much appreciated member interest and support. We intend to meet in Perth (in preparation for TEMC 2005) in December to review our Strategic Plan and focus on the future development, growth and promotion of our organisation. Our membership is growing in terms of numbers of Institutional and Business Partner members and this is always a good sign. Some of our Business Partners have contributed to our scholarship program, enabling us to offer more and increased value opportunities to our membership. We are most grateful for this excellent support, thank you very much.

Another major feature of our transition year has been the establishment of our strategic alliance initiatives/program known as 'Partnerships in Excellence'. In April this year our UK counterparts (AUDE) came on board, reinforced by the attendance of Pam Esdaile (Secretary/Treasurer) and Robert Kelly (Vice-President) at their annual conference in Manchester. We have signed off a similar arrangement with our old colleagues in the US (APPA), as Alan Egan (President-Elect) and I attended their annual Educational Facilities Leadership Forum in Washington DC, in July. A similar arrangement is in place with our colleagues in Southern Africa (HEFMA), as Andrew Frowd (Immediate Past President) and Brian Phillips (Chair, Education Services Committee) attend their annual conference at Victoria Falls in September. We also have a Strategic Educational Alliance with FMA Australia, for the mutual benefit of both our memberships. Plus we cannot forget the strategic partnership relationship we have with ATEM in the conduct of our joint annual Tertiary Education Management Conference (TEMC).

JOE HOLLANDER

Building on the success of TEMC 2003 in Adelaide will be TEMC 2004 in Hobart. The emerging program and range of activities is superb and the surrounding theme of DEVIL (Dare to Excel, Visualise, Inspire and Lead) will prove to be an event that you should not miss. Having said that, all of our educational offerings this year have been excellent and very well supported. The effort invested in both our technical workshops in Hamilton (April) and Sydney (July) covering the theme of 'Sustainability Revisited' was great, and our sincere thanks go to all those who were involved in the delivery, participation, organising and sponsorship. This is definitely a key strength of TEFMA, something that continues to excel and improve and a performance outcome that we can be very proud of. Our membership does make a major contribution towards the organisation and this will ensure our progress and survival into the future.

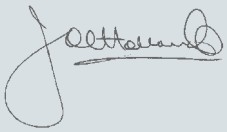
The new-look TEFMA Benchmark Report series is once again an improvement on last year and a great tool. We have enhanced the Business Partner (BP) version (used to be an A5 booklet, now A4 with improved content and layout) to recognise and reciprocate on the support that our BPs give us. We not only appreciate the efforts that go into producing this 'flagship service', but also your contribution in enabling us to provide this information service to our membership on a regular basis. You will also be impressed with the new Sustainability Guideline, which we hope will be published and released later this year. Our updated (2003) Space Guideline document is probably the most used reference material in tertiary educational institutions (TEIs) this year as we all strive for more cost, operational and space efficiencies.

Referring to benchmarking and efficiencies reminds me of six guiding principles that have been permanently etched into my memory for the management of TEI physical assets, including buildings, facilities, land, services and utilities, namely:

1. Fit for purpose and state of the art
2. Customer orientated and user friendly
3. Future proofed and flexible
4. Regulatory and statutory compliant
5. Sustainable, and
6. Effective, efficient and economic.

If we could balance all of these important criteria, there would not be any more challenge left in our lives and role. However, these simple principles are worth remembering and applying whenever we need to address development, capital renewal, maintenance and facilities management functions on our respective campuses.

As this will be my last newsletter message before handing over the gavel of office to Alan Egan, I want to take this opportunity to thank the TEFMA membership for your great support. It has been a pleasure and privilege to serve you and I cannot speak more highly of the TEFMA Board members who make a tremendous contribution to our organisation. Best wishes in your future endeavours and I look forward to seeing you again, this time in Hobart in late September 2004.



tefma conference – little bay

Mark King joined Flinders University Security in 1996. In 2002 he was appointed Services Manager with responsibility for cleaning, transport, mail, caretaking and emergency services, with Security added to his portfolio in 2003.

Arriving at Little Bay Conference Centre on Sunday, 18 July, temperature in the low teens and the weather could be best described as wild and woolly. Even those from Dunedin in New Zealand's South Island thought it a bit cool. Participants from Canberra were happy of course as they had come to Sydney to warm up a bit.

The course proper was anything but woolly and we were put to work first thing Monday and did not come up for air until late Friday afternoon. A feature of the course, for me, was the team presentation. Five strangers thrown together to decide on a project, research it and produce a presentation in six hours. By the end of that six hours your team-mates are no longer strangers, and you have learnt a lot about their strengths – and your own – and how best to combine for a common goal.

My special interest in going to the TEFMA course was to learn more about management of people. The Middle Management Course did not disappoint! The sessions held on Strategic Leadership, Leadership Skills and Coaching and Counselling were well presented and right to the point, reinforcing previous knowledge, putting fresh perspectives and teaching new skills to practise. Especially useful for me were the various role play exercises as it gave me the opportunity to learn from experienced peers.

A bonus was the session about balance in our working lives: Managing Stress. Talking with others, it was clear that this short session was one that also registered strongly with them. Although this session contained much valuable information, it probably will be the hardest to implement on return to work as the everyday challenges, routines and crises envelope us. Just to put other participants straight, I deny that it was me snoring in the relaxation exercise.

The TEFMA Middle Management Course is a concentrated experience; a lot of useful information was put our way to digest and think about. The opportunity is given to think outside the confines of your own work, workplace and profession in an environment that allows you to meet and network with 25 others active in the many facets of Facilities Management.

The July 2004 TEFMA course was the last at Little Bay. Our group was the last to experience the splendid isolation 20 minutes from Sydney's CBD. All agreed that the live in nature of the course and natural surroundings of the centre were important to the success of the week. The challenge for coordinators will be to find a comparable site.

board **news**

The TEFMA Board is a voluntary team that uses its collective expertise and skills for the benefit of the organisation. We owe a debt of gratitude to our Board Members and their institutions that have managed to raise the bar even further, as indicated by the achievements below, in making TEFMA a very credible professional organisation.

The Board takes the opportunity through this column to update you on some of our key activities but a full update is available at our website: http://www.tefma.com/PDFs/August04_TEFMA_BOARD_UPDATE.pdf

Our transition year from AAPPA to TEFMA has been a very eventful and positive one, probably one of our most productive yet. The following are a few of the highlights since our previous Board meeting in Hamilton, NZ, in mid-April 2004:

Membership Services

(Barry Inglis – Latrobe University and Michael Fuller – Monash University, with Robert Kelly – Macquarie University)

- All TEFMA members now have their new Certificates and Lapel Pins.
- Our membership statistics indicate that we have grown to 77 Institutional Members (out of a potential 90), with more than 570 Associates, 35 Business Partners and nine Affiliates, a total of nearly 700 members overall.
- Our target is to ensure that 100 per cent of the major tertiary education institutions within Australia and New Zealand are TEFMA members by the end of 2004.

Information Services

(Geoff Dennis – University of Queensland and Chris White – RMIT University, with Alan Egan – UNSW)

- A much improved Web site, which receives more than 1000 hits each month and is regularly updated.
- Our 2003 Benchmark Reports for both Business Partners and Institutional Members have been released, with an improved CD to enable the latter to undertake peer reviews.
- New brand and material following our establishment of TEFMA and rebadging etc.
- Another excellent newsletter (Spring 2004) is about to be released.
- The proposed Sustainability Guidelines publication will be released later this year, covering our Workshop series in 2002 and 2004.
- A Member Needs/Satisfaction Survey template has been developed and will be released later this year to enable results to be considered at the December Board Meeting.
- Our Strategic Plan will be reviewed in December 2004 and a new release will occur in 2005.
- The AAPPA History will be brought up to date to include the formation of TEFMA and refined in 2005.

Education Services

(Brian Phillips – UNISA and Barry Mackay – Otago University, with Andrew Frowd – QUT)

- At time of going to press, the 2004 TEMC in Hobart (26–29 September) was looking good with about 600 registrations. The Board was looking forward to seeing members there.
- Planning for the 2005 TEMC in Perth is well under way.
- Also preliminary action for TEMCs in Sydney in 2006, in Canberra in 2007 and Christchurch (NZ) in 2008 is being undertaken.
- Our Scholarship offerings have increased this year:
  - TAC/Maurie Pawsey – Garry Bradley (RMIT) and Fergus Ross (QUT) have completed their study tours (see Fergus Ross's article in this issue).
  - Poonan Mehra (University of Melbourne) and Mark King (Flinders University) participated in the recent MMDP at Little Bay as recipients of the 2004 TEFMA/Opus Middle Management Scholarship (see Mark King's article in this issue).
  - Kay Ollett (UQ) attended the Sydney Sustainability Workshop as part of her 2004 Travel Scholarship (see Kay Ollett's article in this issue).
  - Zauner Construction support will enable us to offer two Travel Scholarships from 2005 onwards.
  - Currie & Brown have joined with us in sponsoring two Conference Scholarships from 2004 onwards and the newly named recipients are Kathy McMillan from UNE and David Elms from the University of Ballarat.
  - In 2005, we will be offering a new Security Scholarship and also the NCRB Scholarship. Check the Web site soon for information on these two new scholarships.
- The two Sustainability Workshops at Waikato University in April (75 participants – surplus of A$8086) and at MGSM in July (72 participants – forecast surplus of A$7000) were very successful and well supported. Once again, we thank the respective organising committees for an excellent job, well done.

