

THE DIVISION OF  
**Facilities Management**

Relationship Agreement between:  
Division of Facilities Management &  
Division of Finance

Version 1.0 Draft | Date 6<sup>th</sup> June, 2014



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## Introduction

This Agreement defines the working relationship between Division of Facilities Management (DFM) and Division of Financial Services (DOF).

This agreement is intended to clearly delineate responsibilities and obligations, in a framework of specific expectations and deliverables. It is also intended to be outcomes-based and non-prescriptive in process, to allow for dynamic development as opportunities present.

It includes agreement on targets for specified services, at specific levels of support and at an agreed-upon cost. The achievement of these targets is measured, any discrepancies are discussed and resolved openly.

The DOF expect this Agreement to increase understanding of DFM capabilities, value-added services, customer response and priority mechanisms and how to best manage joint obligations and resources.

DFM expect to increase understanding of the Division of Financial Services, including Student Residential Accommodation and Social Spaces, and find ways to integrate or value-add to activity, and leverage off the industry relationships while delivering exemplary customer service.

Benefits of a written agreement:

- Encourages a service quality culture, and exploration of synergies between groups.
- Sets clear performance expectations of both parties.
- Clarifies the roles and responsibilities of both parties.
- Provides a useful tool for both parties to monitor performance.
- Focuses attention on particular priorities.
- Enables both parties to better plan delivery functions.

## Communication Strategy

The parties agree that they share obligations for the services provided and undertake to maintain open channels of communication. The communications process is:

### 1. For operational requirements

- Until such time as an integrated service request system is established between BEIMS and Residential Students only authorised DOF and Charles Sturt University Campus Services (CSUCS) users shall be able to enter requests on BEIMS Remote Request System via web entry and are prioritised and actioned in the shortest time possible.
- Unresolved issues are escalated to Manager Campus Services, DFM, then Manager, Operations, DFM.
- DOF will be represented by the Operations Manager, DOF and unresolved issues shall be escalated to Director, DOF-Residence Life.

### 2. For strategic, property or project services

- Director, DOF-RL consults with the Director, Operational Services DFM.
- Unresolved issues escalate to Executive Director, DFM or Executive Director, DOF.

## Parties to this Relationship Agreement

*The Division of Finance, Residence Life* (DoF-RL) and the *Division of Facilities Management* (DFM) are the parties to this agreement which specifically relates to the building maintenance & services

activities managed within Student Residential and Social Space at Charles Sturt University’s Albury-Wodonga, Bathurst, Dubbo, Orange & Wagga Wagga campuses.

DOF also provide services through a commercial arrangement and where DFM is requested to provide services to those areas the costs associated with that service shall be fully recouped. Table 1A summarises these additional services.

DOF also provide core organisational functions that are not linked with commercial enterprises and those areas shall be fully funded by DFM under the DFM Maintenance Policy for core organisational activities.

Critical operational areas/activities for DOF are:

1. Electricity supply - to ensure continuous operation of equipment; eg freezers containing expensive food stuff, meal preparation and service areas,
2. Student security and access control to residential buildings
3. HVAC systems providing thermal comfort to residential and commercial accommodation
4. Infrastructure such as gas, water, sewer, etc.
5. Services to the central laundry activities.

The DFM offers wide experience in managing tertiary facilities. DFM adopt a cohesive and integrated capital investment and maintenance approach across all campuses, in terms of financial and operational performance objectives and service standards. This enables increasingly effective resource pooling, economies of scale, efficient performance monitoring to be undertaken.

DFM is a multi-disciplinary unit, having corporate responsibilities and campus-specific responsibilities. A non-exclusive listing of these responsibilities is listed below:

Corporate Responsibilities	Campus Responsibilities
<ul style="list-style-type: none"> <li>• <b>Emergency Planning &amp; Preparedness</b></li> <li>• <b>Strategic Asset Management Planning</b></li> <li>• <b>Facilities Planning</b></li> <li>• <b>Leasing/Property Management</b></li> <li>• <b>Space Planning and Management</b></li> <li>• <b>Campus Planning &amp; Development</b></li> <li>• <b>Building and Infrastructure Compliance</b></li> <li>• <b>Regional Campuses Infrastructure</b></li> <li>• <b>Capital Works</b></li> <li>• <b>University Wide Contracts</b></li> <li>• <b>Traffic &amp; Parking</b></li> <li>• <b>Sustainability</b></li> <li>• <b>Project Management</b></li> <li>• <b>Design and Construction</b></li> <li>• <b>Design and Construction Guidelines</b></li> <li>• <b>Environmental Policy and Compliance</b></li> <li>• <b>Systems Development and Maintenance</b></li> <li>• <b>Facilities Management Policies</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Emergency &amp; Critical Incident Management</b></li> <li>• <b>Services and Building Maintenance</b></li> <li>• <b>Space Inventory and client liaison</b></li> <li>• <b>Environmental Sustainability</b></li> <li>• <b>Contract Management</b></li> <li>• <b>Project drawing office</b></li> <li>• <b>Central Point of Contact</b></li> <li>• <b>Grounds Maintenance</b></li> <li>• <b>Energy Management</b></li> <li>• <b>Water Management</b></li> <li>• <b>Cleaning Management</b></li> <li>• <b>Signage</b></li> <li>• <b>Security</b></li> <li>• <b>Access Control</b></li> <li>• <b>Minor Works - Alterations &amp; Additions</b></li> <li>• <b>Furniture procurement</b></li> <li>• <b>Heritage Management</b></li> </ul>

