

# SHIFTING THE FOCUS NATIONALLY REACTIVE TO PROACTIVE

**Wayne Milsom  
Keri Wilson  
Central Queensland University**



**CAMPUS SERVICES WORKSHOP**

**MONDAY 25 MARCH**

## CQUNIVERSITY CAMPUSES



16 Campuses  
across 5 states

7 Study Hubs



BE WHAT YOU WANT TO BE  
[cqu.edu.au](http://cqu.edu.au)

## CQU Growth 2010 - 2018

Year	2010	2012	2015	2017	2018
Total est. GFA sqm	110,000	136,383	203,200	219,000	227,000

- 206% increase in the footprint of the University from 2010 - 18
- Need for a standard national approach to Contract Management
- Mix of Leased and Owned Assets
- Amalgamation with VET in Regional QLD in 2014

# 2016 – 2020 Strategic Asset Management Plan (SAMP)

- Role of Directorate of Facilities Management (DFM)
  - Management and Operation of physical assets and Facilities Support Services
    - Strategic Estate Management
    - Capital Planning and Delivery (Ten year Plan)
    - Space Management
    - Infrastructure Operations & Maintenance
    - Key Performance Indicators

# Infrastructure Operations and Maintenance

## Maintenance Strategy

- **Maintenance Goal 1**

Maintenance required by legislation (statutory maintenance) will be listed on planned maintenance schedules according to requirements and entered into Asset Data Base and utilised for allocation of work

- **Maintenance Goal 2**

Reactive/Emergency maintenance managed in response to requests from user, when deemed as required by DFM with all works, costs and response times recorded in the MMS

- New MMS (Archibus) launched July 2017, available to all staff and contractors to lodge work requests

- **Maintenance Goal 3**

Critical service areas will be supported by the use of preventative maintenance techniques

HVAC, Water Supply, High Voltage

- Jan 2018 new National HVAC Contract with contractor working as a partner utilising Archibus to submit work requests from service defects