- Workshops for 2005 are likely to adopt the theme of 'Creating a Learning Environment for the Future' and be held at QUT in Brisbane (March) and at the University of Canterbury in Christchurch (July) – more to follow on these programs soon.
- The FM Middle Management Development Program course at Little Bay last month had 25 participants (three from NZ) and was very successful. This is the last course to be run by AGSM at Little Bay; we will advise soon the new venue for courses in 2005 and beyond.
- The new Senior Management course is to be run for the first time by AGSM in the Sydney CBD over the period 31 October to 5 November 2004 and promotional material has already been released to all TEFMA members.

Board Services

(Pam Esdaile – University of Sydney and Joe Hollander, with other Board Members as required)

- We are progressing with our Strategic Partnerships in Excellence:
  - – Pam Esdaile and Robert Kelly represented TEFMA at the AUDE Conference in Manchester (April 2004) and confirmed our relationship with AUDE.
  - – Alan Egan and Joe Hollander attended the APPA Conference in Washington DC in July and Joe signed our agreement with APPA on 24 July 2004.
  - – Joe Hollander also attended the SCUP Conference in Toronto and met with the SCUP Board over developing a collaborative relationship.
  - – We have written to HEFMA (Southern Africa) to confirm our relationship with them and await their response. Andrew Frowd and Brian Phillips will be attending their conference at the Victoria Falls in September 2004.
  - – We are awaiting a reply from FMA, with whom we have proposed an Educational Alliance.
  - – We are reviewing the MOA with ATEM over the continuation of our strategic relationship in offering the joint TEMC each year.

THE TEFMA BOARD AT SYDNEY'S SUSTAINABILITY WORKSHOP.

- Elections were held for the 2004–05 year (commencing 30 September 2004) and hearty congratulations go to Geoff Dennis on being elected Vice-President, to returning Directors Barry Inglis and Chris White, as well as John Cameron (University of Waikato) as a new Director to the Board for two years. To fill a Director vacancy created by Geoff Dennis' new appointment, Michael Quinlan of UNE has accepted this position for one year. Darren McKee has also been co-opted for one year.
- Our financial situation is secure, with an excess of A$200,000 held in the bank, on term deposit and other secure investments. It has been a challenging year – with the one-time costs of establishing TEFMA and the rebadging and branding exercise, and also with our premier offering in the Benchmark Survey and related external audit service. We have also raised the bar on our deliverables and services to the membership as a whole in the past year.
- Administrative and executive support services have increased significantly since we became an independent organisation as TEFMA. The Board is seriously investigating contracting in such services on a permanent basis and we need to consider how this might be funded/resourced. We are at the crossroads now as a voluntary organisation and can no longer rely on the very generous contributions from our Institutions and also the Secretary/Treasurer position. More information will follow on this important aspect.
- We have received tremendous support this year from our growing membership. Firstly from our institutions, and also from our Business Partners. These latter organisations have sponsored our conferences, scholarships and workshop activities, to the extent that we have managed to achieve financial surpluses. These in turn have been ploughed back into further deliverables and services to the membership. Our sincere thanks to all of you who have supported TEFMA in its first year of existence.

new centre for aquatic sciences at curtin

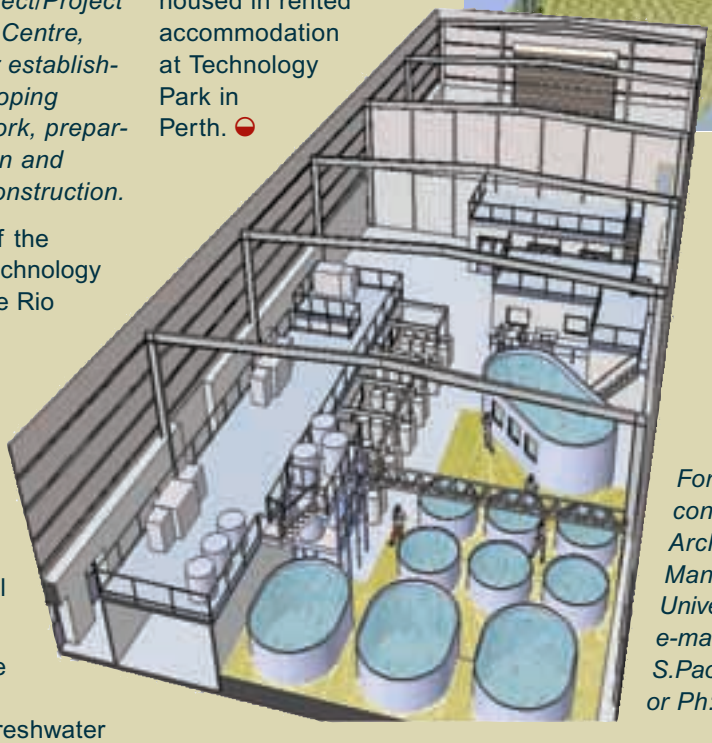
Sam Paolino has been with Curtin University of Technology's Properties, Planning and Project Management Group for the past three years. Previously he held positions with private architectural firms. He has specialist expertise in environmental, commercial and laboratory design. As Architect/Project Manager for the Aquatic Centre, Sam was responsible for establishing the client brief, developing option studies, design work, preparing project documentation and managing the centre's construction.

Following the purchase of the Brodie Hall Building at Technology Park in 2000 (formerly the Rio Tinto Building), Curtin University of Technology developed a project to convert the warehouse into a state-of-the-art Aquatic Sciences Research and Education Facility, incorporating a multi-functional hatchery.

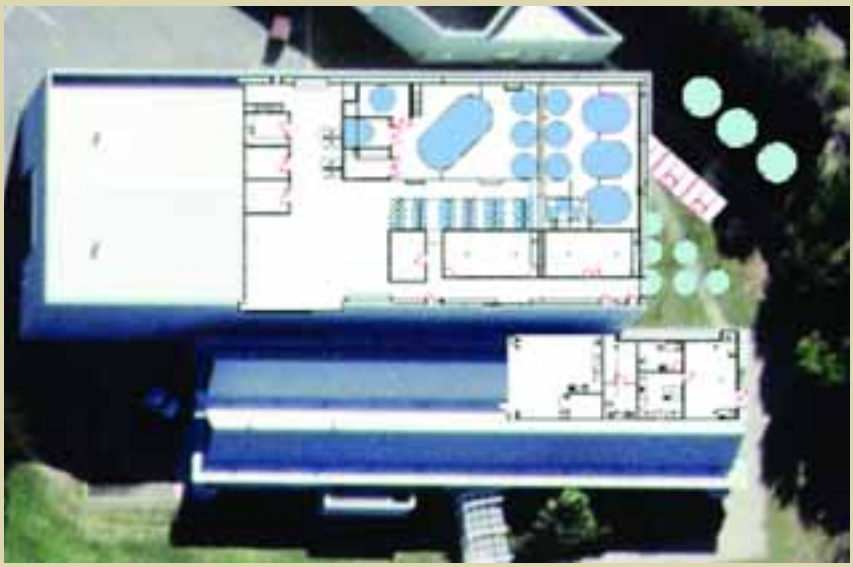
The central feature of the facility is a huge 8 m x 4 m x 2.7 m high freshwater mesocosm (an experimental system that simulates real-life conditions as closely as possible), intended to replicate an outdoor aquaculture pond. Windows in the side of the large tank allow students to view the marine life in action.

Work commenced in October 2003, and was completed in February 2004.

The facility brings together the existing Muresk hatchery, the outdoor field trial areas at Bentley Campus, and the Aquatic Sciences General and Ecotox Labs, previously housed in rented accommodation at Technology Park in Perth.



For further information contact Sam Paolino, Architect/Project Manager, Curtin University of Technology, e-mail: S.Paolino@curtin.edu.au or Ph: (08) 9266 4191.



tefma **travel scholarship 2004**

Kay Ollett, Environmental Coordinator, Property and Facilities Division, at the University of Queensland, was the winner of the TEFMA Travel Scholarship 2004. She visited five universities to look at environmental management systems and service level agreements, and also attended the TEFMA Sustainability Conference in Sydney.

First, my thanks to the TEFMA Board for awarding me the TEFMA Travel Scholarship 2004. I also want to thank Geoff Dennis, Operations Manager, Property and Facilities Division, The University of Queensland (UQ), for encouraging me to apply for the scholarship. Then, to all of those I visited – thank you for your time and sharing of experiences and ideas – it was great.

I visited five universities – ANU, University of Melbourne, Monash, RMIT and UNSW, and also attended the TEFMA Sustainability Conference at Macquarie University.

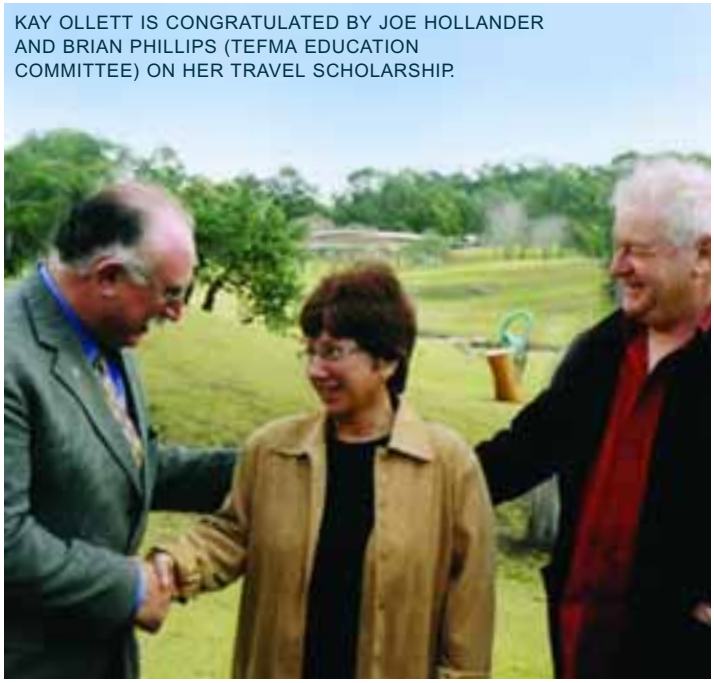
I looked at two areas: environmental management and service level agreements.