DFM's response to any request for works or assistance is prioritised on the basis of health and safety, critical compliance, business continuity, student and staff needs under a whole of the University management model.

## Scope of this Relationship Agreement

This agreement is structured around DFM's 5 key disciplines:

### 1. Strategic Services

- Consultation and professional advice on infrastructure matters
- Critical systems analysis
- Sustainability, heritage and environmental solutions
- Emergency & Critical Incident Planning

### 2. Operational Services

- Emergency & Critical Incident Preparedness & Response
- Central Point of Contact – 8.30am-5pm
- Building Maintenance
- Grounds Maintenance
- Compliance certification
- Car Parking, Roads, Walkways, Lighting and Traffic Management
- Security
- Utilities / Energy
- Miscellaneous services
- Performance based contract management

### 3. Property Services

- Space management – physical moves, drawings maps
- Lease management
- Needs analysis and space planning

### 4. Environmental Management

- Energy management – physical moves, drawings maps
- Resource efficiency and waste management
- Biodiversity
- Culture
- Water

### 5. Project Management

- Assistance with business cases and funding applications
- Buildings upgrades, civil construction
- Refurbishments
- Capital works programs

See associated Tables in Appendix C for detailed service descriptions and performance measures under each discipline.

## Table 1 - DOF Residences Life

## Table 2 - DFM Strategic Services

### **Table 3 - DFM Operational Services**

### **Table 4 - DFM Environmental Management**

### **Table 5 - DFM Property Services**

### **Table 6 - Project Management**

### **Table 7 – Miscellaneous Services**

The parties' mutual obligations are further detailed in Appendix B – Roles and Responsibilities.

#### **Management of Changes - Communication Processes**

##### **Residential Operational & Capital Project Control Group**

The RMCPG will meet quarterly to review services provided through this agreement and will be represented by:

- DFM Director, Operational Services
- DFM Director, Planning Design & Construction
- DFM Campus Services Representatives (A nominee of the Director, OS-DFM)
- **DFM Manager, CSU Green**
- DoF Director, Residence Life
- DoF Residential Operations Manager (A nominee of the Director, RL-DoF)
- CSUCS General Manager

The meeting will discuss and implement direction established by the Residential Steering Committee including; new or amended management processes, practices or policies that affect activity between the parties. Service levels for the previous quarter will also be reviewed.

Other major activities for this forum will be:

- updating the parties on achievement of the maintenance program
- **updating on sustainability plan objectives**
- updating on contract relationships
- notifying of relevant new project requirements
- updating of expenditure against maintenance program.

##### **Residential Capital Development Project Control Group**

(On hold - The need for a separate RCDPCG will be considered into the future)

## **Amendments to Agreement**

A bipartisan review should be completed on the anniversary of the Partnership Agreement and any amendment to the Terms and Conditions of this agreement and would take place through an addendum to this agreement.

DFM and DOF will work collaboratively to make adjustments and implement continuous improvement initiatives at these times.

## **Processes and Procedures**

### **Enquiries Management Process**

DFM's BEIMS system will be used by all groups as the primary service management reporting tool to record and track all service or work requests (Refer to Attachment 3 – How to Register a Service Call).

All other service related contact shall be directed through DFM's Central Point of Contact.

### **Funding Arrangement**

Annual maintenance and capital budgets are negotiated to the extent of available funding through the University's budget allocation processes. The provision of the full level of service and activities as detailed in this agreement is subject to the provision of appropriate funding to DOF and DFM by CSU.

Work requested by DOF that is in addition to the responsibilities agreed in the framework of activities contained in this document (see Attachment 1 – Delineation of Responsibilities) will be recovered through an agreed internal financial recoveries process.

