



ASSET MAINTENANCE POLICY

PROPERTY AND FACILITIES DIVISION

THE UNIVERSITY OF QUEENSLAND



CERTIFIED QUALITY
MANAGEMENT SYSTEM
ISO 9001
Reg. No. 7500



CERTIFIED SAFETY
MANAGEMENT SYSTEM
AS 4801
Reg. No. 7500



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PROPERTY AND FACILITIES ASSET MAINTENANCE POLICY

1.0 INTRODUCTION

The University of Queensland (UQ) owns and operates an extensive portfolio of buildings and land assets utilised to deliver its teaching and research programmes. This document provides a management framework to ensure that these assets are maintained effectively to support the University's strategic objectives. This document also presents a consistent approach to the maintenance of all UQ assets and defines the roles and responsibilities of the Property & Facilities Division (P&F).

2.0 PURPOSE

The purpose of this document is to outline the roles and responsibilities of P&F and define funding allocation responsibilities to achieve effective maintenance of University assets.

3.0 OBJECTIVES

The objectives of this policy are to:

- clarify maintenance responsibilities for land and building assets;
- specify the minimum requirements for the management of maintenance;
- ensure that assets are adequately maintained;
- ensure that associated risks are effectively managed;
- statutory compliance;
- ensure that land and building assets perform effectively and efficiently throughout their service life;
- appropriate decisions are made in selecting maintenance strategies; and
- ensure that a sound basis exists for the allocation of maintenance funds.

4.0 SCOPE AND RESPONSIBILITIES

P&F generally is the sole provider of maintenance services for University facilities. As the University is the owner of land and building assets, P&F is responsible for:

- (a) acting as 'building owner' in respect to asset management and compliance with statutory and regulatory building requirements;
- (b) the maintenance and repair of the plant, equipment and services set out in Column 2 of Appendix A of this document; and
- (c) setting up Service Level Agreements or Memorandum of Understandings where additional requirements are required outside this Asset Maintenance Policy.

Building occupants are responsible for:

- ensuring that facilities are kept in a safe and tidy condition;
- reporting building related faults to P&F Works Control Centre;
- funding building related work that falls outside the scope of this maintenance policy; and
- equipment owned by School or Faculty.

Facilities that fall outside P&F's responsibility are:

- facilities not owned by the University;
- some domestic residences;
- UQ Staff and Graduates Club; and
- lease areas – refer to individual lease agreements.

5.0 POLICY

5.1 Preamble

Maintenance funds will be used to achieve the greatest benefit for University buildings and associated infrastructure. Within the constraints of available resources, University facilities will be maintained to the best standard possible while meeting statutory obligations and the operational needs of the University community. Choosing between the many competing demands on these maintenance funds is a difficult and demanding task, especially in a climate of increasing costs brought about by factors such as more stringent legislation, rapid growth in the building stock, extended academic programmes and the increasing ratio of research space to teaching space.

Maintenance funding is prioritised within budget levels and will be allocated in consideration of the following factors:

- statutory compliance;
- workplace health and safety;
- risk management;
- asset life cycles;
- impact on teaching and research programmes;
- public appearance; and
- property loss/damage.

5.2 Maintenance Standards

Each facility will be allocated an Importance Rating of 1- 5 (refer AAPP Guidelines for Strategic Asset Management). Maintenance standards will vary depending on the importance of the facility as per the guide below:

1	Not important	Carry out only essential maintenance
2	Low importance	Defer non-essential maintenance where possible
3	Fair importance	Carry out maintenance based on risk assessment
4	Important	Maintain to the best standard that resources allow
5	Very important	Maintain to a very high standard

In relation to rating 5, there will always be some buildings and facilities which, because of their importance, their prominence, aesthetic value or historical significance, must be maintained at a higher standard than that prevailing elsewhere in the University.

5.3 Maintenance Categories

- **Preventive maintenance** is maintenance which is carried out to prevent an item failing or wearing out by providing systematic inspection, detection and prevention of incipient failure. Preventative maintenance is usually programmed.
- **Statutory maintenance** is when plant such as lifts, fire systems, fume hoods and air conditioning systems are serviced and maintained in accordance with legislative requirements.
- **Corrective maintenance** can be defined as maintenance that is required to bring an item back to working order when it has failed or worn out.
- **Backlog maintenance** is maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.