Australian National University

I found that ANU has comprehensive environmental management plans. As a result, they have developed some great initiatives including an integrated transport system that covers car pooling, parking permits and discounted bus fares, and a waste management system that has practical, well-signed recycling stations, along with a resource exchange system.

With ANU winning the silver award for the Greenhouse Challenge Agreement in 2003, I was keen to discuss the pros and cons of signing up as UQ has been considering this for a while. I was interested to receive the comments that it is good for promotion and fairly easy to manage, but if you have a system such as ISO 14001 certification (which UQ has), then it may not be that much more beneficial.

KAY OLLETT IS CONGRATULATED BY JOE HOLLANDER AND BRIAN PHILLIPS (TEFMA EDUCATION COMMITTEE) ON HER TRAVEL SCHOLARSHIP.



ANU has also developed a number of service level agreements. It was interesting to hear that they used the development of their SLAs to foster a customer service culture in a more proactive manner.

University of Melbourne

Like UQ, the University of Melbourne has an Environmental System that is certified to ISO 14001 and this was the focus of my visit. However, Uni of Melbourne has taken it a step further, as they have an integrated Safety and Environmental Management System for all campuses and sites. It is a major undertaking that involves training staff, conducting audits and maintaining systems. They have formed committees for areas such as WasteWise, Management of Substances Harmful to the Environ-ment and Reuse and Recycling, Green Purchasing and Water Conservation, as well as setting up a network of Environmental Officers. They also have 'green Laboratories'.

Monash University

I found comprehensive processes for environmental management at Monash with responsibilities devolved throughout the university. This has been backed up with specific programs such as WasteWise, Green Office Program, Water Conservation and Greenhouse Challenge, coupled with a strong training and awareness program. The comments that the Greenhouse Challenge Agreement is a good promotional item, and that it is fairly easy to manage, were also of interest.

Monash has service level agreements that include key performance indicators that are in line with their quality system. Each service area is required to provide quarterly reports against their KPIs. I am grateful for the opportunity to gain a little knowledge of Monash's approach. ©

© It was also good to discuss Monash's structure for OHS&E. Environmental management is structured under the Safety and Environment Office, which works closely with the Risk Management Office and Facilities Services. The OHS&E Committee is the only committee that reports directly to the VC.

RMIT University

Environmental management is structured in the Campus Planning Section of Property Services at RMIT. RMIT has signed up to both the WasteWise program and the Greenhouse Challenge. Their environmental management program is communicated through their Greening RMIT program, but unfortunately due to staffing issues, this program is currently limited. I have, however, since been advised that the program is under review with the hope that it will be operational again shortly. Sustainability is incorporated into a number of RMIT operations. I particularly enjoyed seeing the old Magistrates Court on campus being refurbished, landscaping initiatives with a sustainability focus, and finding unique recycling initiatives such as an old door with the original sign 'Old City Morgue' still stamped on it!

RMIT also has a range of SLAs in place. They operate with a user-pays system and the SLAs provide clear guidelines on responsibilities for each area.

University of New South Wales

UNSW's environmental program has developed into three main areas, being Green Office Program, Recycling Organics, and Energy awareness through their UNSWitch program. The Environmental Group is an autonomous group that works with the Facilities Section and Risk Management Office. UNSW signed the Greenhouse Challenge Agreement in 1999.

UNSW also has a user-pays system and consequently is setting up SLAs. It was good to see the steps they are taking.

Sustainability Conference

The last leg of my trip was the two-day TEFMA Sustainability Conference at Macquarie University with 70 other delegates. The conference focused on 'Building Sustainability' and the sessions talked about tools and techniques to construct and maintain sustainable buildings.

It was great to see how a number of universities are already incorporating sustainability into their building program. However, I think most attendees would agree that the session on how a sustainable building can go wrong brought home to us the importance of double checking that the right materials and techniques are used.

In summary, I appreciated the opportunity to view a range of university operations in relation to environmental management and service level agreements. Most of all, I was grateful to meet and exchange experiences with other university colleagues. I also appreciated the hospitality that was extended to me over coffee or lunch a number of times during the trip. TEFMA Board, thank you again for the opportunity, and to TEFMA members, think about applying for a scholarship – it is a valuable experience. ◒

going for green ... **and**

Sustainability initiatives at the University of South Australia

After careers in theatre management and pharmaceuticals, Monique Kanters is currently delving into the wild world of Facilities Maintenance. This includes being the Executive Officer for UniSA's Recycling and Sustainable Transport committees, and working as the Personal Assistant to the Director, Services.

Sustainability has become the Holy Grail of facilities management in Australia. Universities, councils and state governments are moved or are being moved towards the nearly mythical ultimate goal of sustainability. There is a general consensus that we can make do with fewer resources that are better managed, but sustainability is still a somewhat nebulous concept that allows room for broad interpretation.

The University of South Australia has taken the path towards sustainability via the Greenhouse Challenge. As part of its requirement to provide regular reports to the Greenhouse Office, UniSA spent nearly two years collecting data and identifying greenhouse gas issues within the university. This legwork identified areas that could be clearly improved upon and the areas in which to hire the expertise and develop the contracts, and key performance indicators to reach its Greenhouse goals.

going, and going

The Greenhouse Challenge provides the university with a guide, and a benchmark for its success. The total goal of 6801 tonnes reduction in CO_2 emissions is being tackled by improvements in three main areas – waste to landfill, energy use and transportation management.

The University of South Australia set a goal of reducing its waste to landfill by 50 per cent by the end of 2004 compared to year 2000 figures. As at December 2003, the university had achieved a 27 per cent reduction. Since that time there have been improvements to paper recycling for ease of use, pilots of can and bottle recycling and the addition of polystyrene recycling. We are clearly recycling leaders in the state as the South Australian government recently announced a strategic goal of reducing state waste by 25 per cent within 10 years – a goal we have already exceeded.

In partnership with AGL, the university undertook an extensive energy audit as part of its commitment to the Greenhouse Challenge. The process included identifying all meters on campus, and preparing the groundwork for power factor correction and the installation of an integrated energy management system. From 2000 to 2003 we reduced our overall energy consumption by more than 9 per cent. This was achieved in spite of an increased number of full-time students. We continue to achieve excellent results. In spite of an extensive building program UniSA is undertaking in 2004 we still achieved a 1.5 per cent reduction in energy consumption compared to the first half of 2003.

Transportation management involves improved use of public transport, reducing the number of car parks available on campus, improving facilities for cyclists, and converting the fleet of university pool vehicles to LPG. Cheap parking is the norm in the Adelaide and metropolitan areas. It has been difficult to counter, thus the necessity of a broad approach. Other universities have had success in creating car pooling programs but this is not feasible as UniSA is composed of five (four in 2005) metropolitan campuses and one regional campus. Reduction of CO_2 via transportation is more difficult to quantify, but the introduction of a student transportation survey in late 2004 will give us more base information to work from.

Two intertwined issues continue to limit our success. The first is the somewhat inconsistent approach that Services and Property Units have had with the university's in-house experts (researchers and academics). This is in part due to the second issue of not having a University Environmental Policy. The Greenhouse Challenge goals are not enshrined in policy and so do not have to be adhered to by staff. A sustainability policy would give more scope to introduce and enforce sound environmental practices. The creation of such a policy would also involve our researchers and academics, allowing more buy-in from staff, and improving the environmental program by incorporating their knowledge.

To date the lack of such a policy, and the communication that goes with it, has had an impact on our collective reputations within the organisation, and on the uptake of our sustainability initiatives. In order to counteract this we are maintaining regular contact with the sustainability committee of the School of Natural and Built Environments, and recently launched an environmental Web site for UniSA. Property Unit has, with academic input, also developed environmental sustainability guidelines that influence our current and future capital projects.

UniSA has been moving successfully towards its Greenhouse Challenge goals. However, the inability to define the point at which sustainability may be reached means that we may (or may not) have a long way to go before becoming a 'sustainable' institution. By the time we have met our Greenhouse Challenge goals, the goal posts may have been moved again. Will the answer be to re-sign the Greenhouse Challenge with new targets? Will it be to engage wholesale in an environmental policy for the university?

There does not yet seem to be an endpoint to the greening of UniSA. In the meantime, we can do no wrong to better engage with our academics and our TEFMA colleagues, and to continue to meet our Greenhouse targets.

For more information on our progress visit: http://www.unisa.edu.au/services/current/environment/default.asp

maurie pawsey **scholarship report**

Fergus Ross, Security Manager at the Queensland University of Technology, was a co-winner of the 2003 Maurie Pawsey Scholarship. In April 2004 he attended the AUDE conference where he broadened his FM outlook and later visited a range of European universities where he considered their risks and treatments. Here is his report of the highlights.