### **Dependence on Other Organisations**

DFM is dependent on other University Divisions and outside contractors to meet some aspects of service provision. DFM will manage the interface to those suppliers as it relates to the provision of services under this agreement.

### **Term of Agreement**

This agreement will remain in perpetuity until such time as formal notice of withdrawal is issued by one of the signatories to the other party.

### **Key Contacts**

Key contacts are:

**DFM:**

Director, Operational Services  
Manager, Campus Services – Albury-Wodonga  
Manager, Campus Services – Bathurst  
Manager, Campus Services – Dubbo & Orange  
Manager, Campus Services – Wagga Wagga

**DOF:**

Director, Residence Life

Residential Operations Manager, Albury-Wodonga  
Residential Operations Manager, Bathurst  
Residential Operations Manager, Dubbo  
Residential Operations Manager, Orange  
Residential Operations Manager, Wagga Wagga

**Signatories to the Partnership Agreement between DFM & DOF**

**Stephen Butt**

Executive Director, DFM

.....

Date

**Paul Dowler**

Executive Director, DOF

.....

Date

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## Appendix A – Definitions

### Work Request

For the purposes of this agreement, a *Work Request* is generally defined as any request for DFM staff to carry out a task of maintenance, repair, service or construction.

### Cost Recovery

A cost recovery is any work performed by DFM on request from DOF that is defined as the provision of service and material that are outside this agreement's definition of DFM's funding responsibility. Generally cost recovery work includes; works and services outside the agreement, fit out and refurbishment and other additional services.

All other support services work, such as strategic services, strategic space management and projects are centrally funded by the University to DFM.

### Funding Responsibilities

DFM are responsible for funding building repairs and maintenance that is due to fair wear and tear. Where possible, maintenance work resulting from misuse and vandalism will be charged to the appropriate party.

Work identified as legitimate maintenance items will be prioritised and programmed within funding levels.

### Maintenance Procurement

All statutory and preventive maintenance services will be procured in accordance with the New South Wales State Purchasing Policy and Charles Sturt University's Administrative Procedures Manual. Services shall be sourced in a competitive marketplace and tenders will be evaluated on best value for money. Service contracts are to have measurable performance indicators established and performance reviews carried out at least on a quarterly basis. Wherever possible service contracts will be bundled so as to achieve optimum market value and reliability of service.

Deferred Maintenance projects are tendered in the open market in accordance with the Charles Sturt University Rules of Tender.

Corrective maintenance and client services are predominantly carried out by DFM staff. Private contractors are also used for specialist work or for where internal resources cannot deliver the work within a reasonable timeframe.

### Charges for extra services

Additional services and minor capital works to the value of \$5,000 can be actioned through the DFM Operational Services Group. Work anticipated to be valued in excess of \$5,000 may be referred to the DFM Procurement & Risk Management staff.

Charges will apply for services provided by DFM that falls outside the parameters of this service policy. Appendix C details funding responsibilities for service related works.

Request for such work can be initiated by a service request submitted through the BEIMS system. Prior to proceeding with the work a payment authority will be required to be completed and signed by the Clients Budget Centre Manager.

Attachment 1- Delineation of Responsibilities summarises the work that is provided at no cost to RL-DoF and Column 3 summarises that works that can be carried out by DFM at additional costs to DoF-RL and the additional costs will be generally charged in the following manner:

- Where external contractors are used, the actual invoice amount will be recovered. DFM will not pass on any internal overhead costs to RL-DoF.
- For work carried out by DFM Operational staff, a maximum flat hourly rate equivalent to the top increment of the staff that carried out the works will be applied i.e. HEW4, HEW5, etc. This rate will be reviewed and updated to coincide with salary increases. Please refer to the Service Centre staff for the relevant rate details.
- Works that are classified to be ‘Minor Works’ or ‘Capital Works’ will generally be fully recovered from DoF-RL inclusive of internal staff costs and associated overheads unless agreed to otherwise by DFM. Requests for Minor Works can be submitted through the BEIMS process; however a signed “Minor Works Request” form will be required prior to the commencement of the works.