5.4 Maintenance Strategies

- **Preventive maintenance** - Preventative maintenance tasks are programmed in PROFIT and work orders are automatically generated for the relevant trade supervisor as required. Preventative maintenance work is prioritised to undertake intervention action to reduce failure and of plant and equipment before it wears out. The preventative maintenance schedule under PROFIT is reviewed by trade supervisors and new items added as new plant is commissioned.
- **Statutory maintenance** - Various Federal and State Acts and Local Government local laws require P&F, as the building owner, to undertake specific tasks to ensure that facilities are fit for purpose and safe to use e.g. RCD testing, lift maintenance, air conditioning and fume hood servicing. Statutory maintenance is generally contracted out under comprehensive maintenance contracts to ensure that it is performed as required by law and signed work sheets are provided to P&F verifying that the tasks have been performed.
- **Corrective maintenance** – This is handled via P&F’s work request system within the relevant trade supervisors budget if less than \$10,000. Larger jobs will be funded from other programmes. Prioritisation of corrective maintenance works will be as per Maintenance Standards 5.2.
- **Asset Management Plan** - A five yearly programme designed to address major building repairs and replacement. The Asset Management Plan is generally used for building structure repairs, roof replacement and major fire system replacement.
- **Backlog maintenance** - The University’s backlog maintenance liability is estimated each year by P&F. An annual **Deferred Maintenance Programme** has been set up to address high priority backlog maintenance items. The Deferred Maintenance Programme is normally used to replace building elements that are at an end of their life cycle e.g., air conditioning systems, leaking and rusted roofs etc.

5.5 Funding Responsibilities

P&F 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. Building occupants may choose to fund maintenance work if they require the work sooner than normal maintenance programmes can provide.

Appendix B illustrates how building works are normally funded.

5.6 Facilities Assessment

A facilities audit will be carried out by P&F on University owned facilities each year. Audits will be carried out in accordance with AAPPA “Guidelines for Strategic Asset Management – How to Undertake a Facilities Audit, Edition 1: October 2000”. The audit scope will encompass assessment of compliance with statutory requirements, condition of the facility, functionality and space utilisation. Where resources are available, audits will be carried out as follows:

Level 3	Detailed audit
Level 2	Walk through audit
Level 1	Desktop audit

Each facility should undergo a Level 2 or Level 3 audit every 5 years and a Level 1 audit each intervening year. Level 3 audits are usually undertaken by consultancies to provide a comprehensive report for maintenance and to provide a basis for rehabilitation projects.

Building maintenance deficiencies will be identified and placed on appropriate works programmes (e.g. Corrective Maintenance, Deferred Maintenance, Rehabilitation, Capital Management Plan, Minor Works etc.).

5.7 Maintenance Procurement

All statutory and preventive maintenance services will be procured in accordance with the Queensland Government State Purchasing Policy. Form PF212 (Attachment A) is to be used for tender evaluation of maintenance service contracts. These contracts are to have measurable performance indicators established and performance reviews carried out on a regular basis. 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 State Purchasing Policy.

Corrective maintenance is predominantly carried out by P&F staff. Private contractors are also used for specialist work or for where internal resources cannot deliver the work within a reasonable timeframe.

5.8 Maintenance Priorities

All works requests received by the Works Control Centre are assigned a priority rating. The Works Control Centre determines the priority based on information received from the requestor. Priorities are allocated by the category the work requested falls into.

Each priority has a response time which has been outlined below. A response time is the time it takes maintenance 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 summer months Refrigeration can receive over 2000 work requests.

Remember, you may not see the trades staff respond to your request due to the type and location of the work.

Priorities are listed on a 1-4 rating, with 1 being the highest priority and 4 being the lowest priority. Table 1 below is a list of each priority with the categories outlined.

