



Customer Profile

Melbourne Airport

Customer

Australia Pacific Airports (Melbourne)
Pty Ltd (APAM)

Term

10 years (2018 - 2028)

Value

\$13m p.a. (including \$11.8m p.a. for FM
and \$1.2m p.a. for Civil Hydraulics)

Location

Melbourne, VIC

Managed Facilities Maintenance Services & Civil Hydraulic Maintenance Services Contracts

Melbourne Airport is Melbourne's aviation gateway and gives many people their first impression of Australia's growth capital. Over 35 million passengers annually and 30% of Australia's air freight pass through the Airport, and 20,000 people work there daily. The Airport is the only one in Australia to operate on a 24/7/365 basis, making it a key part of Melbourne and Australia's critical infrastructure.

Programmed operates through two contracts with Melbourne Airport's owner and operator, the Australia Pacific Airports (Melbourne) Pty Ltd (APAM) – the Facilities Management contract which services Terminals T1, T 2, T 3 and T4, as well as the Cargo Park and Business Enterprise Park and the Civil Hydraulics contract which looks after the airport's water, sewer and stormwater network. Both contracts commenced in 2018 and require a comprehensive range of services via a team of on-site management, in-house trades.

Programmed brings to APAM its expertise in maintaining high profile controlled public environments, and a proven facilities and asset management solution which holistically applies the principles of ISO 55001. Programmed is able to realise synergies by sharing existing resources assigned to the FM contract, benefiting the Airport through cost savings and a simpler customer interface. Both contracts utilise the 24/7 Helpdesk.

Contract history

Since contract commencement in July 2018, Programmed has been providing a comprehensive range of services via a team of on-site management, in-house trades, specialist subcontractors and corporate support. Programmed is bringing APAM its expertise in maintaining high profile controlled public environments, and a

principles of ISO 55001.

After a successful transition of the Managed Facilities Maintenance Contract, Programmed was subsequently awarded a separate Civil Hydraulic Maintenance Services Contract for Melbourne Airport in 2018.

Scope of services

Programmed's involvement at APAM is separated into two services – FM of the terminals (2, 3 and 4) and the Civil Hydraulics contract which includes the water, sewage and stormwater network across Melbourne Airport. With 89 buildings in total, the main terminal is the largest single building in Australia.

Services provided as part of the FM contract include:

- ▶ Contract management and administration services
- ▶ Helpdesk (FM Office and Airport Control Centre)
- ▶ Planned preventative maintenance and unscheduled repairs
- ▶ Asset management
- ▶ Minor and capital works
- ▶ 24/7 operational support.

Services provided as part of the Civil Hydraulics contract include:

- ▶ Planned preventative maintenance
- ▶ Reactive maintenance
- ▶ Essential maintenance compliance checks
- ▶ Project support (site supervision and management)
- ▶ Budgeting support (asset replacement works)
- ▶ First response for help desk calls
- ▶ Annual life cycle and condition reports
- ▶ Maintaining Geospatial Information system (GIS) data.

Approach to knowledge transfer

Programmed runs an Airport Community of Practice (COP) initiative where contract representatives from the airports industry periodically meet to share ideas, which are then shared with Programmed's clients to explore new innovative ways to improve its asset performance and customer experience. The COP provides an opportunity for industry experts to leverage insights and explore methodologies to adopt, adapt, modify and implement to the benefit of other contracts.

A Joint Leadership Team has been established with the Airport representatives to best support an integrated approach to managing this contract. Programmed provides APAM with enhanced data quality and levels of detail for all assets with real-time reporting to support effective evidence based decision making.

Successful mobilisation and transition

Programmed's early commitment to the success of the contract was achieved through the application of an efficient and timely transition process to recruitment, team building and internal culture development. We leveraged our understanding of collaboration through other key contracts to collaborate with Melbourne Airport to improve their system maturity by using our Maximo system and mobility solution. Key elements to our mobilisation success are as follows:

- ▶ Recognition from within both the aviation and FM industries of the mobilisations success, even noted by an FM executive as one of the 'best they'd seen in 30 years'
- ▶ It has been characterised by the successful integration of Programmed and the Airport's asset management systems. This integration is critical to the effective, real time management of assets
- ▶ Programmed has already been awarded additional works including the

"Programmed provide a great service and make our goals their goals - when we are working to a common goal this really works well."

Although we engage Programmed as a service provider, they treat our property and assets as if they are their own and are always willing to do what is required no matter how difficult the task is!"