### Levels of Support from DFM

Day to day support and work orders are taken by DFM as follows:

<i>CPC</i>	<b>Hours</b>	<b>Phone Contact</b>
Standard Coverage	8:30 a.m. – 5:00 p.m. Monday – Friday	02 633 86336 or internal 86DFM
After-Hours Coverage	5:00 p.m. – 8:30 a.m calls routed via Security	Internal 400
<i>Security</i>	<i>Hours</i>	<i>Phone Contact</i>
Standard and after hours coverage	24 hours, 7 days per week. Some campuses may require alternative contact.	Internal 400
<i>Administration</i>	<i>Hours</i>	<i>Phone Contact</i>
Standard coverage	8.30 am – 5.00 pm Monday to Friday	02 633 86336 or internal 86DFM

## **Appendix B – Roles and Responsibilities**

### ***Mutual Obligations***

The primary objective of this Partnership Agreement is to provide an effective and efficient student centered building maintenance service to residential students and shared social spaces through:

- Commitment to a strategy of continuous improvement.
- Developing and implement communication strategies and work processes to enhance working relationships.
- Measuring the effectiveness of services delivered.
- Actively identifying opportunities to leverage resources, contacts and networks to benefit both parties.
- Working together to formulate business cases that improve outcomes of learning, teaching and research and Residence Life in accordance with CSU's Strategic Plan.

### ***DFM***

Division of Facilities Management shall:

- Manage the regulatory/legislative requirements at the campus and highlight deficiencies for management action where necessary.
- Conduct research and analysis to ensure best practice methodologies are implemented in the delivery of services.
- Be responsible for carriage of strategic asset and infrastructure planning and control.
- Through robust review processes ensure statutory and preventative maintenance programs are developed to maintain assets within compliance and a good practice methodology (i.e. Legionella testing, condition auditing, painting programs, etc).

The DFM Central Point of Contact will be the initial point of contact for:

- Generating work requests and liaison with DOF staff on job progress
- Assisting vendor support staff and contractors for maintenance and repair work.

### ***DOF - Residence Life***

The DOF has the following general responsibilities under this agreement:

- Maintain a residential master plan and business operational plan to ensure:
  - Support of DFM in organisational strategic planning and campus master planning processes to facilitate informed decisions about the development of University assets and infrastructure.
  - All required documentation has been prepared to support potential grant submissions, budget submissions, capital projects or major refurbishments.
  - Support is provided to DFM to facilitate effective and efficient operational services within those facilities operated by Residence Life.
  - That residential management practices and operational controls are established to ensure that asset life cycles are maximized and DFM's operational costs are optimized.

## Appendix C – Detailed Service Description

Table 1 - DOF Residences Life

Table 2 - DFM Strategic Services

Table 3 - DFM Operational Services

Table 4 - DFM Environmental Management

Table 5 - DFM Property Services

Table 6 - Project Management

Table 7 – Miscellaneous Services

**Table 1 - DOF Residences Life Services**

Service	Description of Work
<b>Reporting Service Requests</b>	<ol style="list-style-type: none"> <li>1. Liaise with DFM to advise building occupants and other key stakeholders of prospective works using consistent and formal communication processes.</li> <li>2. Provide accurate and timely reports of OH&amp;S and maintenance or service requests through the agreed reporting channels.</li> </ol>
<b>Maintenance Management</b>	<ol style="list-style-type: none"> <li>1. Providing full access and cooperation in the development of campus audits required for various strategic and operational maintenance plans.</li> <li>2. Provide timely and accurate information in relationship to plans to carry out functional change to facilities that may impact on maintenance activities.</li> <li>3. Will not add equipment to electrical or hydraulic services that will impact on the total capacity of the infrastructure without first seeking approval through DFM.</li> <li>4. Proactively work with DFM to eliminate deliberate damage to CSU property through policy, education and enforcement.</li> <li>5. Proactively manage the achievement of acceptable standards of aesthetical appearance associated with CSU property, including buildings and grounds, through policy, education and enforcement processes i.e. graffiti, litter, etc.</li> </ol>
<b>Legislative Compliance</b>	<ol style="list-style-type: none"> <li>1. DOF and DFM will work collaboratively to ensure student behaviour does not impact on the organisations legislative compliance obligations in respect to essential services i.e. fire extinguishers, fire detection and suppression systems, etc.</li> </ol>
<b>Critical Incident &amp; Emergency Management</b>	<ol style="list-style-type: none"> <li>1. DOF will collaborate with DFM and share information in relationship to emergency and critical incidents both on and off campus</li> </ol>
<b>Security</b>	<ol style="list-style-type: none"> <li>1. DOF will collaborate with CSU Security services to proactively identify programs that will achieve acceptable levels of student behaviour in relationship to residential, commercial and social activities</li> </ol>
<b>Car Parking, Roads, Walkways, Lighting and Traffic Management</b>	<p>DOF will assist DFM to manage student parking in accordance with CSU policy i.e. no parking on landscaped areas</p>

#### Utilities / Energy

1. Ensure budget allocation is provided to meet projected utilities and energy management requirements
2. DOF and DFM will collaborate to develop and implement appropriate strategies to manage the reduction of electricity, water and gas consumption and waste from residential buildings

### Key Performance Indicators for Operational Services

1. Requests for works are completed effectively within DFM's priority operating parameters in accordance with Appendix D - Table !D
2. Less than 3 complaints per quarter per campus received from students on customer service or standard of work performed.
3. Scheduled maintenance is actioned as planned, following budget allocation.
4. No legitimate complaints received on effectiveness of security services provided to all DOF staff and students.