Table 1

<p>Priority 1 Response: Within 1 hour (during normal working hours)</p> <p>Within 2 hours (after hours) Categories are: Serious safety or environmental hazard/incident Irreplaceable/catastrophic loss to teaching and research Serious asset damage (e.g. fire / major leaks which may include water, gas) Widespread loss of power Animal welfare</p> <p>The objective for priority 1 is: Make safe and minimise damage. In all cases P&F will attend ASAP.</p>
<p>Priority 2 Response: Within 2 working days</p> <p>Categories are: Low risk safety hazards Replaceable loss to teaching and research (consult academics) Malfunction of equipment</p>
<p>Priority 3 Response: Within 5 working days</p> <p>Categories are: Asset requires maintenance – not urgent Minimal risk to teaching and research and operations</p>
<p>Priority 4 Response: No specified response time</p> <p>Categories are: Routine maintenance Programmed work Work scheduled as per agreement with customer</p>

5.9 Maintenance Performance Management

Key Performance Indicators (KPIs) will be monitored to ensure that the delivery of maintenance services meets desired standards. These KPIs are detailed in Table 2.

Table 2

KPI	Measure	Target
Response Time	Time responded as per Table 1	Achieve minimum of 90% of specified response times.
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%
Condition Auditing	% of buildings audited by due date.	100%
Maintenance Customer Service Rating	% score from customer surveys.	Minimum 3.5

5.10 Works Control Centre

All maintenance requests/faults are to be reported to the P&F Works Control Centre (WCC) via:

Extension: 52222

Email: wcc@pf.uq.edu.au

- St Lucia
- Herston
- PA Hospital
- Heron Island
- Dentistry
- JKMRC
- Dayboro
- Kenilworth
- PACE
- Mt Cotton
- Redland Bay
- Stradbroke Island
- UQ Business School
- Customs
- House
- Pinjarra Hills

Extension: 50226

Email: gattonwcc@pf.uq.edu.au

- Gatton
- Ipswich
- Roma
- Goondiwindi
- Toowoomba
- Oakey

The WCC is open from 7.30am to 4.00pm Monday to Friday. Outside these hours, Security receive all phone requests and if required, call out the relevant on-call staff member/contractor (as per callout register PF137). If no call-out is required, Security email WCC with relevant work request information.

The maintenance work flow is summarised in the attached flow chart in Appendix C.

Customers are able to follow-up the status of work requests via <http://www.pf.uq.edu.au/wcc.html> or by calling WCC on the numbers listed above.

WCC is committed to maintaining a high level of customer service. Feedback is welcomed via our customer services questionnaire located at <http://www.pf.uq.edu.au/wcc.html> or by contacting the Operations Coordinator on ext 52156 or email wcc@pf.uq.edu.au. Service complaints should in the first instance be directed to the Operations Coordinator.