The AUDE Conference

The 2004 Association of University Directors of Estates (AUDE) conference was held in the University of Manchester Institute of Science and Technology's (UMIST) purpose built Hotel and Conference Centre in the energetic heart of a renewed, post-industrial Manchester.

The Conference opening address explained what an exciting time it was on the education scene in Manchester as 'Project Unity', the amalgamation of the Manchester Victoria University and UMIST to create the UK's first super university of approximately 40,000 plus students, was coming to fruition.

This was followed by a thrilling rollercoaster ride through a series of workplace health and safety case studies presented by the local OH&S authorities. Each scenario was more incredible, amusing or scary than the last one.

Other plenary sessions were more staid but no less informative and covered a diverse group of issues from providing a glimpse of life 10 years into the future for facilities management in the UK, the linkage between Corporate Strategic planning and Facilities Management strategies, Risk Management and Business Continuity as well as an informal panel presentation by APPA and our own Robert Kelly and Pam Esdaile from TEFMA.

The workshops included an interesting array of meat and potato issues such as the academic and FM interaction, managing client expectations, sensitive planning issues, quality accreditation, transport planning, managing historic buildings – heritage estate, BMS, the energy consortium and funding issues. Maintaining the UK national estate is seriously underfunded. One FM Director I spoke with explained that he had a deferred maintenance debt of nearly $26 million. The condition of his buildings posed a greater risk than any conventional security threat and that is where his budget went.

The issues, which are as relevant within the Australasian context as they are in the UK, the quality of the exhibition, the social networking opportunities as well as the detailed organisation and planning ensured an impressive conference success.

The terrorist bomb

Manchester was a fitting place to begin a review of security arrangements as seven years earlier, late on a bright, summer Saturday morning, a truck containing a 1.4 tonne bomb exploded in the city's shopping precinct devastating the area.

Fortunately, one hour before the detonation the police had received several coded warnings and had evacuated the retail quarter. Initially the confused evacuated staff and shoppers stood in the street right next to the truck bomb but later a cordon, that cut through the UMIST campus, was set up around the CBD.

When the bomb detonated no-one was killed but 206 people were injured by flying glass and falling debris. In addition, pieces of the truck were thrown over 700 metres from the blast crater, which measured 4.5 metres deep by 12 metres wide.

The blast destroyed some 50,000 square metres of retail space and 25,000 square metres of office space. This provided an opportunity for the reconstruction projects to include CPTED and other security principles within the design of the vibrant new retail heart, something of which the city is justifiably proud.

Since then, other security measures have included reducing the traffic flow through the CBD and casual on street parking has been eliminated. Commercial deliveries are only permitted at after hours when pedestrian use of the streets is at its least and cast iron public rubbish bins have been replaced with replica PVC bins that do not fragment. The city is bedecked with non intrusive CCTV cameras and in some places you can be videoed by up to seven separate cameras at once. As well as the occasional mobile police

patrol and static security officers who are located in all major retail and commercial buildings, the local government authority has provided enhanced "move on" and arrest powers to its uniformed traffic enforcement staff to deal with street crime, matters traditionally the sole responsibility of the police.

In addition, public safety signage is commonplace. These signs warn of the dangers of unattended baggage, warn potential offenders of the consequences of their actions and advise potential victims to be mindful of their surrounds.

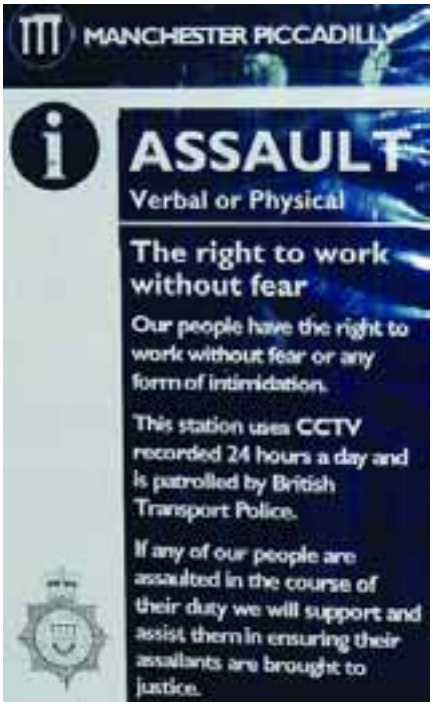
Risk management techniques

There is no British risk management standard. One of the plenary speakers at the AUDE conference was the Chief Executive of the National Forum for Risk Management in the UK Public Sector who explained that the UK has adopted AS/NZS 4360:1999 and HB221:2003 as their risk and business continuity management guides. It was a weird experience to hear a group of UK FM Directors being told to employ Australian Standards in their analysis and treatment of risk. I could barely suppress an "Ozzie, Ozzie, Ozzie"!

Meanwhile the imperturbable Irish enjoy a bustling economy, relaxed lifestyle and unparalleled popularity in both the US and Europe. It has no border control to speak of and I entered and left the Republic without producing my passport.

Dublin was the only major city I visited where no attempt had been made to replace cast iron public rubbish bins in the CBD with PVC because I was told it would change the character of the city, and besides, I was asked in the most disarming of brogues, "Now who would want to blow us up?" Wisely, this same outlook was not evident at Trinity College where solidly constructed security control points are established and staffed at the entrances to the Campus and evacuation plans are promulgated and regularly rehearsed.

This generally relaxed attitude is not reflected in the uneasy peace of Northern Ireland, where more than 30 years of terrorist activity have made vigilance and caution watch words. It is a terribly sad place where everyone knows someone who has died in the euphemistically named "troubles". However, you can imagine my surprise when I asked the Queens University of Belfast and the University of Ulster for a professional peek at their Counter Disaster – Anti Terror and Business Continuity Plans and they explained that they didn't have anything like that because in all these years there had never been an attack on a university campus and this was not an identified risk.



If Ireland was laid back, France on the other hand was extremely attentive to the treatment of the terror risk by placing troops on the streets. Every Parisian Metro railway station had two groups of three, light machine gun toting teams of soldiers in combat fatigues. Every train carried a team of three armed national counter terror police. One railway station I was able to visit, the Gare du Nord, was equipped with 155 cameras and deployed a team of Transit Police in the station gallery to intercept and interview suspicious persons. Admittedly my visit was only two months after the al Qaeda Madrid train bombings.

All government buildings have an armed entry control point and all major monuments had an armed national police presence while the Eiffel Tower had a company of armed soldiers in combat fatigues protecting it. This seriously cramped the entrepreneurial style of the pick pockets that usually inhabit the area.

The University of Paris, the Sorbonne, occupies several city blocks on the west bank of the River Seine, which is traditionally home to an eclectic student group of politically active, liberal, free thinkers. I was surprised to discover the public streets around the campus monitored by the CCTV cameras mounted on university buildings. And once again every entrance through the perimeter of the campus was staffed by one or several uniformed security officers undertaking bag and ID card checks of all staff and students. Visitors were not permitted, unless by prior documented arrangements. However, once inside, the campus was as open and as free as any other I have seen.

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© Security personal issues

Besides Facilities Managers and Security Officers as we understand them, UK universities have an anachronistic confusing arrangement of Beadles, Porters, Bulldogs, Proctors, Wardens, Stewards, High Stewards and Estate Managers, who are engaged all or partially on security – custodian duties.

To be a security officer in the UK there is no training requirement, no fit and proper person/criminal history check or security licensing process.

This matter is currently doing the rounds of Westminster with a proposal to adopt/adapt the Australian system. Pursuing this with my hosts I asked how they select reliable, trustworthy staff and was often told that they only employ ex police officers or military personnel. However, sometimes there is a reason why someone is an 'ex' police officer or soldier.

Rather like Australia, UK universities had a security staffing structure that best suited their particular assessed risk, financial situation or historical context. These were in-house or contract staff or a mix of both. UK Security staff salaries and costs are comparable to Australia; however, the cost of living there is more expensive.

Security technology

CCTV is everywhere in Europe. Britain has more CCTV cameras than any other country in the world with the UK Home Office estimating that Brits are being tracked by some 4,285,000 cameras. Most UK universities have a sizeable if not huge investment in CCTV. The University of Central England at Birmingham is a medium sized 8.00 am to 6.00 pm commuter campus with a large commitment in CCTV that it has cleverly integrated into the protection of the campus. After hours a contract security company actively performs virtual patrols of the premises and proactively dispatches a patrol officer only if untoward activity is detected.

It is true that the presence of a CCTV camera is a proven deterrent. It is also true that they have wonderful evidentiary value after the fact. However, there seems to be a philosophy in the UK of placing nearly all the campus security eggs in the CCTV basket. FM funding is an issue as discussed and when there is virtually no money then virtual security is what you get. However, cameras do not protect people. People protect people.

In all universities, ID cards were centrally controlled and funded but I was surprised to discover that electronic access control was not centrally administered or integrated into a holistic security solution. I found only one university that had a designated standard system. The norm seemed to be a mix and match of whatever was the flavour of the month at the time of the installation.

At a prestigious Scottish university I was shown a new building that had two different access systems on two different doors. I also noted that this building had two different intrusion alarm systems monitored by two distinct alarm companies. Once again this was the UK norm with electronic access control being installed and programmed by the faculties occupying the buildings, with no monitoring. Intrusion alarm systems are generally installed and paid for by the working area that identifies the need but nearly all are monitored by external companies. Patrols attended occasional alarms with their own loosely controlled set of keys, without advising campus security.