**Table 2 - DFM Strategic Services**

Service	Description of Work
1. Provide consultation and professional advice	<p>Timely consultation and advice is provided for infrastructure matters, specified projects and maintenance works eg.</p> <ul style="list-style-type: none"> <li>▪ Mechanical/Electrical</li> <li>▪ Refurbishment</li> <li>▪ Major Overhauls and New Capital projects</li> <li>▪ Security</li> <li>▪ Parking</li> <li>▪ Grounds</li> </ul>
2. Maintain Strategic Asset Management Plan for all Campuses	Key stakeholders are advised of Strategic Asset Management Plan information and have the opportunity to have input on information, ideas and decisions.
3. Consider DOF strategies at all campuses, for inclusion in the DFM Operational Plan	A one-university Operational Plan that includes residential and social space initiatives for consideration within core DFM strategic and operational processes
4. Contractual arrangements advice	Appropriate and timely advice is provided for contractual arrangements
5. Compliance advice	Appropriate and timely advice is provided to ensure compliance to legislative requirements
6. Opportunities for consultation are provided during master planning processes	Stakeholders have the opportunity to provide feedback and participate in the master planning process
7. Benchmark Facilities costs	Report benchmark based on the TEFMA survey where it is appropriate and work with DOF to create relevant benchmarks where they do not already exist

**Key Performance Indicators for Strategic Services**

1. DOF is informed of DFM operational and asset management plans and activities through communication protocols outlined in this document.
2. DOF strategic direction is provided to DFM and advice on new initiatives is communicated to DFM as soon as practicable after internal approval.

**Table 3 - DFM Operational Services**

Service	Description of Work
<b>DFM’s Central Point of Contact – 8.30am to 5pm</b>	<ol style="list-style-type: none"> <li>1. Advise building occupants and other key stakeholders of prospective works using consistent and formal communication processes.</li> <li>2. Accurate and timely response to OH&amp;S and maintenance issues and operational requests. These are prioritised as detailed in Agreement.</li> <li>3. Monitoring and reporting of essential services and compliance.</li> </ol>
<b>Maintenance Management</b>	<ol style="list-style-type: none"> <li>1. Engagement in campus audit and compilation of maintenance plan to be included in budget cycle.</li> <li>2. Reporting on condition of assets in relation to large-scale replacement/refurbishment of assets.</li> <li>3. Budget allocation is provided to meet projected maintenance requirements, proportional to funding provided.</li> <li>4. Maintenance of infrastructure to be prioritised and completed in accordance with legislative requirements, and within budgeted allocation.</li> <li>5. Services are to be procured in a framework of providing best organisational value for money</li> </ol>
<b>Compliance certification</b>	<ol style="list-style-type: none"> <li>1. Arrange contracts or services to ensure compliance is maintained.</li> <li>2. Essential Services meet legislative/industry standards.</li> </ol>
<b>Corporate contract management</b>	<ol style="list-style-type: none"> <li>1. Contracts are tendered to provide CSU with optimum value for money through outsourced work. Where applicable, performance-based contracts are utilised.</li> </ol>
<b>Security</b>	<ol style="list-style-type: none"> <li>2. CSU staff and contractors are provided with 24 hour access for all work related activities.</li> <li>3. Logging on and off of all contractors on site.</li> <li>4. Accurate and timely advice is provided for security design/locks, etc.</li> <li>5. Installation of Security Call Points and monitoring devices as part of Capital Works Budget. Appropriate funds are allocated as part of Capital Works Budget request.</li> </ol>
<b>Car Parking, Roads, Walkways, Lighting and Traffic Management</b>	<p>Effective and useable infrastructure is provided to service DOF infrastructure, to the extent of available funding.</p>
<b>Utilities / Energy</b>	<ol style="list-style-type: none"> <li>3. Budget allocation is provided to meet projected utilities and energy management requirements.</li> <li>4. Timely and accurate reports are provided that assist in development of budget proposals and decision making processes.</li> <li>5. Appropriate strategies are developed to manage energy usage</li> </ol>

## Key Performance Indicators for Operational Services

5. Requests for works are completed effectively within DFM's priority operating parameters as per Appendix D –Table 1D.
6. Less than 3 complaints per quarter per campus received from students on customer service or standard of work performed.
7. Scheduled maintenance is actioned as planned, following budget allocation.
8. No complaints received on effectiveness of security services provided to all DOF staff and students.

