



Concurrent Session K
Wednesday 2 September
1.00pm – 1.50pm

Session 1

Condition Driven Maintenance: Why Condition isn't the be All and End All.

Michael McCosker, Kellie Arnold

Assetic, Deakin University

Michael McCosker worked for Housing NSW, both in the asset and tenancy areas during the mid-1990's before taking up various Senior Executive roles within the NSW Government as an Asset & Procurement Director.

Beyond NSW Government, his experience includes managing the Asset portfolio at National Trust NSW and Wentworth Community Housing.

Michael has also consulted widely to government and the community/NGO/NFP sectors on areas such as procurement, asset management, heritage management and change management. Michael is the Higher Education Industry Lead at Assetic, and holds a Graduate Certificate in Housing Management & Policy from Swinburne University.

Kellie's Current role within the Facilities Services Division (FSD) is in administration of the Quality Management System. Over the last 4 years within FSD I've been involved with projects including Contractor Management, Contract and Project Administration, Human Resources and Process Improvement. I have thrived in new and challenging projects and have gained experience working with talented colleagues across the Division in a supportive, fast paced environment.

Already holding formal qualifications in architectural drafting, landscape design and construction, Glenn has furthered his studies in the fields of civil engineering, construction, facility management and building surveying while employed.

Every University and tertiary institution is required to report the Backlog Condition of its portfolio. This single process generally provides a method for pinpointing maintenance programs across the future two to three years. The reality is that condition alone does not provide the entire picture for the organisation, and may only be one factor in ensuring optimised works operations. Without the other key factors of safety, functionality, appearance and strategic importance, Facilities Managers could be providing a flawed program of works for their organisation.

When creating an effective maintenance program, every organisation needs to comprehend the maintenance intervention at strategic, operational and tactical levels to ensure optimal service delivery.

Strategic outcomes to consider:

- Is the maintenance improving the asset service capacity and delivery?
- Does this action fit into the overall maintenance strategy?
- Will this reduce our reactive processes?
- Will the maintenance provide us a 5-10 year service and useful life outcome?

Operational outcomes to consider:

- Does this reduce our need for reactive maintenance?
- Have we considered all the maintenance as a single transaction?

- Have we managed the cyclic, programmed and responsive maintenance to minimise return over the coming 12 months?
- Does this impact or impede the statutory maintenance?

Tactical outcomes to consider:

- Does the maintenance assist other parts of the service to perform?
- Is the maintenance reducing our current or potential backlog?
- Have we worked with the stakeholders to assess their service needs?

Condition can drive all these questions, but it may not provide all the answers. Strategic Importance breaks your portfolio down by relevant importance of each building, and then should further be applied to each functional space. This process enables the organisation to establish maintenance timescales for each type of building across its portfolio, and establish the importance inside each building, giving a clear target for every building and functional space at a portfolio level.

Appearance (the aesthetic approach) manages the perception of the built environment. Where Strategic Importance is high, it is anticipated that the Appearance rating will also be high as a good impression on the user, visitor and public perception is critical. Whereas spaces such as delivery docks and utility spaces may have a lesser importance and require less interventions over time.

Functionality is critical to certain assets, particularly those that provide human services. For example, toilets need to be clean and need to function correctly for hygiene, but don't necessarily hit the highest points of Strategic Importance. However, when they are not functioning it presents an enormous risk and generates intense reactions from the user.

Finally Safety. Liability is everyone's enemy, safety is everyone's business. Where the condition, the function and the appearance can be sound, if the space is unsafe the costs to remediate personal injury far outweigh the cost to remediate the safety factor.

Assetic, Australia's leading strategic asset management firm, has worked closely with Deakin University to put this philosophy into best-practice across Deakin's four campuses in Victoria. This joint presentation will discuss that while Condition is important, unless we consider the other factors that occur concurrently to condition, we are missing critical factors in meeting the most important maintenance requirements and ultimately ensuring optimal operational outcomes.