Returning to that prestigious Scottish university where the security operations room consisted of an empty office save only a chair, a desk, a log book and a single antique telephone. From a risk perspective, a princeling of a prominent European royal house attends this university and while his personal protection is the responsibility of Scotland Yard, the university does not acknowledge any increased risk to its other students, staff, assets or reputation arising out of this person's enrolment but it readily accepts the bouquets.

An exception to the rules I have mentioned is the Caledonian University. It is a spanking new, small 8.00 am to 6.00 pm commuter campus located in a socially and economically

deprived area of industrial Glasgow. It is garlanded with CCTV cameras and surrounded by 4-metre-high steel palisade fencing. Access is via two electronically controlled gated entrances with a staffed gatehouse that enjoys a straight roadway and straight lines of sight between them.

During hours it is just like any other university campus but after hours it locks down like a high security facility. Inside the campus perimeter cameras monitoring the fence line are supported by an external ultra-sonic motion detection system. All buildings have an identified main entrance that is access controlled and all perimeter doors are monitored by on site campus security staff that performs both virtual and actual patrols. Some cameras are programmed to report an alarm if a predetermined percentage of their pixels change as a result of a movement within their field of view. It is a bit scary but this response is a balanced one against the assessed risk and the surrounding damaged and derelict council flats and stripped cars.

Public safety education program

Only the largest institutions had public safety – crime prevention education programs and none of them openly published their crime or incident statistics.

The public safety programs were variously sponsored by student colleges, student unions, Facilities Management via their security sections and on one occasion by the corporate communications office.

That being said the various local authorities filled this vacuum and while not tailored to the campus environment, they had numerous posters prominently displayed in public places, advising on the use of protective behaviours and warning against complacency.

Emergency response and recovery planning

Like electronic access control, emergency response planning, warden training and scheduled routine evacuations have been delegated to the faculties and schools that occupy the various buildings. To their credit, this aspect of public safety is accepted as an intrinsic part of the business of the schools and faculties and is generally well discharged. In some larger institutions Facilities

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© Management had some involvement but by and large the responsibility for the safe evacuation of staff and students is a faculty function.

Protests and police on campus

I was fortunate to observe five protests while on my study tour – and started to wonder was it good luck or was it just me?

On the afternoon of my arrival at UMIST there was a protest march on the campus demonstrating against violence against women and the state holding illegal aliens – asylum seekers in detention. The focus was not the university itself, just a well controlled, well attended march through its precincts but with the participants all members of the university and its associated fringe community. Campus security only monitored the event from fixed CCTV cameras and the police and Amnesty International provided marshals. While this protest was peaceful the police recorded the activities of the protestors via hand-held camcorders and a large contingent of police were held in reserve, out of sight, just in case they were needed.

This same format was followed at London, which was focused against the Iraq war, US and Israeli communities on the west bank. At Edinburgh University the focus was most of the above with a dash of anti-globalisation, anti-Bush and anti-Blair. Here the police reserves included Special Emergency Response Teams (Riot Squad) mounted units and dog units.

At Oxford University, Animal Liberationists were protesting against the construction of a monkey house on campus. As this group had a known history of violence, part of the city was closed, much to the chagrin of locals and tourists, and a large police presence kept order in the vicinity of the protestors and marshalled their procession. The police reserve in Oxford was not hidden but publicly displayed adjacent to the protestors' assembly area and included a riot unit, mounted units and dog units.

Fortunately, this protest march unlike others was peaceful and passed without incident. These protests against the monkey house are regular and unrelenting. As well as targeting the university, they have targeted the architects, the builders and their suppliers. Under this pressure the builders, the Montpellier Group, have withdrawn their involvement, leaving the building unfinished.

The Oxford University Security Unit is well funded and run along police lines. It integrates a range of systems except for access control,

which remained a faculty responsibility, and due to the constant threat posed by the Animal Liberationists, maintains a permanent security presence in the monkey house.

In Dublin, Trinity University and part of the CBD was closed for the May Day protest and Celtic Beltain festival. It was also the day that the President of Ireland, as the cyclical head of the European Union (EU) welcomed 10 new former eastern bloc countries into the EU. Consequently, every European leader was in town as well as every European protestor. The Irish police, unused to protests of this magnitude, had prepared by training with and had borrowed tear gas, riot gear and water cannon from the Northern Irish Police Service. Unfortunately, all of this kit was put to use at various public locations around the city on the day. One particularly active group was the Wombles, who like their namesake enjoyed "underground, over ground, wombling free". This innocuous name belied the gothic and violent nature of the group. Their causes were many and various but I found that the French, German, English, American and Palestinian protestors demonstrating in Ireland against globalization presented the most contrary conundrum.

When trouble looked like brewing, the various universities called in the police without hesitation. They acknowledged that the police have the experience, training, equipment and legislation to safely handle potentially violent events. Events which based on the UK experience have increased both in frequency and violence in recent years.

Response to the threat

The al Qaeda handbook explains that terrorists want the maximum exposure for their cause. Destroying infrastructure will not achieve this as effectively as killing people and the more people killed or the more prominent an individual is who is killed the greater the exposure. From a terrorist's perspective, killing lots of people with the media present in order that they can capture and broadcast graphic headline video images is even more effective. This is why the French and

to a lesser extent the Brits are paranoid about protecting points of mass gathering and this is why I and many thousands of other travellers were hastily evacuated from the Charles de Gaulle airport when an unattended bag was reported.

After this evacuation the airport fire service and national police swooped on the item and rapidly removed it to a pre-designated, area where they blew up an American tourist's dirty underwear. Airline staff told me this is a regular occurrence but any lesser response to the threat could risk lives and is not acceptable.

Global opportunities

The best example I saw of seizing global opportunities was the University of Limerick. This leafy green new university had a sizeable full fee paying international student population made up of students from the subcontinent and South-East Asia as well as actively pursuing the children of established members of the Irish Diaspora.

The development of this university was financed by grants from both the World Bank and the European Investment Bank, with the central library building a gift from the people of the United States. In addition, the University is located on a riverside campus at the heart of the 600-acre National Technological Park with leases and the marketing of university intellectual property being reaped by the University Foundation, to be sure.

Thanks

The trip was an outstanding learning experience and we at QUT are looking at a number of issues arising, such as PVC rubbish bins. My thanks to TEFMA, TAC and QUT for making this opportunity available to me and my boss, who suggested that I apply. I look forward to further sharing my experience with you in Hobart.

national committee on rationalised building – **asset management**

Maurie Pawsey
Former President AAPPA/TEFMA

I wonder, as an Emeritus Member of TEFMA, how many members are aware of the above organisation (NCRB-AMS) and that it has a three-year agreement with TEFMA. Under this agreement, the NCRB provided $40,000 in cash to TEFMA in exchange for TEFMA promoting and continuing the name and work of the NCRB-AMS for at least the three years of the agreement.

The specific undertakings accepted by TEFMA were:

- to accept the remaining stocks of NCRB-AMS publications (at no charge) and to market these through the TEFMA Web site. These publications were mostly prepared in the early to mid 1990s and were the latest editions of publications which reflected the work of the NCRB-AMS from the mid 1970s. They included works on Terminology in FM, Financial Planning Guidelines in FM, Life Cycle Costing and Benchmarking/ Performance Indicators. TEFMA has now completed the task of making these available on the Web site, including Order Forms. NCRB-AMS accepts that there may be little ongoing demand for these publications, but in entering into the agreement, hoped that their availability and the other elements of the agreement, might result in TEFMA members researching similar topics or updating the

national committee on rationalised building – **publications**

PERFORMANCE INDICATORS FOR BUILDING ASSETS
SN Tucker and RJ Taylor

The need for, and characteristics of, performance indicators are described along with examples of earlier attempts at creating useful sets of performance indicators. A system to incorporate current performance indicators into a comprehensible structure based on the NCRB National System for Recording Performance Data is described. A complete detailed structure would depend on the specifics of the user but if the recommendations are followed, a useful set of performance indicators could be developed to encourage some degree of uniformity in their practical application. The report identifies a structured performance indicator scheme for application to typical 'Office Buildings', with recommendations for further development for all types of buildings.

THE NCRB STRATEGY FOR A NATIONAL BUILDING INFORMATION SYSTEM
FJ Bromilow

The public sector authorities in Australia have a strong incentive to ensure that their work is cost-effective. Fundamental to this objective is the need for effective systems to acquire relevant technical and other information, and to disseminate relevant information within their organisations and beyond. The NCRB is one means whereby they cooperate to improve efficiency in collaboration with the private sector. The co-existence and independence of a multiplicity of information purveyors is necessary. Efficiency should flow from defining protocols and standards to ensure such inter-communicability, commonality of software and carrier services and the like as can be practically achieved through a rational, cooperative approach.

FINANCIAL PLANNING GUIDELINES FOR BUILDING ASSET MANAGEMENT
MR Pawsey, S Ragusa, W Geerlings

These guidelines are set out in detail and the recommendations are provided under the following headings:

- Desirable levels of maintenance and refurbishing funding
- Overcoming the cyclic nature of maintenance needs
- Use of life cycle cost techniques
- Depreciation
- Performance indicators.