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**Table 4 - DFM Environmental Management**

Service	Description of Work
1. Provide consultation and professional advice	<p>Timely consultation and advice is provided for infrastructure matters, specified projects and maintenance works eg.</p> <ul style="list-style-type: none"> <li>▪ Mechanical/Electrical</li> <li>▪ Refurbishment</li> <li>▪ Major Overhauls and New Capital projects</li> <li>▪ Security</li> <li>▪ Parking</li> <li>▪ Grounds</li> </ul>
2. Maintain Strategic Management Plan for all Campuses	Key stakeholders are advised of Strategic Management Plan information and have the opportunity to have input on information, ideas and decisions.
3. Consider DOF strategies at all campuses, for inclusion in the DFM Operational Plan	A one-university Operational Plan that includes residential and social space initiatives for consideration within core DFM strategic and operational processes
4. Contractual arrangements advice	Appropriate and timely advice is provided for contractual arrangements
5. Compliance advice	Appropriate and timely advice is provided to ensure compliance to legislative requirements
6. Opportunities for consultation are provided during master planning processes	Stakeholders have the opportunity to provide feedback and participate in the master planning process
7. Benchmark Facilities costs	Report benchmark based on the TEFMA survey where it is appropriate and work with DOF to create relevant benchmarks where they do not already exist

**Key Performance Indicators for Environmental Management**

1. DOF is informed of DFM operational and asset management plans and activities through communication protocols outlined in this document.
2. DOF strategic direction is provided to DFM and advice on new initiatives is communicated to DFM as soon as practicable after internal approval.

**Table 4 - DFM Property Services**

Service	Description of Work
To be developed	1. To be developed 2.
To be developed	1. To be developed 2.

**Key Performance Indicators for Property Services**

1. TBD

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**Table 5 - Project Management**

Service	Description of Work
Facilities-specific assistance with business cases and funding applications	1. DFM and DOF work together to achieve timely and professional completion and submission of documentation.
Refurbishments Buildings upgrades, civil construction Capital works programs	1. DFM provide timely, accurate and quality services in accordance with SAMP and pre-approved project budgets. Appropriate handover of occupational and operational documentation and responsibilities. 2. DOF provide expertise to enhance and support identified discrete or ongoing projects (eg. Growth in demand for on campus student accommodation)
Provide input for engineering student projects	1. DFM make available drawings, manuals, project briefs as required to assist in the delivery of project work. DOF ensure project documentation reviews are completed in accordance with project critical path

### Key Performance Indicators for Project Management

1. Projects for construction or refurbishment are completed on time and within budget.

**Table 6 - DFM Miscellaneous Services**

<b>Service</b>	<b>Description of Work</b>
<b>Needs analysis and space planning</b>	<ol style="list-style-type: none"><li>1. Assist DOF Management to determine and record space requirements.</li><li>2. Provide DOF Management with accurate space management information.</li><li>3. At quarterly review meeting, DOF update DFM on changes to accommodation and space usage, including staff changes and movements.</li></ol>
<b>Space management – physical moves, drawings, maps.</b>	<ol style="list-style-type: none"><li>1. Where practical, staff are suitably accommodated according to space standard and planned relocations and/or refurbishments.</li><li>2. Timely provision of space database information to DOF in hard copy and/or electronic format.</li></ol>

### **Key Performance Indicators for Property Services**

1. Where practical, all DOF staff and students are accommodated according to the University's space policy and guidelines on CSU's regional campuses
2. Space management information from space database is provided within 48 hours of request.

## ATTACHMENT 1 - DELINEATION OF RESPONSIBILITIES

From the 1<sup>st</sup> January 2011 DFM assumed responsibility of managing the building related maintenance of student residential accommodation of CSU. As a result this table has been produced to help clarify and guide discussions to further define budget and service responsibilities.

Excluded from this agreement are the following key areas:

- Convention spaces and hotel style accommodation spaces
- Commercial kitchens and associated equipment or fittings
- Small appliances such as microwaves, fridges, televisions, kettles, etc
- Student residential common area furniture, bedroom furniture, soft furnishings and moveable furniture
- Non-building maintenance activities such as pest control, waste removal & cleaning