– Sandra Spiric, Landside Facilities Coordinator (Melbourne Airport)

"Programmed has a strong commitment to their client"

– Murray Smallhorn, Utilities Maintenance Manager (Melbourne Airport)

"They have a great culture, leadership and teams."

– Tela Huynh, Facility Manager – Terminals (Melbourne Airport)



- ▶ delivery of Civil Hydraulic Maintenance Services, a testament to APAM's confidence in our ability and experience in maintaining critical infrastructure
- ▶ The introduction of Power BI as part of our reporting is providing Melbourne Airport with timely and relevant data to their desktop.

Asset register

Programmed's team inherited an incomplete asset register for the FM services, and maintenance routines that were associated to locations, and not assets. We recruited an Asset Manager into the organisation to lead an asset verification project and rebuild the asset register and preventative maintenance program, managing this process as a priority over the first six months of the contract.

Site familiarisation

One of the greatest challenges for new staff in a large operating environment is familiarisation and orientation. This was a major challenge for our team at Melbourne Airport, which we overcame with a multi-day familiarisation process. As part of this we allow our trades teams to walk through the terminals at their own pace, identifying assets and becoming familiar with layout and security protocols, before they commence delivering services.

Partnering with Nukon

Programmed explored an opportunity for integration and utilisation between APAM and Nukon with relation to tracking data including aircraft ground movements, passenger flow and event notifications and overlaying Programmed's Maximo system will enhance our approach to works scheduling, resource planning, first responder duties, work order placement, and critical asset monitoring.

With a greater understanding of human movement, flight scheduling and other activities across the Terminals and Landside areas Programmed will be able to operate more proactively ahead of that movement, as well as modify our response to events in real-time. With enhanced awareness of operations and events taking place across the airport will enable improved decision-making for maintenance schedulers to avoid impeding airport activities such as passenger flow.

Lighting replacement

After an energy audit Programmed was engaged by the Melbourne Airport to reduce the electricity consumption of the car parks through decreasing the energy output of the existing lighting design while maintaining compliant Lux levels across the Car Park. Programmed supplied and fitted led lights, emergency batters, voltage reduction units and Lux sensors which turn off lights during the day when sunlight is sufficient.

Triple 100 milestone

Since mobilising at the Melbourne Airport in 2018, Programmed's Service Delivery Team has worked tirelessly to exceed expectations. At the end of January 2019 they marked a 'triple 100' milestone through their achievement of 100 days LTI free, 100% of P1 responses actioned within 30 minutes, and 100% preventative maintenance plans completed. This is a testament to the strong

customer-focused culture Programmed is delivering to the Airport which is sure to deliver many more good news stories moving forward.

Working in a high profile environment

The round-the-clock operating environment, and high volume passenger and freight throughput requires services to be delivered with minimal disruption, safely, securely and supporting operational continuity. Programmed has enacted the following to ensure that the day to day operations of the Airport continue without disruption:

- ▶ Our stakeholder analysis and engagement with incumbent staff and key Airport representatives during mobilisation has provided a strong foundation for identifying service expectations and communicating effectively during the operating term
- ▶ Customised maintenance programs for critical assets deliver a higher standard of inspection, testing and monitoring
- ▶ A comprehensive suite of operational Safe Work Method Statements for planned and unscheduled activities incorporating risk assessments that consider the impact on Airport functions and identify mitigation strategies when delivering services
- ▶ A 'no surprises' approach to service delivery keeps the Airport and relevant stakeholders informed of all maintenance activities. A high level of collaboration effectively supports planning, particularly for major events (e.g. school holidays, Melbourne Cup)
- ▶ Service delivery is flexible to meet the needs of the Airport's 'operating day', including delivering planned activities outside of peak operating hours. Our staff roster provides for on-site responsiveness at all times
- ▶ All staff and subcontractors receive specific training on the unique safety and security issues that exist in the Airport environment, including avoiding harm to anyone in the Airport or causing security concerns that disrupt operations.

Partnership with APAM

Programmed delivers APAM with:

- ▶ A strong focus on safety that targets zero harm to Airport users, APAM staff, our team and Subcontractors
- ▶ Continuous attention and care to delivering excellent customer service
- ▶ Effectively managed and delivered FM Services using an onsite team supported by qualified Subcontractors to maintain operational continuity
- ▶ Leverage our broader Programmed capability - PET, PSW and PPS, particularly for projects
- ▶ A high standard of service quality and performance from all personnel and Subcontractors
- ▶ Enhanced data quality and levels of detail for all assets with real-time reporting to support effective evidence based decision making
- ▶ Established procedures for monitoring and reporting of performance in critical infrastructure environments.