5.11 Charges for extra services

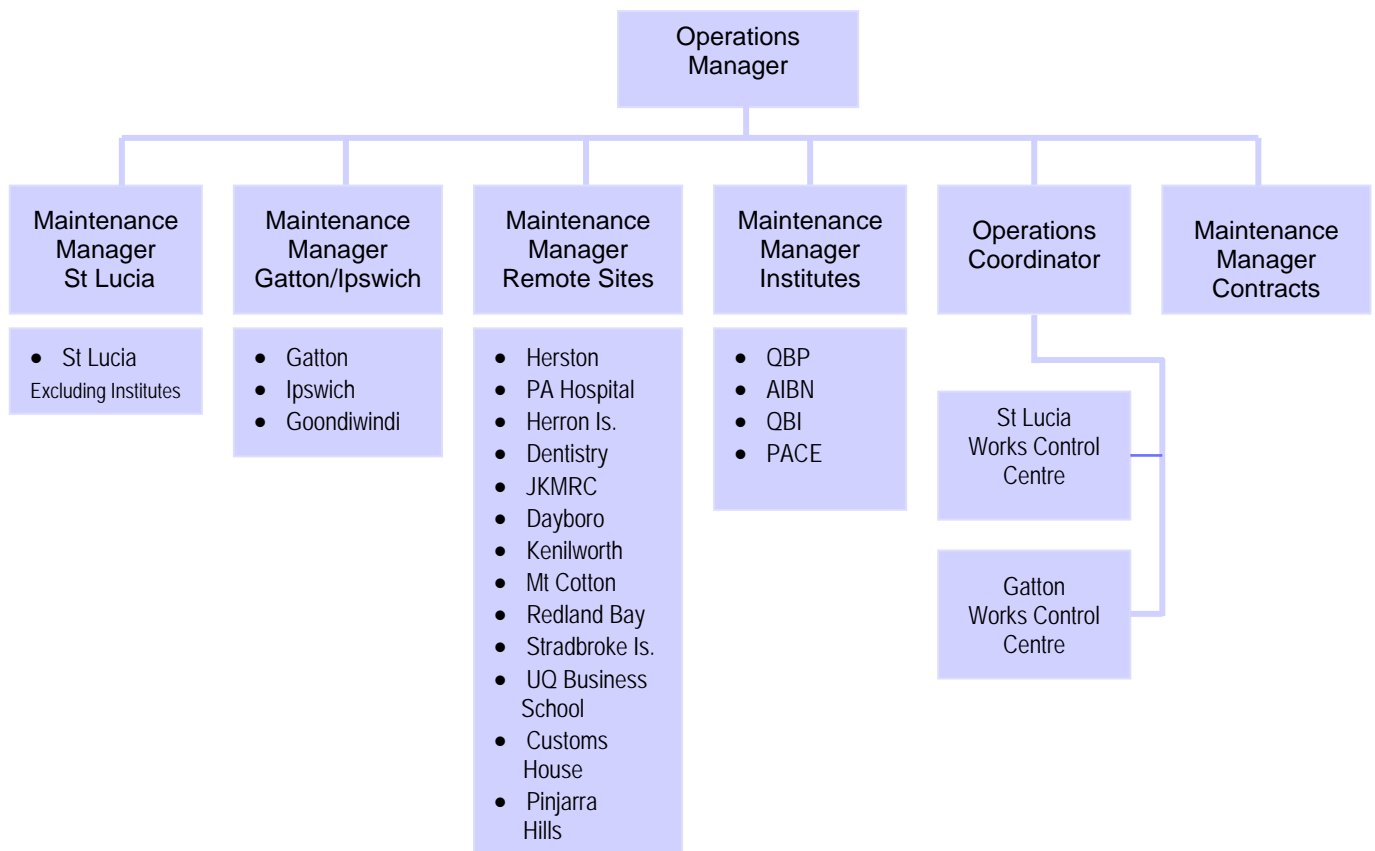
Charges will apply for services provided by P&F maintenance that fall outside the parameters of this maintenance policy. Appendix A details funding responsibilities for building related works.

Maintenance services will be delivered either in-house or assigned to service contractors. For work carried out by P&F maintenance staff a flat hourly rate will be applied. This rate is reviewed periodically at the Director, Property and Facilities, discretion.

In the instance a service contractor is engaged, maintenance work will be charged at cost. The cost of supervisory staff utilised in the delivery of works requests external to this maintenance policy are not included in recovery unless they are actually providing the labour to undertake the task.

All new work requests submitted to WCC must be accompanied by a completed PF108A.

5.12 Property and Facilities Maintenance Structure



5.13 Review Period

This policy will be reviewed every two years by the Operations Manager as part of the P&F Integrated Management System.

6.0 Glossary

Asset Management – A systematic approach to the procurement, maintenance, operation, rehabilitation and disposal of one or more assets which integrates the utilization of assets and their performance with the business requirements of asset owners or users.

Facility – A complex of buildings, structures, roads and associated equipment, such as a hospital, school, shopping centre, or the like, which represents a single management unit for financial, operational, maintenance or other purposes.

Facilities Condition Index (FCI) – The current condition of the asset measured relative to its as-new condition. The FCI is determined by the formula: $FCI = 1 - (\text{Backlog Maintenance}/\text{ARV})$

Maintenance Index – Recurring maintenance expenditure as a percentage of asset value.

Preventive Maintenance – The actions performed to retain an item or asset in its original condition as far as practicable by providing systematic inspection, detection and prevention of incipient failure. Preventive maintenance is normally programmed, for example as “predetermined preventive maintenance”.

Corrective Maintenance – The actions performed, as a result of failure, to restore an item or asset to its original condition, as far as practicable. Corrective maintenance may or may not be programmed.

Deferred Maintenance – Maintenance which is due to be carried out in the current financial year but which will not be carried out because of a shortage of funds or unavailability of parts. Deferred maintenance should be added to the backlog of maintenance items awaiting attention.

Backlog Maintenance – Maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.

Statutory Maintenance – Maintenance that must be carried out to meet statutory requirements.

Fair Wear and Tear - Reasonable use of the building and fixtures by the tenant and the wear and tear imposed due to the operation of natural forces.