Service	DFM Responsibility	DOF-RL Responsibility
<b>Catering/Dining Room/Bistro/Bar areas and alike</b>	Nil	DOF-RL to pay for all maintenance & repairs
<b>Student/staff social spaces (not including residential buildings)</b>	DFM to pay for building elements	DOF-RL to pay for catering equipment, loose furniture, stages, entertainment equipment, etc.
<b>Cleaning requests (stain, smell)</b>		DOF-RL to Pay
<b>Dispenser refills</b>		DOF-RL to Pay
<b>Linen</b>		DOF-RL to Pay
<b>Cleaning Equipment (Vacuums)</b>		DOF-RL to Pay
<b>Sanitary Costs</b>		DOF-RL to Pay
<b>General Waste</b>		DOF-RL to Pay
<b>Recycling</b>		DOF-RL to Pay
<b>Pest Control - termites</b>	DFM pay	
<b>Pest Control - other</b>		DOF-RL to Pay
<b>Repairs to heating/cooling units (ventilation &amp; exhaust/insulation)</b>	DFM pay	
<b>Electrical repairs (general – electrical fittings, switches &amp; power points)</b>	DFM pay	
<b>Plumbing repairs general (drains, pipes, fittings, sewerage, stormwater, gas)</b>	DFM Pay	
<b>Light globe replacements</b>		DOF-RL to Pay
<b>Wall &amp; floor coverings</b>	DFM pay	

<b>(Paint, tiles, carpet, vinyl)</b>		
<b>Keys</b>		DOF-RL to Pay
<b>Repairs to locks</b>	DFM pay	
<b>Card Allocations &amp; Electronic Access Systems</b>		DOF-RL to Pay
<b>Repairs to curtains/blinds</b>		DOF-RL to Pay
<b>Repairs to fixed furnishings (cupboards, bed-heads, desks, shelves, mirrors, dispensers, benches, vanities &amp; partitions)</b>	DFM Pay	
<b>Repairs to soft furnishings (curtain rails &amp; brackets, window curtains, shower curtains)</b>		DOF-RL to Pay
<b>General building maintenance ( Repairs to walls, stairs, doors, floors, foundations, roof areas, windows &amp; screens, landings)</b>	DFM pay	
<b>Repairs to non-fixed furniture (such as beds, unfitted bedroom lockers/cupboards, lounges, coffee table, dining chair, dining table, unfitted student desks &amp; desk chair)</b>		DOF-RL to Pay
<b>External Seating</b>	DFM Pay	
<b>Clothes lines repairs</b>	DFM Pay	
<b>All repairs due to accidental/ deliberate damage</b>		DOF-RL to Pay
<b>Special requests &amp; new additions (building improvements etc)</b>		DOF-RL to Pay
<b>Repairs to stoves , cook tops, range hoods</b>	DFM pay	
<b>Repairs to BBQ's (fixed or mobile)</b>		DOF-RL to Pay
<b>Repairs to equipment (eg. Washing machines, clothes dryers, TV's, DVD's, Top Set Box,</b>		DOF-RL to Pay

Austar, aerals,  
portable heating &  
cooling, iron/ironing  
boards, microwaves,  
fridges, freezer, kettles,  
toasters, unfitted desk  
lamps)

Fire Services – testing  
and general  
maintenance

DFM Pay

Fire Services – False  
alarms in Residences,  
removal &  
unauthorized use of  
equipment

DOF-RL to Pay

Bed mattresses

DOF-RL to Pay

Communication & Data

DOF-RL or DIT to pay

Utility Charges

DOF-RL to Pay

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## ATTACHMENT 2 – DFM SERVICE STANDARDS

### Maintenance Priorities

All requests for service received by the Central Point of Contact are assigned a priority rating. The Operations and Maintenance Group determines the priority based on information received from the requestor. Priorities are allocated by the category the work requested falls into, see Table 2 - Response Time Definitions Chart.

Each priority has a response time which has been outlined in Table 2. A response time is the time it takes Operations & Maintenance staff to first respond to the work request and **is not** the actual work completion time. Completion of a work request may be affected by a number of factors, for example, parts may need to be ordered, or equipment may need to be taken to another location for repair. Response and completion times may also be affected by the volume received by a trade, for example, during the peak periods of summer Operations and Maintenance staff can be swamped with service calls associated with thermal comfort.

It is important to understand that you may not see the Operations and Maintenance staff respond to your request due to the type and location of the work and the different working hours adhered to by DFM. The Operations and Maintenance staff generally commence work early than most staff specifically so we can minimise any disturbance our work may cause to our clients.

**Table 1D - Response & Completion Time Definitions Chart**

As indicated in the following table work priorities are categorised from Critical to Planned and allocated a response and completion time.