- **Maintenance Goal 4**

Use MMS to undertake condition based audit of all regional campuses

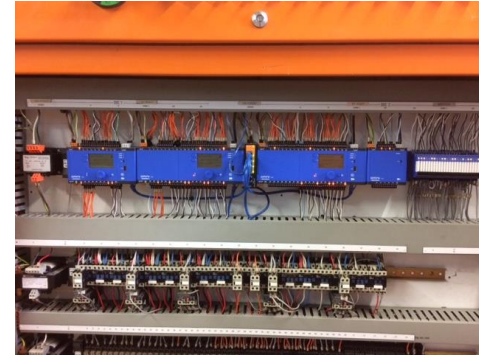
- **Maintenance Goal 5**

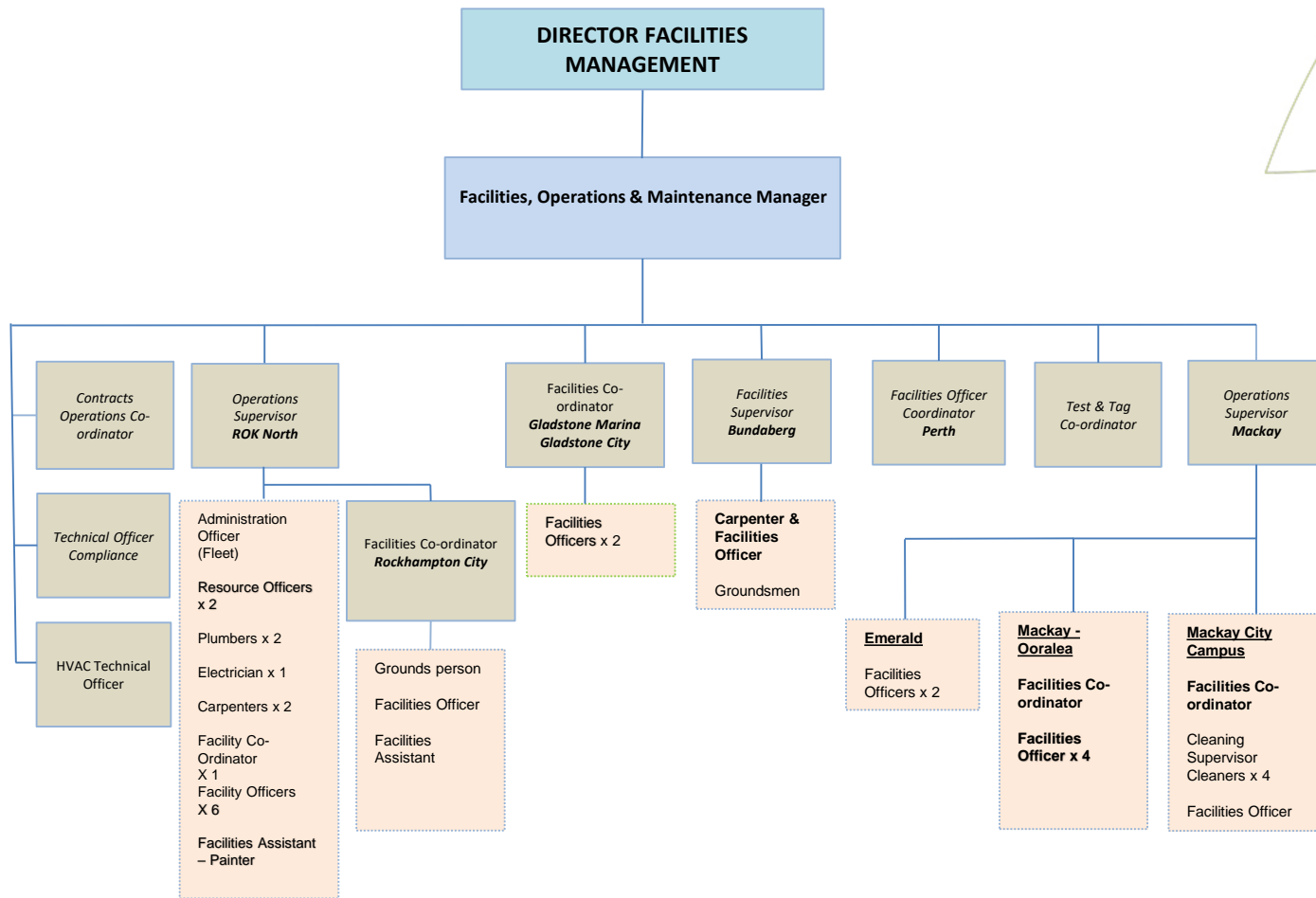
Deferred and Backlog Maintenance prioritised in accordance with risk and available funding

# Monitoring through a Technical Presence

## Technical Staff Model

- Contractor monitoring through the use of trade qualified Technical Officers
- Couple knowledge with documented audit processes
- Maintains in house technical capabilities
- Technical Resource for Operations Supervisors, Property Officers (leased area maintenance) and Capital Project Managers
- Ensures up to date industry information is maintained within Facilities Group
- Assist with management of client and stakeholder expectations





# Contract Officer Role



## Pre Award:

- Manage all operational corporate contracts and soft contracts
- Involved in all aspects contract formation, execution & award

## Post Award:

- Manage contractor performance (monthly reports, KPIs, audit process)
- Handles Contract administration (Invoices payments etc)
- Manages disputes
- Negotiate and manage Contract variations and adhoc services
- Monitor services schedules and contract renewals
- Monitor contractual issues /incidents raised through MMS



# HVAC Contract

In partnership with HVAC contractor –Driven by preventative nature/philosophy of contract

