Policy and Procedure Register updates

Summary of changes to:

Asset maintenance and minor works procedure

1. Reason for new/updated policy or procedure *(select all that apply)*		
☐ Change of policy/procedure requirements	☐ Audit/review recommendation	
☐ Change to legislation/delegations	☒ Due for review	☒ Other

The department's *Asset maintenance and school swimming pool operation procedure* and *Minor Works Program procedure* have been reviewed. These reviews provided an opportunity to consolidate the two procedures into one for schools. The newly titled *Asset maintenance and minor works procedure* aims to make it easier for principals and school business managers to find their responsibilities, understand the available funding pathways, plan minor works and know where to seek advice. The procedure ensures that school responsibilities are aligned with current practice.

2. Summary of changes

The combined procedure revises and clarifies existing responsibilities across school maintenance and minor works. It makes principals' planning, budget, school-managed work and event-damage reporting responsibilities explicit, defines central and regional Infrastructure Services Division (ISD) functions, and requires Parents and Citizens' Associations (P&C) to obtain the principal's approval before proposed minor works begin. The focus of this procedure is school maintenance and minor works, with Early Childhood Education Centre (ECEC) facilities and employee housing covered by separate guidance.

3. Impacts to roles and responsibilities

Does the new/updated content change staff roles/responsibilities *in any way*?	☒ Yes	☐ No

If yes, select the type of change: *(select all that apply)*

☒ Revised responsibilities	☒ New/additional responsibilities	☒ Removed responsibilities

Position title	Summary of change	Page#
School principals	The updated procedure highlights the following key requirements for Principals: **Approvals for school-managed works:** Reinforces the requirement to obtain necessary approvals before undertaking school-managed maintenance and minor works. **Damage reporting:** Reinforces the requirement to report event-related damage to the Maintenance Response Centre and Regional Operations, with supporting information to assist assessment and insurance claims. **Direct to Market (D2M):** Introduces a new requirement for schools choosing the D2M maintenance delivery model to explicitly acknowledge their understanding of their responsibilities	3

ISD central office	The updated procedure better reflects Central Office's existing role in overseeing the school maintenance and minor works program, including policy and guidance, funding, asset planning, centrally managed programs and provider performance. It provides greater visibility of Central Office's responsibilities and accountabilities.	2
ISD Regional Operations	The updated procedure better reflects the Regional Office's role in supporting schools with maintenance and minor works planning, funding, prioritisation and delivery, including oversight of budgets, approvals and work progress.	2,3
QBuild and other service providers	Provider responsibilities are consolidated into a consistent set of expectations covering work delivery, communication, safety, compliance and performance monitoring, rather than separately listing QBuild-specific requirements.	3
P&C and volunteers	The updated procedure requires P&Cs and volunteers to report maintenance and work health and safety issues to the Principal. P&Cs must also obtain the Principal's approval before commencing any proposed minor works.	4
ECEC directors and local accommodation officers	The combined procedure applies to schools and environmental education centres. ECEC facilities and employee housing are covered by separate maintenance arrangements, with their role-specific responsibilities removed from this procedure.	1

4. Communication and support for implementation

The communication and implementation plan for the updated procedure includes:

- publishing a ConnectED article to announce updates to the procedure, highlighting any relevant changes and providing links to the procedure
- publishing a OnePortal homepage slider and ConnectED tile to announce updates to the procedure
- communicating via school and corporate screen savers to announce updates to the procedure
- publishing an article on OneSchool to announce updates to the procedure, highlighting any relevant changes and providing links to the procedure
- news articles published on the Infrastructure Operations SharePoint site to advise of updates to the procedure and highlighting any relevant changes
- sending targeted emails to ISD's Regional Operations' Directors, Managers and Infrastructure Advisors, as well as principal and business manager associations (as identified stakeholders) to highlight any key changes and inform them of updates to the procedure

For further assistance, please contact:

Maintenance Operations, Infrastructure Services Division

Email: schoolmaintenance@qed.qld.gov.au

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Procedure

Asset maintenance and minor works procedure

Version: 1.0 | **Version effective**: 27/01/2027

Effective 27 January 2027

Audience

Department-wide

Purpose

This procedure outlines how Queensland schools plan, fund, deliver and monitor asset maintenance and minor works. It explains the responsibilities of principals, the Department of Education's (DoE) Infrastructure Services Division (ISD) and service providers, and supports the maintenance of departmental facilities in accordance with the Queensland Government Building Policy Framework.