BUILDING PROPERTY ASSET MANAGEMENT INFORMATION GUIDELINES (2ed)
FJ Bromilow

It is acknowledged that there is a need for guidelines that would assist building owners and managers to improve their asset management systems. These guidelines provide a framework for basic building-related asset management information requirements, performance measures and indicators, and in-service factors that need to be recognised, within a background of Australian and overseas experience and policy implications.

sub-committee

existing topics and republishing or publishing new work.

- to provide at least two workshops on topical FM subjects using the NCRB-AMS name, at the time of annual meetings of TEFMA or on similar occasions (such workshops of one or two days being the most successful avenues used by NCRB-AMS during its nadir, to market its work). Such a workshop was provided by former NCRB-AMS members in Adelaide at the 2003 Annual Conference. Because of the extensive nature of the NCRB-AMS work and membership, the obligation on TEFMA was that these workshops be marketed widely outside TEFMA, into the wider FM community. A similar workshop is to be held in Hobart in 2004.
- to provide a scholarship for at least three years. This has proved to be impractical, and TEFMA and the NCRB have agreed this should be a prize – for a research-based paper on an appropriate facilities management topic, probably to be delivered at the TEFMA Annual Conference, by the winner.

A Liaison Committee has been formed between TEFMA and NCRB-AMS, chaired by TEFMA and reporting to the TEFMA Board. The primary objective is to implement the above undertakings, over the life of the agreement, at least three years.

The work of the NCRB-AMS

The NCRB was formed in the 1960s by a number of government (state and federal) agencies, all with an interest in building, particularly systemised (rationalised) building. Systemised building was 'all the rage' in Europe in the 1960s. In those initial stages the members' ©

NCRB publications available through TEFMA

FACILITIES MANAGEMENT '91 CONFERENCE
Asset management in tough times
SN Tucker

Papers presented include: Targeting maintenance; Strategic planning for large building portfolios; Achieving policy within public sector restraints; Achieving performance within an institutional property portfolio; Risk analysis and facilities management; Appropriate technology for facilities management; Managing information.

BUILDING ASSET MANAGEMENT '95 CONFERENCE An Holistic Approach to Better Building Asset Management
SN Tucker

Papers presented include: Management and Credibility Issues in Backlog Maintenance; Measuring Maintenance Backlog Liability; Condition Based Depreciation in Practice; Service Delivery and Asset Strategic Planning; Total Quality Management; Driving Quality into Maintenance.

A SYSTEM FOR RECORDING ASSET LIFE CYCLE PERFORMANCE DATA (3ed)
FJ Bromilow, MR Pawsey, RJ Taylor, SN Tucker

This document provides a system for collection of life cycle cost performance data associated with building assets and other constructed facilities. A basic three-dimensional structure is described, which forms a matrix of cost-generating activity by physical component to which the cost of that activity refers by type of resource used in the activity. The matrix is extended with the type of use of the facility, its size, age, quality, materials and other construction characteristics of components, and other factors such as location and climate.

BUILDING MAINTAINABILITY AND EFFICIENCY Research and Practice
FJ Bromilow

This volume is a compilation of papers delivered by various practitioners with titles including: Optimal balancing of capital and operating costs; Durability and degradation of concrete; Timber degradation; Masonry degradation; Ceramic tiling failures; Organic protective coatings for buildings; Sealants and jointing; Energy use in buildings; Building maintenance – an integrated planning and budgeting approach; Estimating maintenance.

PROBLEM AREAS IN BUILDING CONSTRUCTION, MATERIALS AND DETAILS Bibliographic References for Building Designers
HJ Milton, BA Valentine

This publication (1986) provides reference material to problem specific areas under the following headings: Basements, Cellars and Damp-Proof Courses; Bricks and Brickwork; Cladding Movements; Efflorescence; Foundation and Site Investigations; Paints and Painting; Pipes; Roofs; Roof Gutters; Rust and Corrosion; Stonework; Termites.

THIS WHOLE MATTER The first 25 years of the NCRB
Maya V Tucker

A brief history of the first 25 years of activities of the National Committee on Rationalised Building (NCRB).

© qualification was that all had to report to a Minister of the Crown.

In the early 1970s a Maintenance Management Sub-Committee was formed. By the early 1980s this had become the Facilities Management Sub-Committee and later the Asset Management Sub-Committee. The membership also changed and the relationship to government widened to include university facilities management, hospital engineers, property managers and large investment bodies with facility managers. Bill Humble (University of Queensland) from early 1970s, Maurie Pawsey (University of Melbourne) from 1975 and Sam Ragusa (Griffith University) from mid 1980s (all presidents of AAPPA/TEFMA) and Ernie Fry (La Trobe University) were all very involved in the AMS, and Humble and Pawsey are members of the Liaison Committee between TEFMA and NCRB.

The work of the AMS was and is primarily in principles, policy and philosophy of Asset/Facilities Management. It was clear to the AMS that successful management of assets could not be achieved until assets could be properly measured and assessed, and their life calculated accurately, until the language and description was understood by all, benchmarks/performance indicators were agreed, and so on.

Their Mission Statement was: To maintain a voluntary organisation of experts to undertake research, and to advise and maintain communication with asset managers and other interested parties on issues of major importance in Asset Management.

The AMS publications are now listed on the TEFMA Web site and all available copies have been transferred by the AMS to TEFMA at no cost. They can be ordered and purchased at a nominal charge, from the Web site. The publications cover topics including:

- Financial Planning Guidelines for Facility Management in Australia
- A System for Recording Asset Life Cycle Performance Data
- Building Property Asset Management Information Guidelines
- Performance Indicators for Building Assets
- Standard Terminology for Building Maintenance in Australia – now incorporated in the NCRB/Standards Australia – Glossary of Building Terms.

There is a more detailed statement of these matters on the TEFMA Web site.

The NCRB was hard hit by the dry economic impact of the early 1990s, and government departments and private organisations alike made it very difficult for the volunteers in the AMS to provide their time to its activities. After the 1995 Conference, several reviews of the future of the AMS inevitably led to a decision to wind up and transfer the publications, work and financial assets (less sufficient funds to enable another edition of the Glossary by Standards Australia; AAPPA/TEFMA was not interested in the Glossary) to an interested body that might carry on the work of the AMS. A tender process settled on AAPPA/TEFMA.

The former members of NCRB-AMS (Bill Humble, Sam Ragusa and Maurie Pawsey) who remain dedicated members of TEFMA, hope that you will pick up the baton.

conferencing in the northern hemisphere

Joe Hollander
TEFMA President

There's nothing like getting out of the south in winter and finding a nice warm climate to thin the blood out for a few weeks. However, Toronto and Washington DC are not that conducive, even in summer – the humidity and temperatures are high and there's often no time to acclimatise or take advantage of the change.

I was pleased to represent TEFMA at both the Society for College and University Planning (SCUP) and APPA annual conferences/forums in Toronto (17–21 July) and Washington DC (25–27 July) respectively. In between those dates and events, I met with members of the SCUP and APPA Boards and committees, exploring opportunities for strategic partnerships and collaborative relationships with TEFMA. I am pleased to advise that we have now signed a Strategic Partnership in Excellence agreement with APPA (on 24 July 2004) and have agreed to work on something similar with SCUP.

The SCUP 39th Annual International Conference and Expo was held at the Sheraton Centre in Toronto. Nearly 1300 participants, including 124 internationals and 92 business partners /sponsors/expo booth presenters attended. The theme was most appropriate – 'Hard Choices –

Smart Planning' – and included two-and-a-half days of local institutional campus visits and two days of well-balanced plenary and concurrent sessions. The former were kept to a minimum, allowing participants to engage with an excellent range of the latter. I tended to focus on the many master planning and sustainability sessions – as a refresher, and to gauge how we relate to these areas in the Northern Hemisphere. The closing plenary session entitled 'Space Matters' was a lively and very thought provoking presentation by a couple of whiz-kids – Fred Dust and Ilya Prokopoff, from IDEO in San Francisco, on the generational needs for learning environments in the future. You can find more on the SCUP Web site at www.scup.org.

The APPA event, on the other hand, was a smaller event based around 'Serving the Educational Facilities Professional' at their 2004 Educational Facilities Leadership Forum, held at the Marriott Wardman Park Hotel. Attended by some 420 participants, including 20 internationals and more than 140 business partners/ exhibitors, the pace was a little less hectic, with more time to network. There were three excellent plenary sessions focusing on 'Doing More For More, Doing More With Less – Rethinking Higher Education's Agenda', 'Successful Strategies Through Turbulence' (by Howard Putnam, former CEO of Southwest Airlines) and a closing session with a senior representative from the newly formed US Department of Homeland Security on 'Safety and Security issues facing our Campuses'. My general interest focused on sessions covering 'open systems', wireless technologies, energy management and sustainability. More can be found at www.appa.org.

^APPA'S BROOKS H BAKER III AND TEFMA'S JOE HOLLANDER SHAKE ON THE AGREEMENT THEY SIGNED RECENTLY.

vMAURIE PAWSEY SCHOLARSHIP RECIPIENT GARRY BRADLEY AND JOE HOLLANDER TOAST TEFMA'S HEALTH.

