



Maintenance Strategy 2015

**Owner: Kevin Bullimore
Head of Infrastructure
Next review 2020**

Maintenance Strategy

Introduction

The requirement for maintenance of premises, plant and equipment arises from the following business requirements:

- Preserving a functional and safe work environment for staff, students and visitors.
- Responding to changing business needs.
- Minimising business interruption.
- Providing value for money.
- Minimising carbon emissions
- Complying with legislation and minimising health and safety risks.
- Preserving the asset value of the property portfolio.
- Prolonging the useful life of assets.
- Presenting a high quality corporate image.
- Preserving equal and safe access to premises.
- Supporting equality.

The maintenance strategy aims to state how this will be achieved.

Vision

The vision is to provide maintenance that is value for money, effective, business focused and responsive to customer needs.

Implementation

Value for money will be provided by:

- Controlling costs to budget.
- Prioritising major maintenance projects using a business risk matrix.
- Tendering maintenance works in accordance with the University Procurement Policy.
- Avoiding duplication of work by coordinating with capital and minor works projects.
- Utilising an effective mix of direct labour and contract.
- Maintaining efficiency of plant and insulation to minimise carbon emissions
- Implementing improvements identified from best practice and reviews.

Effective maintenance will be provided by:

- Maintaining buildings such that they are mostly in Condition B (sound, operationally safe and with only minor deterioration) or higher.
- Identifying gaps in performance from monthly reports of reactive maintenance response times.
- Identifying gaps in performance from monthly reporting of planned maintenance completed against target.
- Quarterly continuous improvement meetings to review the opportunities for improvement from information provided by the facilities management system.
- Identifying opportunities for asset replacement during capital or minor works refurbishments.
- Setting targets for maintenance performance via response times within the facilities management system.
- Regular reviews of the major maintenance programme.
- Selected reviews of contractors' performance.

Business focussed maintenance will be provided by:

- Ensuring that maintenance programmes includes external works, fabric works, redecoration and site engineering infrastructure.
- Commissioning a condition survey of premises, plant, external works and site engineering infrastructure every 5 years.
- Applying a matrix to assist with prioritisation of major maintenance projects for business need and risk.
- Development of a prioritised major maintenance programme.
- Regular review of the major maintenance programme to adjust for business need, changes, developments, statutory inspections, surveys and available funding.
- Improving documentation of installed site building and engineering elements and external services to minimise unknown risks.
- Ensuring maintenance is carried out in accordance with the arrangements for safety.

A maintenance service responsive to customer needs will be provided by:

- Understanding and responding to customers needs from direct feedback, from feedback via liaison line and from surveys.
- Monitoring of performance against agreed service level response times.
- Encouraging communication with customers.
- Ongoing use of the estates notification procedure.
- Taking ownership to resolve outstanding issues from the customer service log.
- Maintaining functionality of assets providing equal access to buildings.
- Responding to requests reasonable adjustments to assets for equality.
- Avoiding discrimination and responding to diverse needs where appropriate.

Organisation of Service

The service is organised by a professionally qualified Head of Infrastructure who reports to the Director of Estates. The organisation chart to deliver the strategy is shown at appendix 1.

Duration of Service

The normal working hours for maintenance team staff are 0830 - 1700 hours Monday to Thursday and 0830 – 1630 Friday. Work requests may be made through liaison line on 51000, by e-mail to estates-liaison@open.ac.uk or by an online form at the estates Intranet site. A 24 hour 7 day per week emergency call out service is provided. To utilise the call out service for emergencies outside normal working hours telephone the Security Lodge on 53666.

Definition of Maintenance

Maintenance can be defined as work undertaken in order to preserve or restore premises in a good state of repair and efficient working order to an agreed acceptable standard. There are three types: reactive maintenance, planned maintenance and major maintenance.

Reactive Maintenance

Reactive maintenance is a repair service triggered either by request of customers in user departments or from engineering plant alarm activation. It may be categorised into three classes.

- Routine repairs when the breakdown is seen as an inconvenience but otherwise does not affect usual services.
- Urgent repairs where vital facilities and services are disrupted.
- Emergency repairs where there is an immediate danger to the health and safety of University employees or the general public or a major disruption of a vital service.

Planned Maintenance

Planned maintenance includes cleaning, inspection, tests and replacement of consumables, protective coatings or wearing parts before failure and is intended to:

- Preserve a functional and safe work environment
- Avoid breakdown of crucial plant and equipment causing business interruption
- Provide compliance with statutory requirements
- Minimise carbon emissions
- Prolong the useful life of assets.
- Preserve arrangements for equal access to buildings.

