Infrastructure and Services

The Infrastructure Portfolio was fundamentally re-shaped in 2006 in response to the changing needs of the University which, in turn, were driven by the advancement of new teaching and research methods and the changing needs and numbers of students and staff.

At the heart of the new Infrastructure model is the need to provide enhanced support, facilities and services, allowing the University to embrace the latest technologies and developments while achieving its strategic goals and preserving its physical and cultural heritage.

The portfolio's goal is to provide Australia’s leading university with a world-class environment and the best available human resources, physical infrastructure and information communications technology support.

A new client service model

A client-driven service model was introduced across the Infrastructure Portfolio which comprises Human Resources (see Capability chapter for full report), Information Communications Technology and Campus Property & Services. All three areas now strive to:

- align and leverage internal knowledge and expertise more effectively,
- respond to the pressure to be more effective
- coordinate client-facing and specialist services to eliminate competing interests and duplication, and to improve funding management across the University.

Under the new model, client relationship managers within each of the three divisions provide a clearly identifiable single point of contact for staff and students. Each division offers a diagnostic and consultative service and can draw together a customised team from the range of experts now located in specialist hubs to meet staff and student needs. Centralised service centres deliver efficient, cost-effective and consistent service for more routine or procedural requests as well as offering the capability for centralised reporting and management decision making.

Since its introduction, the new model has provided greater coordination of services across the University, boosting consistency and efficiency and saving on costs.

Information Communications Technology

Information Communications Technology (ICT) is central to the development of a contemporary university. ICT seeks to provide best practice, excellence and world-class standards to students, staff, alumni and the community within which it operates.

Students have access to a wide array of on-line self-administration and re-enrolment functionality. Improvements have been made to the functionality of the Student Administration System, with a focus on research higher degree management and scholarships.

A number of new systems were successfully introduced this year including:

- an upgraded version of Peoplesoft Financials
- a new student administration system for the Centre for Continuing Education
- a new web front-end and support systems for the Sydney Summer School
- strengthened e-procurement capabilities, and
- new spam-filtering software.

ICT has continued to identify ways to reduce the costs associated with ICT infrastructure and to increase performance. This approach has included preparing the blueprint for ICT shared services, strengthening the reliability of the University’s current systems, putting in place sound disaster recovery plans for the University’s core systems and commencing the process of standardising on a common email platform throughout the University.
Key goals achieved in Information Communications Technology in 2006

<table>
<thead>
<tr>
<th>Area</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Student experience</td>
<td>Providing a new system for the Centre for Continuing Education for easier administration of courses and enrolments</td>
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<td></td>
<td>Delivering a more user-friendly website for Sydney Summer School</td>
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<td>Extending wireless network facilities in learning spaces</td>
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<td>Learning and teaching</td>
<td>Streamlining the delivery of IT solutions for specific academic needs</td>
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<td></td>
<td>Initiating an upgrade to the University’s principal Learning Management System</td>
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<td>Extending the functionality of the University’s electronic records and document management systems</td>
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<td>Research and innovation</td>
<td>Introducing systems to support researchers during the complete life-cycle of their research</td>
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<td></td>
<td>Establishing a project to deliver a secure framework to enable collaborative research within the University and between universities</td>
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<tr>
<td>Capability</td>
<td>Establishing benchmarks for best practice ICT processes and solutions across the University</td>
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<td></td>
<td>Progressing the delivery of a new, web-based HR system</td>
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<td></td>
<td>Providing a framework to strengthen performance reporting within the University</td>
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<tr>
<td></td>
<td>Extending the University’s e-procurement capability</td>
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<tr>
<td></td>
<td>Extending the standardisation of the University’s email platforms</td>
</tr>
<tr>
<td>Infrastructure and services</td>
<td>Consolidating the number of different systems used across the University</td>
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<tr>
<td></td>
<td>Building a more reliable, speedier IT platform.</td>
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<tr>
<td></td>
<td>Implementing more effective virus and spam filters</td>
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<tr>
<td>Financial performance</td>
<td>Centralising all University systems and business processes to reduce total ICT costs</td>
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Campus Property Services

Campus Property Services (CPS) is responsible for the management, upkeep and maintenance of all of the University’s land and property.

The University has hundreds of properties ranging from general teaching space to laboratories, offices, student accommodation and even farms. They are as diverse in function as they are in age, varying from brand new through to 150-year-old, heritage-listed properties. The portfolio is one of the largest in Australia with an asset value of around $2 billion and approximately 370,000m² of usable space.

CPS has three key priorities:

- managing and maintaining the portfolio physically and financially for the benefit of the University, faculties, students, staff and the community
- undertaking long-term planning and delivery programs to provide new or upgraded buildings and infrastructure to meet the University’s long-term plans, and
- providing services to the inhabitants of the buildings such as security, cleaning and maintenance.

A year of change

At the beginning of 2006, it was recognised that CPS needed to become more proactive, to gain access to a wider range of expertise and resources, and to establish clear parameters for service delivery.

Following a re-alignment, CPS is repositioning to provide faster, more responsive service to staff requests. The ability to deliver better quality advice and management of the portfolio overall ensures greater protection of the University’s assets.

