

Maintenance Policy

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1. Purpose

- 1.1 The purpose of this Maintenance Policy is to establish a clear, structured, and consistent framework for the planning, delivery, monitoring, and continuous improvement of maintenance services across the Fiji National University (FNU) entire asset portfolio.
- 1.2 The policy ensures that all buildings, infrastructure, plant, and services are maintained in a safe, functional, compliant, and sustainable manner that supports the University's core objectives of teaching, learning, research, and community engagement.
- 1.3 This policy provides strategic direction for maintenance decision making, defines maintenance standards and responsibilities, and establishes a common language for assessing asset condition, prioritising works, and allocating resources.
- 1.4 This Maintenance Policy shall be implemented through approved supporting strategies, plans, procedures, and guidelines. These supporting documents form part of the University's maintenance governance framework but do not form part of this policy.

2. Policy Objectives

The objectives of this Maintenance Policy are to:

- 2.1 Protect the University's physical assets and maximise their useful life.
- 2.2 Ensure the safety, health, and wellbeing of students, staff, visitors, and contractors.
- 2.3 Maintain compliance with statutory, regulatory, and insurance requirements.
- 2.4 Support uninterrupted academic and operational activities.
- 2.5 Enable evidence-based planning through condition assessments and performance data.
- 2.6 Promote cost effective, proactive, and sustainable maintenance practices.
- 2.7 Provide transparency and accountability in maintenance delivery.

3. Scope

This policy applies to all Fiji National University owned and managed assets, including but not limited to:

- Academic, administrative, accommodation, and ancillary buildings
- Civil and Structural infrastructure
- Mechanical, electrical, and hydraulic services
- Fire protection and life safety systems
- Utilities and utility networks
- Grounds, landscaping, and external works
- Specialised facilities (laboratories, workshops, plant rooms)

The policy applies across all campuses and leased facilities where maintenance responsibility rests with the University.

4. Guiding Principles

Maintenance activities at Fiji National University shall be guided by the following principles:

4.1 Safety First

All maintenance activities shall prioritise life safety and risk reduction. Assets that pose an immediate or potential safety risk shall receive the highest priority for intervention.

4.2 Planned and Preventive Approach

The University shall prioritise planned and preventive maintenance over reactive maintenance to reduce asset failure, unplanned downtime, and long-term costs.

4.3 Whole of Life Asset Management

Maintenance decisions shall consider the total life cycle cost of assets, including operation, maintenance, renewal, and disposal.

4.4 Evidence Based Decision Making

Maintenance planning and prioritization shall be informed by building condition ratings, asset performance data, risk assessments, and service criticality.

4.5 Sustainability and Resilience

Maintenance practices shall support energy efficiency, water conservation, climate resilience, and environmentally responsible outcomes.

5. Maintenance Management Framework

The University adopts a structured maintenance management framework comprising the following maintenance types:

5.1 Preventive Maintenance

Scheduled activities undertaken to prevent failure and degradation of assets, based on time, usage, or condition. This includes servicing, inspections, testing, and calibration.

5.2 Predictive / Condition Based Maintenance

Maintenance triggered by asset condition, performance trends, or monitoring data, where applicable.

5.3 Corrective Maintenance

Repairs undertaken to restore assets to required performance standards following identified defects.

5.4 Emergency Maintenance

Unplanned maintenance is required to address urgent failures that pose safety risks or disrupt critical operations. Emergency work shall be minimised through effective preventive programs.

5.5 Capital Renewal and Replacement

Major works required to replace assets that have reached the end of their economic or functional life.

6. Building Condition Ratings

6.1 Purpose of Condition Ratings

Building Condition Ratings is to provide a consistent and objective method for assessing the physical state of university buildings and infrastructure. They inform maintenance prioritisation, capital planning, and budget allocation.

6.2 Condition Rating Scale

Rating	Description	Typical Characteristics
A	Excellent	Asset is as new or recently constructed
B	Good	Minor wear and tear, performing as intended
C	Fair	Moderate deterioration requiring maintenance
D	Poor	Significant deterioration and functional issues
E	Very Poor	Asset is unserviceable or close to failure

6.3 Detailed Condition Rating Definition

6.3.1 Rating A — Excellent Condition

An asset rated Excellent is in near new condition and performs fully in accordance with its intended design and operational requirements.

Characteristics

- Recently constructed or recently refurbished asset
- No visible defects or deterioration
- All systems operating efficiently and reliably
- Building finishes and structure in excellent condition
- No maintenance backlog

Typical Examples

- New academic buildings or facilities constructed within the last 5 years
- Recently refurbished laboratories or teaching spaces
- Newly installed mechanical and electrical equipment

Maintenance Requirements

Only routine preventive maintenance is required, such as:

- scheduled servicing
- inspections
- cleaning and minor adjustments

No major repair or renewal is expected in the short term.

6.3.2 Rating B — Good Condition

An asset rated Good is performing well with only minor signs of deterioration consistent with normal usage.

