

Maintenance Management

Management of building maintenance is a fundamental part of strategic asset management. Building assets must be properly maintained in order to support service delivery needs. There are substantial long term benefits of good maintenance management including:

- assets will perform better
- their life will be extended
- operating costs will be reduced
- users/community members will have a favourable perception of government services.

Consistency in the approach to the management, planning and delivery of maintenance is essential for the Government's ability to monitor the condition of its assets and project future maintenance requirements.

The [Maintenance Management Framework](#) (MMF), the whole-of-Government policy for managing building maintenance, is supported by the following guidelines and policy advice notes which are available on the Department of Housing and Public Works' website:

Guidelines

- *Building Condition Assessment*
- *Building Maintenance Budget*
- *Building Maintenance Policy, Standards and Strategy Development*

Policy Advice Notes

- *Capital or Expense? A guide for asset and maintenance managers*
- *Minimum Maintenance Funding Benchmark for Annual Departmental Budget*
- *Scope of Building Maintenance*

In this guideline, the term 'agency' is equivalent to 'department' (as defined in s8 of the [Financial Accountability Act 2009](#)).

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Under the MMF, the Department of Housing and Public Works has both a policy and operational role.

Departments have specific roles and responsibilities including:

- establishing a departmental maintenance policy, a maintenance strategy and maintenance plans and work programs that comply with the MMF and incorporate their service delivery objectives (service delivery objectives should be reflected in the condition standards to which the buildings are to be maintained)
- adopting a maintenance strategy which must incorporate a balance of planned and unplanned maintenance
- undertaking condition assessments by site inspection at least every three years. However, buildings which have been impacted by a natural disaster should be fully assessed as soon as practical after the event. Information collected from condition assessments is useful for identifying maintenance demand in respect of short and long term maintenance planning. It can also facilitate scheduling and coordinating maintenance works with refurbishment and alteration projects undertaken by departments
- performance monitoring and reporting of maintenance including establishing proper protocols, processes and systems for retention of maintenance information reporting.

A thorough understanding and implementation of the key concepts used in the MMF will facilitate consistency in terms of maintenance outcomes, building performance, risk management and strategic decision making. These concepts include:

- the meaning of 'maintenance', 'condition standards', 'building condition assessment'
- classification of maintenance work - e.g. 'planned maintenance' and 'unplanned maintenance'. The respective subcategories of 'preventative service maintenance', 'condition-based maintenance', 'statutory maintenance'; 'corrective and breakdown maintenance' and 'incident maintenance'
- 'deferred maintenance' and the impact on risk
- planning of maintenance work based on condition programs, existing programs, historical data and agency asset planning.

The contribution of maintenance to overall building performance is considerable. Information from maintenance assessments of existing buildings is useful to asset planning and design and construction processes for any subsequent capital works investments. Decisions related to the material selection and design layouts (which may require additional provisions to enable access for maintenance purpose) have a significant impact on a building's maintenance expenditure. Buildings should be designed for ease of maintenance to ensure more economical life-cycle costs.

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The suite of guidelines which comprise the *Strategic Asset Management Framework* (available online at www.hpw.qld.gov.au) is organised under the following categories:

1. **Overview** - explains the principles and concepts of strategic asset management as they apply to buildings.
2. **Guidelines** - expand on key aspects of strategic asset management to inform decisions over the entire life-cycle of the asset.
3. **Decision-making methodologies and guidelines** - support agencies to implement best practice strategic management of buildings.

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Second Edition - incorporating content from Maintenance Management (ISBN 0 7242 7812 5) and Maintenance Strategic Planning (ISBN 0 7242 6951 7) originally published in the Strategic Asset Management - Best Practice Guidelines

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