

Concurrent Session H
Tuesday 13 September
2:45pm – 3:35pm



Session 1
Simplified Organic Asset Management
Simon Leavers
James Cook University

Simon Leavers – Advanced Diploma of Investigative Practice (Qld Police Service) Bachelor of Built Environment Urban and Regional Planning (QUT) Graduate Diploma Applied Finance (Kaplan) Master of Business Administration (University of Sunshine Coast – Dean’s Commendation) –

An asset management professional currently working as the Manager, Asset Strategy with James Cook University with responsibility for over 300 built assets worth \$1 Billion spread across 16 sites. Senior Associate with the Financial Services Institute of Australasia with a background law enforcement with clear current focus on improving asset operations through causal factor investigations and continuous business improvement projects. Current capabilities include developing Strategic Asset Management Plans that are focused on leveraging core business programs through the implementation of optimised asset management programs.

Strategic Asset Management has moved on from being a buzzword within the Tertiary Education Sector to being a mainstay within modern University’s Facility Management environment. This is evidenced by University’s having some form of Strategic Asset Management capability from overarching frameworks, plans and data systems. Despite the presence of Strategic Asset Management and indeed it being a requirement of regulators it is a concept that is not well understood which has resulted it promised efficiencies not being realised in the sector.

This is evidenced in a number of ways including:

- Poor utilisation rates across the sector for teaching spaces;
- Office spaces in University’s continuing to provide poor outcomes for staff; and
- Lack of fit for purpose research facilities.

Therefore to some degree Strategic Asset Management is a key example of rhetoric not delivering real and tangible benefits. This paper aims to provide a basis for Strategic Asset Management to become a powerful tool for University’s by breaking down the concept into an easy to understand model based on simplicity of organic systems.

James Cook University is located proudly in the tropics. More often than not the University has been challenged by asset management systems that fail in the tropics from mechanical systems to signage failures. In short the tropics deliver challenges owing to extremes in temperature and other environmental factors. Successful environmental outcomes in the tropics are often difficult to find, however, one powerful example of success can be found in prevalence of termite mounds which in short demonstrate an example of self-organisation in biological systems.

The environment of termites and their ability to operate successfully as highly prominent self organising biological systems in harsh environments if applied to strategic asset management systems may assist in taking the concept from the rhetoric to the real. Often consultants in strategic asset management provide complex process charts to demonstrate what strategic asset

management is and how it can be applied. This includes detailing how systems interact with people to manage data and the ability to predict what resources will be required to deliver assets of sufficient quality and quantity to leverage University operations.

The end of result of this process often leads to University's developing Strategic Asset Management Plans that seem overly costly to deliver resulting in the University resorting to safe position of continuing with letting current assets decline whilst developing new assets. As a result University's continue to create estates and asset portfolios that have low utilisation rates and also fail to leverage modern operations.

This paper intends to break down strategic asset management into a simple and organic model linked to the termite metaphor to create easy to understand and implement concepts. This includes detailing JCU's own experience in:

- receiving an enormous estimate of asset liabilities to keep its inefficient asset base in sound condition over a fifteen year period;
- developing a plan for its assets to resolve these issues and also aimed at meeting key asset management objectives through an Optimised Strategic Asset Management Plan 2015; and
- ensuring asset management like the termite metaphor becomes a self-organising system that leverages the University's key support and core programs.

The outcome of this paper is to create further momentum within TEFMA to move Strategic Asset Management from a rhetoric albeit regulatory requirement to a real activity that is both simple and organic.

This paper is driven by JCU's experiences using multiple asset management systems including the recent adoption of the Asset Quotient tool practiced by Peter Lennon and Claudio Ciuffetelli.

The overall paper aims to deliver the above message through an active oral presentation supported by a maximum of 20 slides.