Overview

The Department of Education (DoE) is committed to providing safe, functional and high-quality facilities that support teaching and learning. Asset maintenance is one part of the broader asset management lifecycle and includes the work required to retain, restore or conserve an asset throughout its life.

This procedure applies to asset maintenance and minor works at schools and environmental education centres. It explains the activities schools manage directly, the support available from ISD and what schools need to know about centrally and regionally managed programs. Separate maintenance arrangements apply to employee housing and early childhood education and care facilities. Refer to the relevant guidance for these asset types.

How school maintenance is managed

Maintenance at schools and other educational facilities is managed through a combination of:

- school-managed planned and unplanned maintenance, funded through an annual school maintenance allocation;
- regional programs and contingency funding that address priority or unforeseen maintenance needs; and
- centrally managed programs that address specific needs, including service maintenance, asbestos management, workplace health and safety, swimming pools and air conditioning.

Schools use their maintenance allocation to manage planned and unplanned maintenance. Schools work with their regional infrastructure team to develop and review a rolling four-year maintenance plan and identify priority work within their available budget.

Minor works

Minor works funding is allocated directly to eligible schools. Schools primarily use this funding for new works or infrastructure upgrades valued up to $250,000 (excluding GST). Schools may deliver minor works independently or seek departmental support, subject to relevant approvals, procurement requirements and departmental design and construction guidance.

Maintenance generally keeps an existing asset in a safe, functional condition or restores it to its previous condition. Examples include repainting and providing a like-for-like replacement of an existing fan. Minor works generally create a new asset or change or improve an existing facility. Examples include adding fans, constructing a covered area, converting a space for a different use, or extending a fence. These examples are indicative; classification depends on the proposed scope and purpose of the work.

Schools may use minor works funding to co-fund activities with capital works programs, address necessary minor maintenance tasks, or contribute to larger projects where permitted. Schools may also accumulate funding for larger projects in accordance with departmental requirements. Schools should consult with their Infrastructure Advisor as their first point of contact to discuss proposed activities, confirm eligibility and funding requirements, and determine the appropriate process for progressing the works. Where requirements are complex or further clarification is needed, the matter may be escalated to the Infrastructure Manager.

Contract-managed school facilities

This procedure does not apply to Public Private Partnership (PPP) or Design Construct and Maintain (DCM) school assets managed by project companies and maintained under their contractual agreements.

Responsibilities

Infrastructure Services Division (ISD central office)

- Develop and review policies, procedures and guidelines for asset maintenance and minor works.
- Manage assessment and inspection programs, including Asset Lifecycle Condition Assessments (ALCA) and service maintenance delivery, and use asset information to support maintenance planning and program prioritisation.
- Support schools and Regional Operations to develop maintenance plans.
- Allocate and distribute funding for school maintenance and minor works as well as centrally- and regionally-managed programs.
- Plan, deliver, oversee and report on centrally managed maintenance programs.
- Manage department-wide agreements with QBuild and monitor service provider performance.
- Provide training, systems, reports and guidance to support schools and regions to manage maintenance information and delivery.
- Monitor and report on the overall financial and delivery performance of the maintenance portfolio.

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Infrastructure Services Division, Regional Operations

- Advise schools on the use of maintenance and minor works funding to ensure school funds are allocated and managed appropriately.
- Work with schools to develop and review maintenance plans and select priority work.
- Monitor and assist schools in managing maintenance budgets.
- Manage regional programs and contingency funding in accordance with approved priorities.
- Advise schools on managing minor works projects, including Building Act 1975 (Qld) compliance, project fees, approvals and siting requirements before construction.
- Plan and manage the delivery of the targeted maintenance program.
- Monitor maintenance work to ensure dates and statuses are current, minimise overdue work, and maintain accurate commitments across all programs.