It was great to be joined by Garry Bradley (RMIT) on his Maurie Pawsey/TAC Pacific Scholarship study tour at both the SCUP and APPA conferences. Also Wayne Reid (Deakin University) and George Steiner (UWS) attended SCUP, and Alan Egan (UNSW) and Brian Fenn (QUT) attended APPA. Hospitality was always warm and friendly and it was wonderful to catch up with many old friends from both organisations and with their respective Boards and committees – all part of our global perspectives and strategic relationships, as well as improving our KNOWLEDGE and NETWORKS in 2004.

barnstorming

*Chris Box and Jennifer Calzini**

Chris Box works with TEFMA Director Chris White within RMIT University's Property Services Group and provides a range of Executive Support and Human Resources coordination roles, many of which involve the preparation of written reports and publications. He assisted Chris White in his role as **inside**newsletter*'s editor by coordinating the collation of material for this issue and by writing this particular article.*

^ WORKSHOP AND DESIGN LABORATORY.

The new computer laboratory for textile design students at RMIT University's Brunswick Campus has been designed to suit the learning culture and strategies of our students who:

- seek to access multiple sources of information
- exchange knowledge quickly
- collaborate in groups of two to eight
- move easily between learning and socialising thus blurring the boundaries of formal learning patterns
- demand more open and flexible learning spaces
- appreciate links between theoretical and practical learning activities.

The facility, known by users as the computer 'barn', was designed by H2o Architects, accommodates nearly 80 students and incorporates two 20-person instruction rooms formed as semi-transparent polycarbonate shells with windows and large openings to the main space. This provides what is essentially an open design studio with direct links to the adjacent existing manufacturing workshop. The link is made physically through new openings and also electronically from the laboratory direct to the actual weaving and knitting machines in the adjacent workshop.

The space can be accessed 24 hours a day, which provides students with the flexibility of use they desire to meet their learning rather than it being timetable-driven. The laboratory is accessed from an existing public corridor with toilets, amenities and lockers nearby allowing students to study safely for long periods of time or to drop in any time.

Flexible too is the 'loose fit' aspect of the area, which can readily be

V WIDE-OPENING PANELS ALLOW READY ACCESS FROM THE DESIGN SHELLS TO THE WORKSHOP.

modified to suit future changes to furniture and equipment layout. The workstations can service different sized groups of students and incorporate long, sinuous tables to allow students the choice to cluster around computers or to work individually. A suspended ceiling frame allows lighting and power to workstations to be independently controlled from umbilical droppers and light sensors and allowing after-hours use by individuals or small groups without the need to 'power up' the whole studio.

The facility is designed to relate with the original industrial setting – the Millers Rope Factory – in which it is located. The original mauve and yellow colour scheme of the Rope Shed has been accentuated by the introduction of contrasting colours of black, red and cream. Existing materials were reused as much as possible and most new materials were chosen to complement the 'heavy duty' décor: steel, painted and raw aluminium, Marmoleum desktops and flooring, and polycarbonate panels. By the same token, materials containing toxins, including vinyls and MDF, were avoided.

Given its artistic and creative setting within the School of Fashion and Textiles, it is not surprising that the space also has an attractive contemporary aesthetic appeal with irregular shaped and coloured sections of epoxied cement, Marmoleum and carpet randomly dispersed across the floor, looking much liked some spilled swatches of materials.

** This article was inspired by one written by Jennifer Calzini in the 06/Vol 02 issue of* ARTICHOKE *magazine. We thank Jennifer and also* ARTICHOKE*'s Editor Sue Harris for permission to re-use some content.*

in case **you were wondering**

Just who is the new President of TEFMA? If you answered *Alan Egan* then you win the cigar!

Alan took over the chair from Joe Hollander at the TEFMA annual general meeting held during the recent Hobart Conference. Alan has a long association with AAPPA, now TEFMA, going back to 1989 when he first joined the tertiary education FM sector. He was elected to the TEFMA board in 2000.

Alan played a key role in the transition from AAPPA to TEFMA. His principal role during the change was the design and marketing of the new TEFMA logo and associated livery. Alan's other main occupation on the board was serving on the Information Services Committee. He took on the task of revitalising the AAPPA and then TEFMA Newsletter. Most would probably agree that the new-look newsletter reflects the burgeoning status and growth of TEFMA as the premier FM voice within the tertiary education sector.

Alan is currently the Director Facilities at the University of New South Wales. He claims that the worst part of his job is not having come from an engineering or architectural background. However, on the other side of the ledger, he says that the best part of his job is not having come from an engineering or architectural background. Like many within tertiary education FM Alan hails from a military background – the superior service – The Army. He specialised in logistics.

tertiary learning environments for the 21st century

Andrew Bunting is a Chartered Accountant by training and has been a Director of Architectus, Melbourne for the past 17 years. His involvement is in the area of property and business development with a particular emphasis in the field of educational projects. With a teaching background also, Andrew is responsible for staff training in the practice, quality assurance in addition to practice administration and practice development. Andrew is currently undertaking a Doctor of Education degree at the University of Melbourne researching the direction of schooling in the 21st century and the role the facilities infrastructure will have on learning outcomes. Andrew was the founding President of the Australian Chapter of the Council of Educational Facility Planners.

Today it is evident that tertiary institutions across Australia are more cognisant of the value of good design when constructing new buildings. This has not always been the case. As we enter the 21st century, there are significant issues driving education which, in turn, are having an influence on campus architecture. Such issues were discussed at an OECD conference in London earlier this year, which I attended.

Accepting that tertiary institutions are primarily places of learning, it is clear that the designs for recent facilities have become more functional for this purpose. Teaching and learning within these institutions has changed over the past 40 years. Lectures and tutorials, once the dominant mode of instruction, have given way somewhat to greater

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National Environmental Centre – Albury, NSW

This building is the first phase of a new campus that sets out to demonstrate environmentally sound practices in land use. The building had to work in tandem with the curriculum and have strategies to handle the weather.

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The University of the Sunshine Coast Recreation Facility – Sippy Downs

This is a naturally ventilated facility with multi-functional spaces.

self-directed learning incorporating considerably more ICT for individual access and teamwork places for group learning. Facilities for this have been provided in libraries and faculties across campuses to give ready access and connectivity.

Online course delivery has increased as an alternative to class attendance. Such developments, taken to the extreme, can mean the irrelevance of the physical infrastructure as with Virtual Universities. However, for various reasons, it is not considered that this trend will eliminate the need for physical places and spaces. One such reason relates to the continued importance of socialisation as a component of learning.

There is much discussion these days about the growing importance of lifelong learning. Recognising that people will need to be retrained several times during their life in the 'knowledge age', governments are encouraging students to understand that their learning will continue way past the end of school, TAFE or university. Tertiary institutions are a logical place for this to occur. Presumably, adults are reluctant to re-enter secondary schools for further training due to a strong perception of an age demarcation between the adolescent student and the adult learner, although this does occur in some places after hours. It is therefore appropriate in adult tertiary learning environments to design places and spaces that encourage informal contact and social encounters. Student union facilities and external settings are important components of this.

Tertiary institutions also have a greater recognition of the importance of well-designed facilities for their image in the community and their general marketability. If there is encouragement for lifelong learning then it is logical that ©

places for this should be inviting and non-threatening nor dowdy in any way. Recent buildings at a number of tertiary institutions have been designed with this emphasis and some of these have won architectural awards. It is important to bear in mind, however, that although such buildings may have an 'eye catching' façade, they should also be educationally functional.

Along with an increased recognition for good design generally, there is a desire that buildings should incorporate features that promote environmental sustainability. Of course, some architects would argue that this is all part of good design in any event. Such measures include sunshades, operable windows for natural ventilation, appropriate natural lighting, solar energy, thermal insulation and grey water collection. While some of these measures could increase the initial capital cost of the projects, it has been shown that on a life cycle-costing basis, such measures can reduce the running costs of the building and hence the total cost.

Some examples of tertiary buildings incorporating such designs are – the National Environmental Centre, the University of the Sunshine Coast Recreation Facility, the Population Health Complex, the Engineering and Science Research Centre and the Goulburn-Ovens Institute of TAFE.

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The Population Health Complex – The University of Auckland

This postgraduate training and research facility also has strong links to the community via formal partnerships and consulting facilities. The internal atrium responds to a brief for an open building that would encourage communication and cooperation among staff and students and welcomes users to public clinics. The building includes passive environmental controls such as sunshades, awnings and operable windows.

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The Engineering and Science Research Centre – The University of Auckland

This economical and flexible structure is capable of being put to different uses such as training, research and academic/business partnerships in different spatial configurations. The modular design accommodates changes of use and individual user requirements over time. It incorporates environmentally sustainable and energy efficient principles. Where possible, the materials used were derived from sustainable resources or are easily recyclable. Natural ventilation, sunshades and thermal insulation are also a feature.

^

Goulburn-Ovens Institute of TAFE

The design of this facility responded to a specific request by the then College Director that the building should not be threatening for country students of all ages in any way. This brief led to a concept of the college that resembled the Australian shearing shed. Not only was this facility a familiar sight to the local community, it was also economical to construct and the internal design incorporated the extensive use of operable walls to give it maximum flexibility for various classes.

from chloroform **to cocktails**

History of the University of Otago Staff Club building

Chris Doudney, University of Otago Staff Architect

The University of Otago Staff Club has recently undergone a major refurbishment to provide additional dining spaces, lifts and toilet facilities. The building is situated adjacent to the Water of Leith that runs through the main Dunedin Campus. This development is the latest chapter of the colourful history of the building.

This building was built in 1907 as the University of Otago Dental School and Hospital. The site was easily accessible to the public, on the corner of Castle and Union streets. Architect JL Salmond designed the building, and when the plans were approved by the Education Department in Wellington, the tender was granted to McKinnon and Hamilton at a cost of £2067.