Definitions taken from Glossary of Building Terms, Standards Australia (2004) and Residential Tenancy Act 1997.



A handwritten signature in blue ink, appearing to be 'G. Dennis', followed by a long horizontal line.

Geoff Dennis
Acting Director,
Property & Facilities Division

21/07/09
Date

Appendix A

Funding Responsibilities for Maintenance Services

Column 1	Column 2	Column 3	Column 4
Responsibilities			
Funding Account	P&F	Faculty/ Other	Comments / Examples
Building Element			
Sub-structure	✓		Building footings, in-ground services located under building.
Building structure	✓		
Internal Fittings Portable		✓	Photo frames, clocks, mirrors, internal plants, whiteboards, pinboards.
Fixed	✓		Curtains, drapes, blinds.
Internal Fittings/Public Areas	✓		Soap dispensers, paper towel dispensers
Internal Finishes	✓		Toilet roll holders, carpets, floor coverings, painting, wall coverings, carpets, vinyl, painting, wall coverings (<i>due to fair wear and tear</i>).
Fixed Furniture	✓		Workstations anchored by services provided
Faculty Furniture		✓	Filing cabinets, bookshelves, chairs, etc.
Loose Furniture/Seating		✓	
Service Elements			
Fixed Electrical Lighting	✓		
Portable Lamps		✓	Desk lamps
Fixed Power Outlets	✓		
Portable Power Outlets		✓	Powerboards
Power Generators Fixed	✓		
Portable		✓	
Electrical Lighting and Power Systems	✓		
Building Reticulated Services	✓		Chilled water, power, water
Fixed Reticulated Services			
• Water Polishers	✓		
• RO Water	✓		
• Supply Lines	✓		
• Pressured Gas Lines	✓		
• Carbon Dioxide	✓		
• Natural Gas	✓		
• Vacuum	✓		
• Diesel Fuel	✓		
• LPG	✓		
• Nitrogen	✓		

Column 1	Column 2	Column 3	Column 4
Responsibilities			
Funding Account	P&F	Faculty/ Other	Comments / Examples
Non-Fixed Reticulated Services			
• RO Water		✓	
• Supply Lines		✓	
• Pressured Gas Lines		✓	
• Carbon Dioxide		✓	
• Natural Gas		✓	
• Vacuum		✓	
• Diesel Fuel		✓	
• LPG		✓	
• Nitrogen		✓	
• Gas Bottles		✓	
• Filling of Gas Bottles		✓	
Hot Water Infrastructure Portable		✓	
Fixed	✓		Commercial dishwashers, process chillers, water tanks and pumps, water heaters.
Air conditioning/ventilation	✓		Where installed in building and not portable
Fire Protection Systems	✓		
Security Systems	✓		
Asbestos Materials Portable		✓	
Fixed	✓		
Automatic Doors	✓		
Lifts	✓		
Lock Repair Portable		✓	
Fixed	✓		
Lock Replacement Portable		✓	
Fixed	✓		
Key Replacement Portable		✓	
Fixed	✓		
Site Elements			
Site Works	✓		Roads
External Structures	✓		Fences, fixed garden furniture
External Services	✓		Drainage, power distribution
Grounds Maintenance	✓		Includes irrigation, ovals
Outdoor Equipment Fixed	✓		Excludes URAC equipment (<i>refer to UQ URAC Agreement</i>).
Portable		✓	
Other			
Fixed Plant	✓		Fume cupboards, registered autoclaves, walk-in freezers/coldrooms/growth cabinets