School principals

- Ensure that the school provides a safe environment and is maintained to an appropriate standard.
- For schools choosing the direct-to-market (D2M) model, understand the responsibilities and obligations associated with D2M delivery.
- Manage the school's maintenance and minor works needs, priorities and allocated budgets.
- Develop and annually review a rolling four-year maintenance plan in consultation with the school's Infrastructure Advisor or Maintenance Planner using ALCA data.
- Ensure there is not an unacceptable loss of functionality of the facility by resolving routine breakdowns within reasonable timeframes.
- Ensure school managed work is undertaken appropriately by qualified tradespeople or professionals, as required by law and DoE policies and guidelines, including the Working on Department of Education (DoE) Facilities document and DoE's asbestos management plan and approach.
- Ensure appropriate approvals are in place for construction projects undertaken through minor works funding.
- Ensure the school's serviceable equipment information is kept up to date.
- Ensure school swimming pools are operated and maintained in accordance with departmental swimming pool requirements, where applicable.
- Report damage to school facilities caused by an event, such as severe weather or significant vandalism, to the MRC (Maintenance Response Centre) and notify your Infrastructure Advisor. Provide any information required to support the assessment of the damage and any associated insurance claim, where applicable.

QBuild and other service providers

- Plan, manage and deliver accepted maintenance work in accordance with the inter-agency agreement, legislation and departmental requirements.
- Coordinate delivery to minimise disruption and provide value for money.
- Provide timely information about scope, scheduling, progress, variations and completion.

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- Ensure work is performed by appropriately qualified personnel and complies with relevant safety and statutory requirements.
- Participate in agreed performance monitoring and program governance arrangements.

Parents and Citizens' Associations (P&C) and volunteers

- Report identified maintenance or work health and safety issues to the Principal.
- The P&C Association must obtain the Principal's approval for all proposed minor works prior to commencing any work.

Process

Schools and ISD manage maintenance and minor works through the following five stages.



Image 1 – The five stages of managing maintenance and minor works.

1. Assess the need

- ISD central office arranges ALCAs and condition assessments at regular intervals to estimate maintenance demand:
  - Schools complete pre-assessment ALCA checklist and participate in exit and entry interviews. See the OnePortal page for more information on the ALCA process (DoE employees only).
  - QBuild undertakes asbestos audits of departmental facilities on a triennial year basis.
  - QBuild undertakes an annual condition assessment of pools and other serviceable maintenance assets.
- ISD central office uses assessment information to estimate the timing, priority and cost of future maintenance.
- Schools identify and prioritise minor works needs in consultation with their Infrastructure Advisor, considering the school's requirements, the proposed scope and whether the work is eligible for minor works funding.
- P&C associations and volunteers report identified maintenance needs or safety concerns to the Principal. The Principal considers these reports when assessing maintenance needs and priorities and arranges an appropriate response.
- P&C associations advise the Principal of any minor works they propose or fund before work commences. The Principal works with Regional Operations to confirm the applicable approvals and who is responsible for obtaining them.

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2. Allocate funding

- ISD allocates maintenance funding to schools based on factors of gross floor area, asset replacement value, enrolment, utilisation, ALCA data, location and school age. For more information on how the allocation is determined, and to look up a school's allocation, see School maintenance frequently asked questions (DoE employees only).
- Schools allocate funding between planned and unplanned maintenance (a 50/50 split is generally appropriate), ensuring there is sufficient funding for unplanned maintenance needs.
- D2M schools are responsible for including an appropriate contingency when preparing project budgets. A contingency of 10 to 20% of the estimated project cost is recommended, adjusted to reflect the scope and risk of the work. The total project cost, including contingency, must remain within available funding.
- Schools may use minor works funding to contribute to larger, more complex projects, where permitted. Schools can consult their Infrastructure Advisor for advice on funding eligibility and any applicable requirements.
- ISD allocates minor works funding directly to eligible schools. Schools confirm the funding available for their proposed minor works, including any other funding contributions, before committing expenditure.

3. Planning programs of work

- Schools nominate a maintenance delivery method (QBuild or D2M) for planned and unplanned maintenance and advise the regional Infrastructure Manager prior to the beginning of each financial year.
- Principals of schools choosing the D2M method sign an agreement certifying that they understand their obligations as a D2M school. Refer to Direct to Market maintenance delivery (DoE employees only) for further information on obligations and funding arrangements.
- Schools, in consultation with their Infrastructure Advisor or Maintenance Planner, develop an annual maintenance plan (DoE employees only) as part of a rolling four-year maintenance plan using OneSchool Facilities.
- Schools use maintenance plans to develop a program of work for the current year and an indicative program of work for the subsequent three years.
- Central office and regional program owners prioritise work for their respective maintenance programs using the criteria applicable to each program.
- ISD central office consolidates school maintenance plans with centrally-managed programs to create a multi-year forward pipeline of maintenance work.
- Schools must consult with their Infrastructure Advisor during initial planning—and before engaging a contractor or commencing work—when proposed works involve a new building, structure or addition; a significant refurbishment or alteration; building compliance matters; or site planning, including the proposed location of the work. The Infrastructure Advisor can advise on applicable requirements and approvals and refer complex matters to the Infrastructure Manager.

