Strategic maintenance planning shall be carried out to identify the medium and long term maintenance obligations and requirements for buildings and supporting infrastructure.

The Annual Maintenance Plan details the maintenance program of works to be funded and progressed for the forthcoming financial year.

Backlog maintenance management is part of the maintenance strategy for buildings and infrastructure.

Building and Infrastructure Maintenance Policy

Implementation Standard for Maintenance Planning

1. Purpose
This Implementation Standard identifies the minimum requirements for maintenance planning for buildings and supporting infrastructure to ensure they meet all legislative requirements, government policy and best practice requirements.

2. Scope
This Implementation Standard applies to all Queensland health service districts and corporate office divisions (who have building asset owning responsibilities), their employees, service providers and suppliers responsible for the management, operations and maintenance of Queensland Health owned or managed buildings and infrastructure.

This Implementation Standard applies to Queensland Health owned or managed buildings, infrastructure and equipment but does not apply to Health Technology equipment and Information Communication Technology equipment.

3. Supporting documents

Authorising Policy:
- Building and Infrastructure Maintenance Policy

Protocols, Procedures, Guidelines
- Backlog Maintenance Management Procedure

Forms and templates
- Annual Maintenance Plan Template
- Strategic Maintenance Plan Template

4. Related documents
- Maintenance Management Framework (MMF)
- Capital Works Management Framework (CWMF)
5. **Requirements**

5.1 **Strategic Maintenance Planning**

5.1.1 Health service districts and corporate office divisions shall prepare a Strategic Maintenance Plan to identify the medium and longer term maintenance obligations and requirements for all buildings and supporting infrastructure under their control (including newly commissioned buildings and infrastructure).

5.1.2 Health service districts and corporate office divisions shall align the Strategic Maintenance Plan with the Queensland Health Asset Management Plan and the Queensland Health Services Plan with regard to the performance and maintenance requirements of buildings and infrastructure.

5.1.3 Health service districts and corporate office divisions shall use the Strategic Maintenance Plan template provided by the Health Planning and Infrastructure Division (HPID) and shall include:

- maintenance management issues and strategies
- life cycle replacement issues and strategies
- cost projections and proposed funding strategies
- strategies to ensure statutory requirements are met, health and safety obligations are fulfilled, and technical and operational standards are achieved
- strategies to ensure sustainability and other environmental management requirements are met, and
- linkages and correlations to other plans and programs.

5.1.4 The Strategic Maintenance Plan shall be:

- prepared and provided to HPID by 30 June every third year, and
- approved by the health service district and corporate office division Chief Executive Officer (CEO).

5.1.5 The key performance indicator for strategic maintenance planning will be the provision of the approved Strategic Maintenance Plan to HPID by 30 June every third year.

5.1.6 The health service districts and corporate office divisions shall undertake annual reviews of the Strategic Maintenance Plan and provide any changes to the Plan to HPID by 30 June each year.

5.2 **Annual Maintenance Planning**

5.2.1 Health service districts and corporate office divisions shall prepare an Annual Maintenance Plan to identify proposed maintenance activities for the forthcoming year for all buildings and supporting infrastructure under their control (including newly commissioned buildings and infrastructure).
5.2.2 Health service districts and corporate office divisions shall align the Annual Maintenance Plan with the Strategic Maintenance Plan with regard to the performance and maintenance requirements of buildings and infrastructure.

5.2.3 Health service districts and corporate office divisions shall use the Annual Maintenance Plan template provided by HPID and shall include:
   - details of the allocated budget for a program of works based on the maintenance demand assessment
   - a balance of planned and unplanned maintenance activities, and
   - details of condition assessments, lifecycle replacement assessments, cost estimates, existing programs, and current backlog maintenance information.

5.2.4 The Annual Maintenance Plan shall be:
   - prepared and provided to HPID by 30 June for the forthcoming year, and
   - approved by the health service district and corporate office division Chief Executive Officer (CEO).

5.2.5 The key performance indicator for annual maintenance planning will be the provision of the approved Annual Maintenance Plan to HPID by 30 June each year.

5.2.6 Detail is provided in the Building and Infrastructure Maintenance Funding Procedure regarding the maintenance demand assessment and budget processes.

5.3 Lifecycle Replacement Planning

5.3.1 Health service districts and corporate office divisions shall identify the planned lifecycle replacement date at the time of installation of infrastructure or equipment and enter the planned lifecycle replacement dates into the Computerised Maintenance Management System (CMMS).

5.3.2 Health service districts and corporate office divisions shall review details of infrastructure or equipment three years prior to its planned replacement date.

5.4 Condition Standard Rating

5.4.1 Health service districts and corporate office divisions shall determine a required condition standard rating or the level to which buildings should perform and are to be maintained. The condition standard rating shall be approved by the health service districts and corporate office division CEO.

5.4.2 In determining the condition standard rating, health service districts and corporate office divisions shall consider the building or element’s functional purpose and operating environment, its required physical condition and any future plans for replacement or disposal.

5.4.3 Health service districts and corporate office divisions shall document the required condition standard rating in the CMMS for each building, key building element or equipment item under their control.