Major Maintenance

Major maintenance includes overhaul, renovation or replacement of building elements, engineering services, engineering plant and site infrastructure and is intended to:

- Maintain weather tightness to minimising business interruption.
- Maintain air tightness and insulation to minimise carbon emissions
- Preserve the asset value.
- Prolong the useful life of assets.
- Present a high quality corporate image.

Major maintenance falls outside the repairs and planned maintenance described above and consist of maintenance projects with a typical cost span from £5,000 - £500,000. This budget covers a wide variety of work for example replacement of roof covering, replacement of windows, renewal of external protective finishes, road resurfacing, boiler replacement, lift renovation, electrical rewiring and redecoration.

A major maintenance programme is a schedule of projects identified from condition surveys and on site knowledge of the maintenance team. The projects are assessed against the business risk matrix in appendix 2 to determine which projects are approved to proceed.

The major maintenance programme is reviewed annually to:

- Remove completed projects.
- Adjust due date of deferred projects to the following year.
- Add projects for acquisitions and remove projects for planned disposals.
- Add projects for new dilapidation identified from maintenance inspections or surveys.
- Co-ordinate with current capital plan flagging projects that will be delivered within the capital programme.
- Assess the remaining projects against the priority-rating matrix in appendix 2.
- Confirm approval to proceed for the projects with the highest priority scores to the value of the allocated budget less a contingency for the unforeseen.

The current in year programme is reviewed regularly and adjusted for changed business need, project option appraisal, inspections and surveys.

Where there is a risk score of 15 or greater the project should be prioritised to be dealt with within 1 year; where the score is 9 or above the risk should be dealt with ideally within 3 years.

Service Level Response Times

Service level response times are agreed for standard reactive and planned maintenance tasks and allocated via the facilities management system.

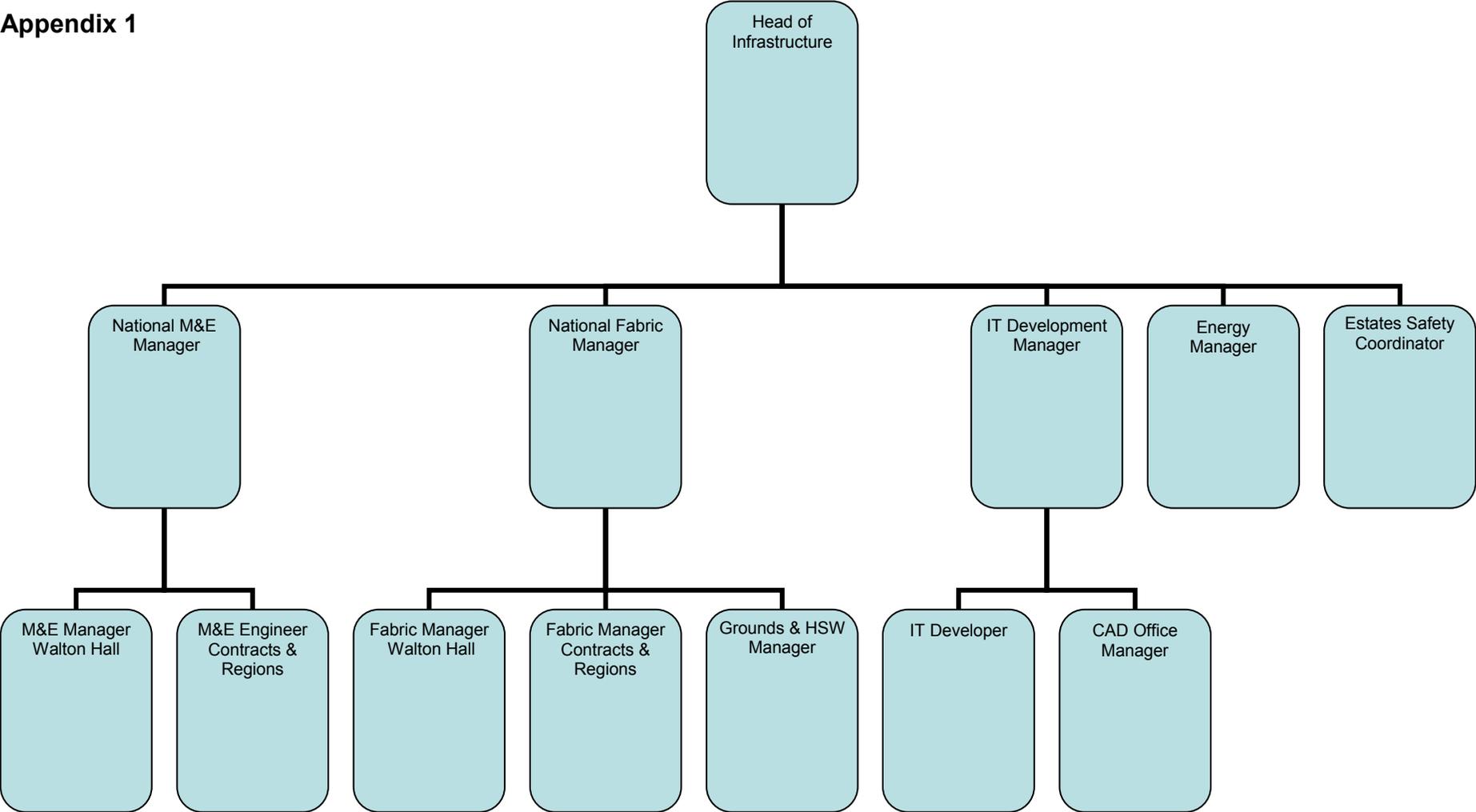
Customers reporting through liaison line receive an e-mail notifying the service level response time that has been allocated and a further e mail notification when work is complete and are given the opportunity to give feedback on performance.