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4. Undertake the work

Planned and unplanned maintenance

- School engages QBuild or a private contractor, depending on chosen delivery method, to undertake work nominated in its maintenance plan.
- Schools work with Regional Operations to ensure planned maintenance work is recorded and tracked against the school's maintenance allocation.
- For centrally or regionally managed planned maintenance, the relevant ISD program owner engages QBuild or another service provider to deliver the program of work through the creation of a notification in SAP Plant Maintenance.
- Schools manage unplanned maintenance using their nominated maintenance delivery method:
  - QBuild schools – Raise work requests through OneSchool Facilities. Once the request status is set to APPR (Approved) in OneSchool, it is automatically sent to Qbuild. For more information on managing maintenance in OneSchool see OneSchool Facilities training materials (DoE employees only).
  - D2M schools select, procure and engage contractors to deliver planned and unplanned maintenance in accordance with departmental procurement requirements. Refer to the Direct to Market maintenance Delivery guidance (DoE employees only) for funding arrangements and detailed delivery instructions.
- Relevant program managers or their delegates manage workflows in OneSchool and/or SAP Plant Maintenance.
- The relevant program manager or delegate monitors delivery, manages variations and progresses payment in accordance with the program's completion and approval requirements.
- For centrally- or regionally-managed work, schools provide site access, complete required documentation—such as WAAPs (work area access permits)—and discuss the proposed scope with the responsible program manager where relevant.

Emergency maintenance

- For emergency maintenance and incidents, all schools, including D2M schools:
  - contact QBuild through the MRC;
  - notify the regional infrastructure team; and
  - work with QBuild to arrange a contractor to attend site to rectify or make safe.
- See Emergency maintenance workflow (DoE employees only) for examples and further detail.

Disaster

- Where an event, such as severe weather, causes damage to DoE facilities and is activated by the Queensland Reconstruction Authority, ISD Claims Management coordinates the collation of the claim (DoE employees only) in accordance with Queensland Government Insurance Fund requirements.

Service maintenance and swimming pools

- Schools report new serviceable equipment to ISD central office using the template on the OnePortal service maintenance page (DoE employees only).

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- Schools with swimming pools follow the swimming pool guidelines (DoE employees only).

Minor works

- Minor works funding is provided directly to the school. Schools manage and deliver minor works in accordance with departmental procurement, planning, siting, construction and approval requirements. Schools can contact their Infrastructure Advisor for advice on the applicable requirements and how to progress the proposed work.
- Schools may supplement minor works funding with other eligible revenue sources to deliver larger projects.
- Schools work with their Infrastructure Advisor to secure necessary approvals and ensure compliance with the Building Act and Work Health and Safety Regulation 2011 (Qld) for activities requiring siting or planning approval where necessary.
- Where work creates, replaces or materially modifies an asset, on finalisation of the project, schools complete the Capital Minor Works Completion form (DoE employees only) and return to Asset Accounting to include on the department's asset register.

5. Monitor and review programs

- ISD central office monitors and reports on the overall financial and delivery performance of the maintenance portfolio.
- ISD Regional Operations monitors school maintenance budgets and assists schools to fully expend their allocated funding by 30 June and manage potential over-expenditure.
- ISD Regional Operations allocates funding to schools from the regional contingency budget where a need is demonstrated.
- ISD Regional Operations limits works on QBuild schools that have spent 85% of their annual maintenance budget to work health and safety activities only.
- Once work is completed, schools confirm satisfactory completion in OneSchool Facilities to record completion and enable payment. If issues remain outstanding, notify QBuild directly of the dispute, as updating the work request status to DISP (Disputed) in OneSchool Facilities does not automatically notify QBuild. Refer here (DoE employees only) for instructions on how to finalise a work request.
- Schools, in consultation with their Infrastructure Advisor or Maintenance Planner, update their maintenance plans when planned work is completed, priorities change or new maintenance needs are identified.