5.4.4 Refer to the Maintenance Delivery Implementation Standard for detail regarding use of the condition standard rating in the condition assessment process.
5.5 **Backlog Maintenance Management**

5.5.1 Health service districts and corporate office divisions shall plan and manage backlog maintenance in accordance with the Backlog Maintenance Management Procedure.

5.5.2 Backlog maintenance management activities shall include the identification, risk assessment, on-going management and regular review for unfunded maintenance activities until funding becomes available.

5.5.3 The Building and Infrastructure Maintenance Key Performance Indicator (KPI) Report for Backlog Maintenance summarises backlog maintenance liability and reports on the Facility Condition Index.

5.5.4 The Building and Infrastructure Maintenance KPI Report for Expenditure against Backlog Maintenance shows the level of health service district and corporate office division expenditure against the backlog maintenance list.

6. **Review**

This Standard is due for review on: 30 June 2014.

**Date of Last Review:** New Standard

**Supersedes:** New Standard

7. **Business Area Contact**

Asset and Property Services Branch, Health Planning and Infrastructure Division
8. Responsibilities

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibility</th>
<th>Audit criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair, Health Infrastructure and Projects Executive Committee (HIPEC)</td>
<td>• Endorsement of policy and implementation standards.</td>
<td>• Endorsement within governance arrangements</td>
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<td></td>
<td>• Consideration of physical infrastructure issues and provision of direction where necessary.</td>
<td></td>
</tr>
<tr>
<td>Senior Director, Asset and Property Services Branch, Health Planning and Infrastructure Division</td>
<td>• Policy custodian for policy and associated policy instruments.</td>
<td>• Policy developed and maintained in line with Policy Management Policy</td>
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<td></td>
<td>• Maintain the policy and associated implementation standards and templates.</td>
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<td></td>
<td>• System management and administration of the Computerised Maintenance Management System (CMMS).</td>
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<td>• Consolidate, report and recommend maintenance key performance indicators.</td>
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<td></td>
<td>• Regular and adhoc whole-of-government reporting.</td>
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<td></td>
<td>• Lead, guide, and support health service districts and corporate office divisions in maintenance management activities.</td>
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</tr>
<tr>
<td>Health service district CEO (or their delegate). Corporate office division Deputy Director-General (or their delegate) who have building asset ownership responsibilities</td>
<td>• Prepare a Strategic Maintenance Plan.</td>
<td>• SMP and AMP completed by 30 June</td>
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<td></td>
<td>• Produce an Annual Maintenance Plan by 30 June for the forthcoming financial year.</td>
<td>• KPI reports</td>
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<td>• Update backlog maintenance information on a regular basis.</td>
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<td>• Report maintenance key performance indicators.</td>
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</table>

9. Definitions of terms used in this policy and supporting documents

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Maintenance Plan (AMP)</td>
<td>A description of the program of works covering all building assets based on the available funding.</td>
<td>Maintenance Management Framework (MMF), Department of Public Works, Revised 2011</td>
</tr>
<tr>
<td>Backlog Maintenance</td>
<td>Backlog maintenance is defined as maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.</td>
<td>Standards Australia - Glossary of Building Terms - HB50-2004</td>
</tr>
<tr>
<td>Computerised Maintenance Management System (CMMS)</td>
<td>The CMMS of Queensland Health is a state-wide asset management system to identify, manage and maintain the buildings and associated infrastructure, and is a module within FAMMIS (see below for definition).</td>
<td>CMMS Business Case, Business Case 2001</td>
</tr>
</tbody>
</table>
**Condition Assessment**
A technical inspection by a competent assessor to evaluate the physical state of building elements and services and to assess the maintenance needs of the facility.

**Condition Standard Rating**
A high level tool which specifies the level to which buildings should perform and are to be maintained. Departments must specify the level at which their buildings are to be maintained.

**Planned Maintenance**
- **Preventative service maintenance**
  Prevents asset failure by systematic inspection and monitoring to detect and avoid deterioration or failure. It also entails testing to confirm correct operation.
  - **Condition based maintenance**
    Programmed maintenance work, based on condition assessment or other priorities, that returns any maintainable asset to an acceptable standard.
  - **Statutory maintenance**
    Compulsory maintenance to meet requirements mandated in Acts, Regulations and other statutory instruments. This includes standards and codes referred to in an Act, Regulation or statutory instrument.

**Strategic Maintenance Plan (SMP)**
The SMP reflects the maintenance needs of the department’s portfolio of buildings over the immediate, medium and long term.
The SMP for each health service district and corporate office division refers to buildings and infrastructure under the control of the health service district and corporate office division.

**Unplanned Maintenance**
- **Corrective and breakdown maintenance**
  Restores an asset to operational condition following an unforeseen failure.
- **Incident maintenance**
  Brings an asset back to an operational or safe condition following damage caused by storms, fire, disaster, forced entry or vandals.

**10. Approval and Implementation**
**Policy Custodian**
Senior Director, Asset and Property Services Branch, Health Planning and Infrastructure Division

**Responsible Executive Team Member:**
Deputy Director-General, Health Planning and Infrastructure Division

**Approving Officer:**
Deputy Director-General, Health Planning and Infrastructure Division

**Approval date:** 27 June 2012
**Effective from:** 27 June 2012