Rating	Response	Completion	Definition of Work Request
Critical	1 hour	24 hours	Immediate risk to: personal safety or security; business continuity; major asset integrity;
Urgent	4 hours	48 hours	Immediate risk to: staff/student welfare; prevention of critical asset failure; thermal comfort in a closed facility; research project;
Important	8 hours	7 days	Impending risk to: teaching, learning & research activities; non-urgent OH&S work; non-urgent student/staff welfare; thermal comfort in an open facility;
Routine	48 hours	28 days	No discernable impact to: delivery of teaching, learning & research activities within specified timeframe
Planned	14 days	As agreed with client	Work subject to planning requirements and/or a programmed start date. Usually of a larger scale than routine maintenance activities i.e. Minor Works, etc.

### Definitions:

#### Response

The passage of time from the point at which the task was accepted by the Division to the point at which the first “quality” attempt is made at resolving the issue. This response is made by staff with the skills and/or authority to initiate the service and is not a response from a call centre staff

member.

**Completion** The measurement of time from the acceptance of the task to the time at which the task is completed or has reached the point of practical completion and is fit to be used for the intended purpose.

Critical & Urgent tasks: Tasks classified as Critical or Urgent shall be considered completed within this designation when the status of the task can be considered to be safe or fit for use in its intended purpose.

Other categories of tasks shall be fully completed within the designated completion time in accordance with Table 2.

**Reassignment** In the case of a Critical or Urgent request an expedient response is paramount to achieving a successful outcome and containing the risk. Once the risk has been removed, the situation made safe or the service returned, the task can be reassigned to important (7 days) or routine (28 days) and fully completed within that new designation.

Task reassignment is only possible after agreement from the Manager, Campus Services.

**Maintenance Performance Management**

Key Performance Indicators (KPI's) will be monitored to ensure that the delivery of maintenance services meets desired standards. These KPI's are detailed in Table.

**Table 2D - Key Performance Indicators**

KPI	Measure	Target
Response Time	Time responded as per Table 1D: <ul style="list-style-type: none"> <li>• Critical &amp; Urgent priority</li> <li>• Other priorities</li> </ul>	Achieve minimum of: <ul style="list-style-type: none"> <li>• 100% by specified time</li> <li>• 90% by specified time</li> </ul>
Outstanding Work Orders	No. over 30 days  No. over 60 days  No. over 90 days	15% total work orders  10% total work orders  5% total work orders
Maintenance Index	% of maintenance budget/ total asset replacement value (ARV)	No less than 1.0%
Facilities Condition Index	% of total portfolio liabilities / total ARV	Minimum 85%
Health Safety and Environment	No. of serious WorkCover reportable incidents.	0

Condition Auditing	% of buildings audited by due date.	100%
Maintenance Customer Service Rating	% score from customer surveys.	Minimum 80%
Maintenance Ratio	% of responsive to planned maintenance activities	85% planned : 15% responsive

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## ATTACHMENT 3 - HOW TO REGISTER A SERVICE CALL

DFM have an established policy of not accepting non-urgent requests for services over the telephone, e-mail, verbally, etc. and generally will only accept requests made via the electronic Remote Reporting System through BEIMS.

BEIMS (Building Information Management System) allows direct entry of requests over the CSU network and provides our clients with a status tracking system that allows our clients to track their request and monitor changes in Work Order status as the service is actioned.

The Operations and Maintenance Group runs demonstration and training sessions from time-to-time to provide our clients with the skills necessary to use of the web based method for reporting maintenance and submitting service requests. This training can be accessed by contacting the Central Point of Contact or there is a BEIMS User Guide on the DFM Homepage

The accuracy of the information our clients enter into the system will be a significant factor in obtaining a successful outcome for them, so please ensure there is sufficient detailed information contained in the description field to enable the request to be actioned.

When the request is accepted by DFM it is converted into a **work order**, allocated a priority and resourced to have the problem rectified in an expedient and cost effective manner. This requires Operations and Maintenance to schedule all requests and continually reprioritise all work requests to suit the prevailing circumstances.

While it is our intention not to accept routine requests for work by any other means other than the BEIMS system the Central Point of Contact staff will readily help our clients to report any urgent work by telephone, however the client is then required to ensure the Remote Request is entered into BEIMS without delay.

Our Central Point of Contact staff are available to receive enquiries on progress associated with work orders. It will allow our staff to provide a quick response to your enquiries if the "Request Number" of the job you wish to discuss is provide to the Central Point of Contact staff member. This unique number can be obtained from the clients BEIMS status screen.

### Amendment History

Date	Author	Version #	No of Pages	Description
16/07/2011	Wayne Millar	1.0	25	Initial creation
20/07/2011	Wayne Millar	1.1	20	Issued for internal comment
02/03/2012	Wayne Millar	1.2	25	Amended after client feedback
27/06/2012	Wayne Millar	2.0	27	Issued for Signature
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