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Definitions

Term	Definition
Emergency Maintenance	Maintenance required following a major incident, such as fire, vandalism or a natural disaster. Urgent repairs arising from faults or breakdowns, such as a burst pipe, are classified as unplanned maintenance.
Planned maintenance	Planned maintenance is a key aspect of asset management, aimed at extending the lifespan of facilities and equipment, enhancing safety and improving operational

Term	Definition
	efficiency. It involves work identified through a maintenance plan or at the facility level (for example, painting, carpet replacement, stair replacement).
Unplanned maintenance	Unplanned maintenance refers to unexpected repairs or corrective actions required to address sudden equipment failures or issues that were not anticipated or scheduled in advance. Examples include fixing leaks, broken hot water systems, blocked drains, faulty or flickering lights, broken windows and other unexpected repairs required to restore a facility or a piece of equipment to a safe and functional condition.
Maintenance	Maintenance is defined as the activity required or undertaken to retain, restore or conserve an asset over the asset life. Maintenance includes both planned and unplanned. It also includes inspections and audits of assets to determine condition. Refer to what is maintenance document (DoE employees only).
Building policy framework	The Queensland Government Building Policy Framework establishes the principles, standards, and guidelines for the planning, design, construction, maintenance, and management of facilities.
Maintenance plan	A maintenance plan is a strategic document that outlines scheduled maintenance activities for facilities and assets over a four-year period. It identifies priorities, allocates resources, and ensures proactive management of maintenance tasks to extend asset lifespan, maintain safety and compliance, and optimise operational efficiency.
Minor works	Minor works refer to small-scale construction, refurbishment, or maintenance projects that are typically low in cost, scope, and complexity. These works often involve upgrades, repairs, or modifications to existing facilities and infrastructure—refer to what are minor works document (DoE employees only).
QBuild	QBuild is a business unit of the Department of Housing and Public Works. QBuild delivers and maintains social and affordable housing, public buildings and infrastructure across Queensland.
QBuild school	Schools that select QBuild as their preferred maintenance delivery method are allocated a notional budget for the planned and unplanned maintenance works to be undertaken by QBuild, who liaise with the school to schedule the works.
D2M	The direct-to-market method of maintenance delivery, where schools engage contractors directly from the private market. Funding allocation is in financial years not school years.
D2M school	Schools that select the D2M model as their preferred delivery method are allocated a budget for planned and unplanned works. These works can be delivered by

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Term	Definition
	private providers in accordance with DoE guidelines. All allocated funds that are not utilised in the allocated years are rolled into the next years for maintenance works.
Service maintenance	The servicing and inspection of equipment in accordance with statutory and certain recommended maintenance requirements.
Statutory maintenance	Statutory maintenance is the minimum level of maintenance needed to meet legal and other statutory requirements contained in commonwealth and state acts and regulations. It must be carried out.
Projects	Works aimed at achieving a specific built improvement to departmental facilities through a planned approach. Projects may be of a 'minor' or 'capital' nature.
ALCA	Asset Lifecycle Condition Assessment. ALCA improves decision making, optimises costs, mitigates risks, ensures compliance and promotes sustainability through effective maintenance and long-term planning. ALCA ratings are on a scale of 1 to 5, with 5 being the best condition.

Legislation

- *Building Act 1975* (Qld)
- *Work Health and Safety Act 2011* (Qld)
- Work Health and Safety Regulation 2011 (Qld)

Delegations/Authorisations

- Nil

Policies and procedures in this group

- Nil

Supporting information for this procedure

- Nil

Other resources

- Swimming Pools checklist (DoE employess only)
- Swimming Pools guide (DoE employees only)
- "What is maintenance" document (DoE employees only)
- "What are minor works" document (DoE employees only)

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- Claims management (DoE employees only)
- Service maintenance (DoE employees only)
- Strategic maintenance plan (DoE employees only)
- Resource replacement scheme procedure
- Registration of equipment for service maintenance (DoE employees only)
- Asbestos management procedure
- Working on Department of Education Facilities (DoE employees only)
- Annual maintenance plan (DoE employees only)

Contact

For further information, please contact:

Maintenance Improvement
Email: schoolmaintenance@qed.qld.gov.au

Review date

27/01/2030

Superseded versions

Previous seven years shown. Minor version updates not included.

Nil

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