The hospital opened for patients on Monday, 1 July 1907, with the hours from 9.00 am to 11.00 am. Dignitaries described it as "commodious and well-fitted" with equipment equal to anywhere else in the world and director Dr HP Pickerill saw the school's contribution reaching beyond educating students to providing a "philanthropical means of charitably relieving pain and suffering".

By 1909 the demand had forced the university to build the planned-for additions. On 5 May 1909 the University Council accepted the lowest tender for a two-storey addition to the northern elevation. The tender was granted to McKinnon and Hamilton for £976.

By 1920 the increasing demand from patients and the growing number of students pushed the building beyond its limits. By 1922 there was public outcry at the "acute discomfort and inconvenience under which work was done", particularly after a young boy died under anaesthetic. A journalist reported a facility "well calculated to drive already nervous waiting patients to flight by the handy front door". The extraction room was the worst – a small unventilated space where all within suffered from the effects of chloroform, causing even the doctors to gag.

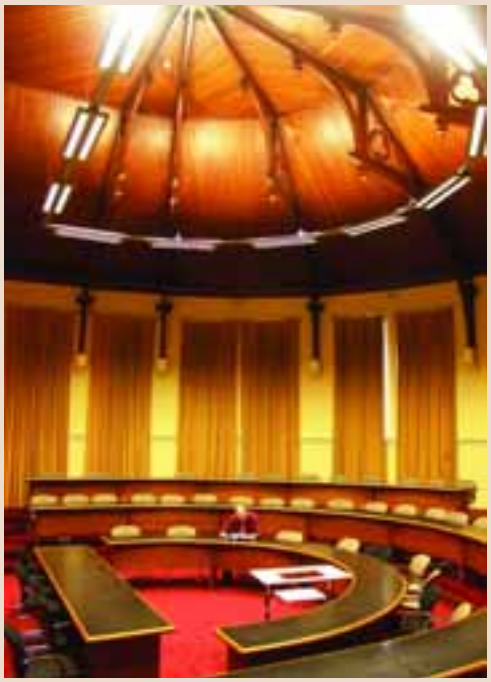
The building built for 25 students was by 1926 housing 101, and the now Dean of the Dental School Dr Pickerill argued it would do nothing but bring "discredit and disgrace on everybody connected with it". The Water of Leith aided the cause in April 1923 by carrying off a temporary wing and threatening to demolish the main building. After the application of much pressure to the government the foundation stone for the new building was laid on 13 October 1924.

When the Dental School and Hospital vacated the building in 1926 it was converted for use as administrative offices. The Registry moved into it in 1929 where it remained until 1965. In 1967 the Faculty of Law took up residence. The Faculty had previously been housed at the Law Courts and the Evening Star Building in town.

When the Faculty of Law moved to larger premises, plans were made to convert the old Dental School to a Staff Club. Funds from the Grants Committee, a large anonymous staff donation, fund-raising from the Senior Common Room Association and a contribution from University bequest funds enabled the alterations to be made. The Staff Club opened in 1980, with Vice-Chancellor Robin Irvine applauding the fund-raising, the facilities and the sense of community the club had helped create. With the recent renovations it is expected that this building will continue to provide this for many years to come.

We would like to thank Heather Bauchop for her work in investigating the chequered past of this historic building.

rmit university upgrades



<NEW CHAMBER LIGHTS ILLUMINATE EXECUTIVE DECISION MAKING.

^LECTURE THEATRE UPGRADE PROGRAM INCLUDES NEW SEATS, LIGHTS, DATA NETWORK CONNECTIONS AND FRESH PAINT.

>TIRED, DULL AND LACKLUSTRE.

Chris White, RMIT University

To keep pace with the rapidly changing needs of RMIT University's Teaching & Learning Strategy, the university's Property Services Group is progressively upgrading all aspects of the university's lecture theatres – new, more comfortable seats, improved lighting, fresh paintwork and a range of audiovisual equipment. Lecturers now use state-of-the-art AV systems complete with touch-screen controls and high speed IT facilities allowing access and display of information online from both the RMIT Network and the Internet. The result is an impressive interactive environment that is easy to use and standardised across the university. The project can be likened to painting the Sydney Harbour Bridge since, once concluded, work needs to begin again on a fresh round of updates.

The current program has seen 18 of 40 lecture theatres upgraded since 2002 at about $1 million per year. In 2004, $1.3 million has been expended and, when client operations allow, further works will be undertaken at various sites on the university's city and Bundoora campuses. A new 150-seat lecture theatre will be provided and some smaller lecture theatres will undergo upgrades to seating, lights and lecture support equipment. Theatres at both Bundoora West and Bundoora East will also benefit from enhanced lecture facilities including the installation of the computerised presentation desks with lectern-mounted controls for lights, PC connectivity and data projection.

Additionally, after years of inefficient lighting the former Council Chamber in RMIT's main administrative building now has a state-of-the-art dimmable lighting system. The new fittings incorporate high efficiency T5 lamps, which will provide longer life between replacements and will save on power consumption. Access to maintain the lights will be easier, requiring substantially less scaffolding than was required to service the old fittings.

T5 fittings are now the university's standard for lighting and will be installed in any new building works including major refurbishments.T5 lights have recently been installed as part of facility upgrades and in a number of lift lobbies.

A recent analysis indicates that the T5 initiative is to realise for RMIT energy savings of approximately $70,000 per annum. Additionally, it is estimated that the project will save nearly 1230 tonnes of greenhouse gas emissions each year.

For further details contact Chris White – Executive Director RMIT's Property Services, at e-mail: chris.white@rmit.edu.au.

tefma workshop – 'sustainability revisited'

University of Waikato, Hamilton, NZ, 19–20 April 2004

John Badham
Chairperson

This workshop was the third in a series on this topic, following on from the 2002 workshops at Wellington and Sydney. It was jointly hosted by the University of Waikato and the Waikato Institute of Technology. A total of 75 people attended, including 16 people from Australia.

The workshop opened with a Powhiri and a Welcome from the Vice-Chancellor, Professor Bryan Gould, followed by an address by TEFMA President, Joe Hollander.

Richard Morley-Hall presented the keynote address, 'The Importance of Sustainability for Tertiary Education Facilities Managers'. Papers then followed on various aspects of sustainable design and management, including Triple Bottom Line Reporting, energy partnerships and conservation, waste and water recycling, the Waitakere City Council 'Better Building Code', and an open forum on progress at tertiary education facilities in New Zealand.

V JOE HOLLANDER ACCEPTING THE WERO ON BEHALF OF THE TEFMA ATTENDEES.

The workshop papers can be downloaded from the TEFMA Web site http://www.tefma.com/infoservices/papers/2004_Hamilton_Sustain/Index.jsp.

Lunchtime tours for attendees were also held at the Academy of Performing Arts and the Waikato University Fernery. The workshop dinner and cruise was held on the MV *Waipa Delta* on the Waikato River, preceded by pre-dinner drinks at the Hamilton Club.

Our thanks to the principle sponsor, Opus International Consultants Ltd, and support sponsors Sinclair Knight Merz, Chow:Hill Architects, e-Bench and Honeywell. My thanks to all members of the organising committee for a job well done – John Cameron, Marganne Allen, Ray Hayward, Trevor Harris, Judy Brighting, Keith Lang, Dennis Twiname and Mike Bell.

swinburne capital refurbishment

Kathleen Crellin, Executive Officer and University Protocol Officer, Facilities and Services Group, Swinburne University of Technology.

A capital refurbishment program at Swinburne University of Technology to continue the refurbishment of 1960s-vintage buildings was completed for the start of the current teaching year. I guess everyone is aware of the constraints of undertaking such programs in the very limited space between the end of one academic year and the start of the next, given the Christmas/NewYear holiday in the middle – it is definitely a tight squeeze.

Our program for the 2003/2004 Christmas/NewYear break included the complete strip and upgrade of three floors and a complete overhaul of the building's air handling system including a new chiller unit and heat wheel on the roof plus other ESD options.

The new 'dazzling' colour scheme has been well received and certainly lifts the ambience of the place. The redesign of the administration floor from the old 'rabbit warren' to a mixture of individual office and open plan with operable walls in conference room areas has significantly lifted square metres of usable space.

A successful outcome, and the Project Team will be at it again come the end of 2004 with a revised accelerated refurbishment program.

2005 tefma workshop series

The theme of the 2005 TEFMA Workshop series will be 'Creating Learning Environments for the Future', with both an academic and FM focus.

The Australian Workshop will be held in Brisbane at the Queensland University of Technology Gardens Point Campus, 14–15 March 2005.

The New Zealand Workshop will be held in Christchurch (South Island) at the University of Canterbury Campus, 4–5 July 2005 (dates still subject to final confirmation).

Further details will be available after the TEFMA Board meetings later this year. Updated information will appear in the next newsletter, but keep informed by viewing the TEFMA Web site: www.tefma.com

TEMC Hobart

Early reports from the Tertiary Education Management Conference in Hobart held 26 to 29 September were that it was a great success. The program and range of activities was a big hit, around the fitting theme of DEVIL (Dare to Excel, Visualise, Inspire and Lead).

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article **submissions**

We welcome submissions from TEFMA members for ***inside****newsletter*. Articles should be accompanied by a short biography (40–70 words, including institution and title, is fine) and a head and shoulders photograph. Articles may be edited for layout purposes.

Please send your submissions to Chris White: chris.white@rmit.edu.au

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