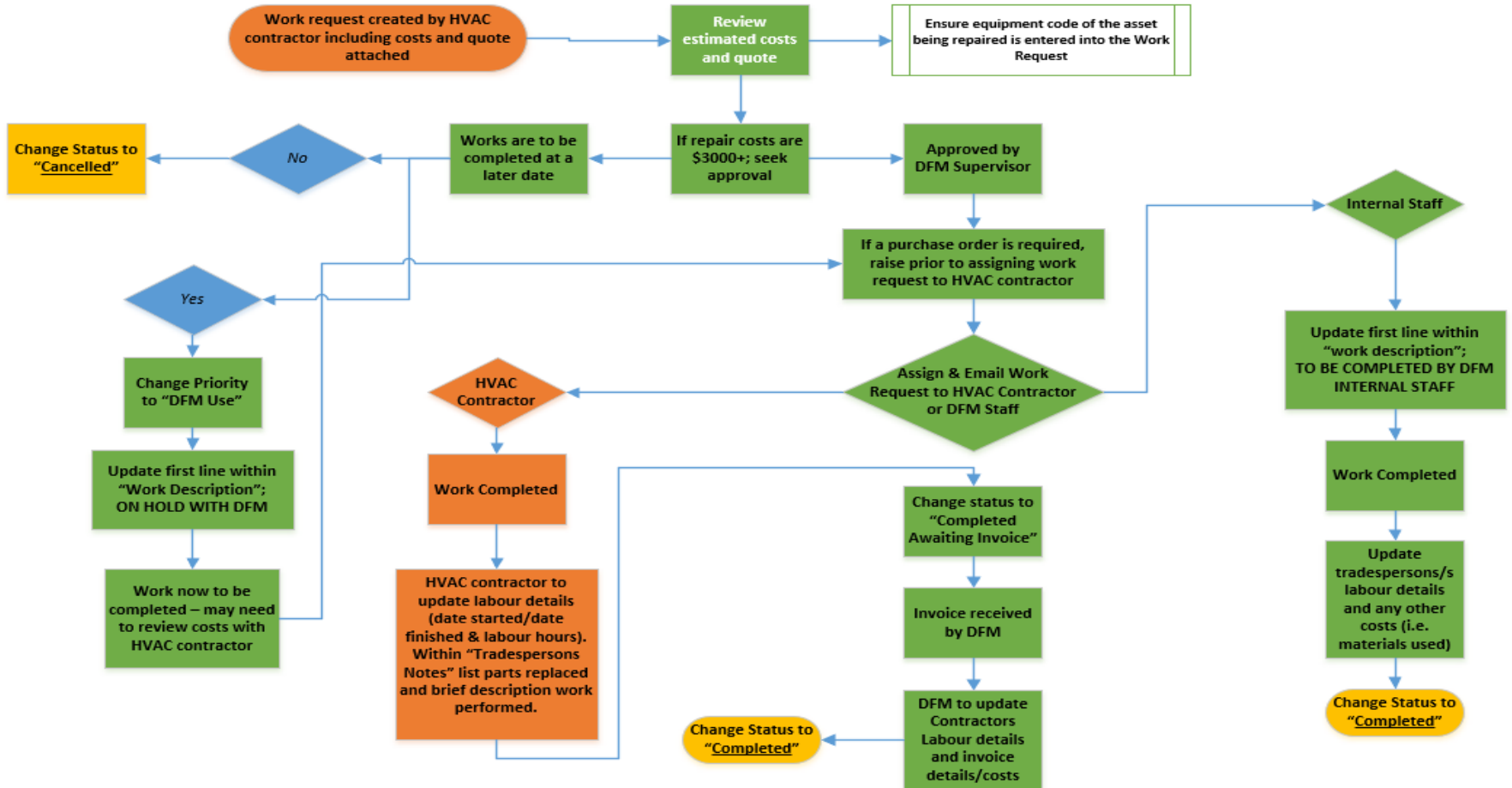
- Comprehensive use and updating of Asset List (both parties know our stuff better)
- Services performed to a standard (DA19)
- Contractor performs yearly condition report on all HVAC Assets (snapshot of assets)
- Contractor supplies yearly report on asset replacement recommendations plus other initiatives to improve reliability, efficiency and serviceability (used in Backlog prioritising)

Contractor inputs & monitors Maintenance Management System (MMS)

- MMS automatically raises and assigns all planned maintenance work requests (per DA19) on all HVAC assets to contractor
- Contractor performs service as per work request (to DA19 standard). Defects raised in MMS by contractor and sent to DFM Supervisor/Officer for approval (see flow chart).
- Reactive repair work orders outside of servicing assigned to contractor by DFM staff using MMS
- Contractor monitor work requests via their access
- Contractor can utilise information from MMS for monthly/annual reports



# HVAC Flowchart



## Future Contracts

### At contract rollover:

- Embed preventative maintenance philosophy in all contracts
- All contracts go national
- All assets recorded on MMS and standard schedules entered into planned maintenance
- Contractors raise work orders for defect identified in planned service
- Comprehensive condition report at each year end
- Comprehensive yearly report including recommendations for upgrades/replacement
- Strict contract KPIs developed and reported on each month



Thank You



## Contact:

Wayne Milsom  
Facilities Maintenance & Operations Manager  
Facilities Management Directorate  
Central Queensland University  
E: [w.milsom@cqu.edu.au](mailto:w.milsom@cqu.edu.au)  
M: 0429 926 325