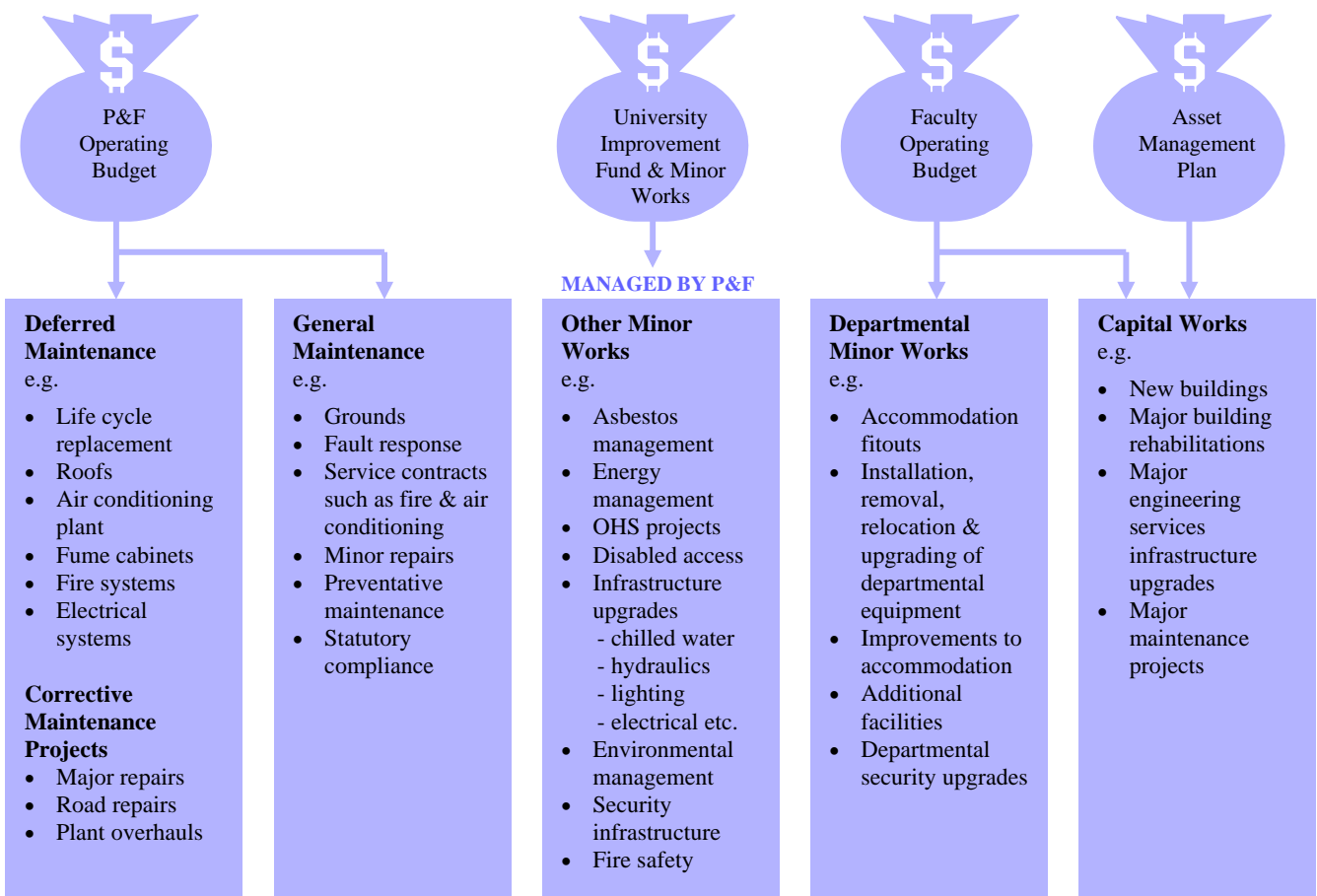


Column 1	Column 2	Column 3	Column 4
Responsibilities			
Funding Account	P&F	Faculty/ Other	Comments / Examples
Department Equipment – Fixed		✓	Biohazard units, laminar flow, workshop equipment & plant, scientific test rigs
Portable Equipment (including testing and tagging)		✓	
Telephones & Data, AV Equipment, TV outlets, antennae, satellite dishes		✓	
Signs Fixed Directional	✓		
Traffic Signage	✓		
Signs Loose and Corporate		✓	
Kitchen equipment		✓	

Appendix B

Funding for Building Works

The funding for Property and Facilities related work can sometimes be confusing because different types of work are funded from different sources. This confusion often creates conflict as various groups compete to obtain funds for their particular areas and interests. The main areas of conflict are between maintenance and new works (capital and minor works projects), and between Faculty and P&F funded minor works projects. To help overcome this problem, the model below illustrates how funds are allocated in relation to building works.



MAINTENANCE

- Repairing, maintaining and replacing existing assets.

MINOR

- Creating new assets
- Improving or extending existing assets
- Bringing items up to statutory compliance

CAPITAL

- Creating new assets
- Improving or extending existing assets
- Bringing items up to statutory compliance

Appendix C

Funding for Maintenance Works