Characteristics

- Minor cosmetic wear and tear
- Systems functioning effectively
- No significant structural or service defects
- Minor maintenance works required

Typical Examples

- Slight fading of paint finishes
- Minor cracks in non-structural elements
- Minor wear to floor finishes or internal fixtures
- Mechanical systems operating normally with routine servicing required

Maintenance Requirements

Minor maintenance activities may include:

- repainting
- replacing small fixtures
- minor repairs to finishes
- servicing mechanical equipment

The asset is still fully functional and safe for use.

6.3.3 Rating C — Fair Condition

An asset rated Fair shows moderate deterioration and requires maintenance or component replacement to prevent further decline.

While the asset is still operational, there is a growing risk of functional failure if maintenance is deferred.

Characteristics

- Noticeable wear and deterioration
- Some components approaching end of service life
- Increased maintenance requirements
- Minor service reliability issues

Typical Examples

- Roof leaks beginning to occur
- Air conditioning systems losing efficiency
- Worn floor finishes or carpets
- Corrosion on exposed metal components
- Deteriorating sealants or waterproofing

Maintenance Requirements

Planned maintenance works are required, including:

- replacement of aging components
- refurbishment of finishes
- servicing or upgrading mechanical equipment
- repairing building envelope defects

Failure to undertake maintenance at this stage may result in the asset deteriorating into **Poor condition**.

6.3.4 Rating D — Poor Condition

An asset rated **Poor** has **significant deterioration and operational deficiencies**.

Major maintenance or refurbishment works are required to restore functionality and safety.

Characteristics

- Visible deterioration of building elements
- Frequent equipment failures
- Structural or service defects
- High maintenance costs

Typical Examples

- Major roof leaks
- Significant corrosion of structural steel
- Frequent breakdown of air conditioning systems
- Electrical systems requiring upgrade
- Plumbing failures or pipe leaks

Maintenance Requirements

Significant repair or rehabilitation works are required, including:

- major component replacement
- system upgrades
- building refurbishment
- structural repairs

If no action is taken, the asset may soon become **unserviceable**.

6.3.5 Rating E — Very Poor / Unserviceable Condition

An asset rated Very Poor is no longer fit for purpose or presents significant safety, operational, or compliance risks.

Immediate intervention is required.

Characteristics

- Asset has failed or is close to failure
- Major structural or service defects
- Unsafe or non-compliant conditions
- Building may be partially unusable

Typical Examples

- Structural damage or instability
- Complete failure of critical building services
- Unsafe electrical systems
- Severe water ingress causing damage to building structure
- Fire protection systems not operational

Maintenance Requirements

Immediate action is required, which may include:

- major refurbishment
- system replacement
- building closure
- demolition or redevelopment

In many cases, **replacement may be more cost-effective than repair**.

6.4 Condition Assessment Process

- Formal condition assessments shall be undertaken at least every three to five years
- Critical buildings and services shall be assessed more frequently
- Assessments shall be undertaken by competent technical personnel
- Findings shall be recorded in the University's asset management system

7. Maintenance Prioritisation

Maintenance works shall be prioritized based on a combination of:

- Health and safety risk
- Statutory and regulatory compliance
- Building condition rating
- Asset criticality to teaching, research, and operations
- Consequence of failure
- Financial and reputational risk

A risk-based prioritisation matrix shall be used to ensure transparent and defensible decision-making.

8. Levels of Service

The University shall define and maintain clear maintenance Levels of Service (LoS), including:

- Response times for reactive and emergency maintenance
- Acceptable condition standards for different building types
- Planned maintenance completion targets

Levels of Service shall recognise differences between critical academic facilities, accommodation, administrative buildings, and ancillary assets.

9. Roles and Responsibilities

9.1 Council / Senior Leadership Team

- Endorse the Maintenance Policy
- Approve strategic maintenance funding

9.2 Estates and Facilities Division

- Implement and manage the Maintenance Policy
- Develop maintenance plans and budgets
- Maintain asset and condition data
- Ensure contractor and staff compliance

9.3 Campus Management

- Support access and coordination for maintenance activities
- Communicate local priorities and risks

9.4 Users and Occupants

- Report defects in a timely manner
- Use facilities responsibly

10. Budgeting and Funding

Maintenance budgets shall be developed based on:

- Asset replacement value
- Building Condition ratings and backlog analysis
- Preventive maintenance requirements
- Risk and criticality

The University shall seek to progressively reduce maintenance backlog through planned investment.

11. Compliance and Standards

Maintenance activities shall comply with:

- Fiji building code and regulations
- Occupational health and safety legislation
- Fire safety requirements

- Environmental and sustainability standards
- Manufacturer and industry best practice standards

12. Performance Monitoring and Reporting

Key performance indicators (KPIs) shall be established, including:

- Preventive maintenance compliance rate
- Reactive maintenance response times
- Maintenance backlog value
- Asset condition distribution

Regular reports shall be provided to the Senior Leadership Team.

13. Continuous Improvement

The Maintenance Policy shall support continuous improvement through:

- Regular audits and reviews
- Lessons learned from failures and incidents
- Benchmarking against peer institutions
- Adoption of new technologies and practices

14. Policy Review

This policy shall be reviewed every three years or earlier if significant changes occur in legislation, asset portfolio, or strategic direction.

15. Supporting Documents

The Director Estates and Facilities may develop Strategies, Plans, Guidelines and Standard Operating Procedures supporting the implementation of this policy