The appointment of panels of leading external specialists, including property advisers, consulting engineers and project managers, delivered new skills and knowledge of current best practice to the University. Improved client service was further enhanced by the establishment of measurable service level agreements.
To provide the quality assurance and the financial and risk management processes essential to the management of such a complex property portfolio, a series of processes and checks were put in place. These ensure that all projects undertaken are properly scoped, briefed, designed and implemented to reduce unnecessary and costly remedial work or maintenance at a later date.

Other initiatives in 2006 include:

- commencement of a term contracting program for contractors servicing the campus, allowing the University to capitalise on economies of scale and benefit from reduced administrative demands
- commencement of environmental audits for the Camperdown and Darlington campuses
- completion of a condition survey and introduction of a building star rating system to ensure all properties meet the University’s standards and to form the basis of an asset management program
- improvements to the planning and budgeting process across the University, and
- improvements to workflow and client service processes to speed up time to serve and seek unit cost reductions.

Investing in the future

The cost savings delivered by better management of the University’s property portfolio allows investment in the future and provides an opportunity to transform the quality of the University’s environment significantly.

To that end, a strategic master planning process commenced in the latter half of 2006 with an ongoing consultation process. This process is being undertaken initially with key stakeholders and progressively with staff. This approach recognises that the University is not an isolated collection of buildings; rather, it strives to be an essential part of the local community, an open city within a city.

### Key Campus Property Service achievements, 2006

<table>
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<tr>
<th>Area</th>
<th>Goal</th>
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<tr>
<td>Improvement in client satisfaction</td>
<td>New front office/back office structure resulting in better coordination of services</td>
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<td>Initial key performance indicators agreed for all service-level agreements</td>
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<td></td>
<td>Improved speed of service delivery</td>
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<td></td>
<td>Reduced cost of service delivery</td>
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<td>Establishment of temporary precinct managers</td>
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<td>Quality and management processes</td>
<td>Project progress and risk mitigation reports produced for all projects over $50,000</td>
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<td></td>
<td>Increased business controls</td>
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<td></td>
<td>Establishment of panels of leading, external specialist property advisors, project and cost managers and consulting engineers</td>
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<tr>
<td>Expense management</td>
<td>Review of systems to allow better management and reporting on development programs</td>
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<td></td>
<td>Consolidation of individual contractors across the University resulting in significant cost/administration savings</td>
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### Campus 2010

The Campus 2010 program is a major undertaking which will integrate the University more comfortably into its surroundings. It will make the most of neighbouring Victoria Park and ensure the campus is more accessible to staff, students and the community, particularly during evenings and weekends.

The Campus 2010+ Building for the Future program unites a collection of five individual projects that will complement and transform the heart of the University’s Camperdown and Darlington campuses. These projects are:

- Faculty of Law building
- Sydney Central building
- Public domain upgrade
- School of Information Technologies building, and
- School of Geosciences consolidation.

Construction has started on each of the five projects.
Scheduled for completion between now and 2010, the developments will provide state-of-the-art facilities for students and teaching staff, including computer-based teaching laboratories, a mock court room and new law and science and technology libraries.

Modernisation work will provide upgraded laboratory and research facilities to support our world-class researchers. Access to the campus will be significantly improved, with a particular focus on providing accessibility for people with disabilities. Staff, students and members of the community will be able to enjoy new landscaped spaces, coffee shops and tree-lined access routes while on campus.

**Environmental performance**

During 2006, energy audits were undertaken for the Camperdown and Darlington Campuses. Building star-rating systems were also introduced. Other achievements included:

**Reducing generation of waste**
- Hazardous waste reduction through changes in chemical purchasing and handling.
- Leasing of office equipment including computers/printers, to reduce the dumping of unwanted goods, which are instead returned to the supplier at the end of the lease period.
- Procurement of printing equipment capable of duplexing.

**Use of recycled material**
- Specifying the inclusion of recycled content in a new paper tender.
- The promotion of green office supplies in stationery catalogues.
- The use of copy/printing paper containing recycled content by the University Publishing Service, University Library, and other faculties.

**Resource recovery**
- Waste from C2010 buildings demolition was recovered and recycled.
- A new hazardous waste collection was implemented to send items such as batteries away for specialist disposal and/or recycling.
- An e-waste recycling program diverted more than 120 cubic metres of electronic waste from landfill sites. In total, 821 CRT monitors, 639 CPUs, and 137 printers as well as 856 peripherals – keyboards, mice, scanners, facsimiles and telephones – were collected.

**Award for water billionaire**

Grahame Pepper, the University’s water and energy manager, earned a NSW Government Energy and Water Green Globe Award for a series of initiatives that have saved more than 1.2 billion litres of water in the past 12 years.

Most of the savings have been achieved through simple initiatives such as waterless urinals, air-cooled chillers, pressure limiters and aqualock washers.

Mr Pepper saved enough water to supply the University for three years. He was able to cut the amount of water used by the University’s chemistry building by a massive 60 per cent.

His expertise in cutting water use has seen Mr Pepper invited to give formal lectures on the subject. Outside the University he is involved in the Moore Reserve Wetland Scheme, where he helps improve stormwater management and reduce the amount of pollution entering the Georges River.

The Energy and Water Green Globe Awards were set up to recognise and reward leadership and commitment in the sustainable use of energy and urban water in NSW. The scheme is in its eighth year.

— Claudia Liu