Equality

This maintenance strategy aims to support diversity by recognising all customers' needs and by treating them equally.

An escalation procedure is in place for reasonable adjustments for equality.

Appendix 1



Appendix 2 Priority Rating Matrix

		BUSINESS OR RISK AREA					1	2	3	4	5
	Severity Rating	Business Need	Business Interruption	Building Condition	Financial Loss	Health & Safety, Equality & Environment	ETBF <30y	ETBF <10y	ETBF <3y	ETBF <1y	ETBF <6m
SEVERITY OF POTENTIAL CONSEQUENCES	1	<ul style="list-style-type: none"> Works that are non-business critical Work that can be delayed until resources are available 	<ul style="list-style-type: none"> Asset failure has minimal or no impact Disruption none or minimal Reputation loss minimal 	<ul style="list-style-type: none"> Work that can be delayed without affecting building condition. 	<1000	<ul style="list-style-type: none"> Slight injury Minimal breach of procedures Equality complaint possible but litigation remote 	1	2	3	4	5
	2	<ul style="list-style-type: none"> Works that if delayed will have a minor business impact Works to meet local operational requirements 	<ul style="list-style-type: none"> Asset failure has localised impact Disruption to normal services minor Reputation loss localised 	<ul style="list-style-type: none"> Work that if delayed will result in only minor deterioration. 	>1000	<ul style="list-style-type: none"> Minor injury, return to work within 3 days Trivial breach of legal requirement Equality complaint likely but litigation remote Minor pollution within site boundary 	2	4	6	8	10
	3	<ul style="list-style-type: none"> Works that if delayed will have an intermediate business impact Works required to achieve approved Unit Plans 	<ul style="list-style-type: none"> Asset failure affects whole department Disruption to normal services intermediate Reputation loss significant (extended local media coverage) 	<ul style="list-style-type: none"> Work that if delayed will result in significant deterioration of a building element, engineering plant or engineering service. 	>10,000	<ul style="list-style-type: none"> Reportable injury over 3 days Significant breach of legal requirement Equality litigation possible Significant pollution within site boundary 	3	6	9	12	15
	4	<ul style="list-style-type: none"> Works that if delayed will have a major business impact Works required to achieve institution plans or strategic objectives 	<ul style="list-style-type: none"> Disruption to normal services major Reputation loss major (short term national media coverage) 	<ul style="list-style-type: none"> Work that if delayed will result in a building dropping below condition B 	>50,000	<ul style="list-style-type: none"> Major injury Improvement notice from legal breach Equality litigation likely Major pollution within site boundary 	4	8	12	16	20
	5	<ul style="list-style-type: none"> Works necessary to ensure continuation of existing business activity Works to facilitate approved new business opportunities 	<ul style="list-style-type: none"> Asset failure affects whole site Disruption to normal services extensive Reputation loss extensive [prolonged national media coverage] 	<ul style="list-style-type: none"> Work that if delayed will result in a building becoming unsuitable for occupation 	>500,000	<ul style="list-style-type: none"> Fatality Prosecution or prohibition notice from legal breach Equality litigation certain Major pollution beyond site boundary 	5	10	15	20	25

ETBF = Estimated time before failure and consequences occur
 Condition B = sound, operationally safe and exhibits only minor deterioration