



**ACCRA  
TECHNICAL  
UNIVERSITY**

# **ASSETS MAINTENANCE POLICY**



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# MAINTENANCE POLICY

## 1.1 INTRODUCTION

Accra Technical University (ATU) owns an extensive portfolio of physical infrastructure and landed assets on its campuses to carry out its core mandate and render services to the University community. Preserving a functional and safe working environment is critical in supporting the University's strategic plan and objectives. Maintaining these structures is essential for their longevity and functionality over their life span. The need to properly initiate, plan, execute, monitor and control maintenance activities is thus paramount in the establishment of a sound environment for both academic and administrative work. Assets of ATU include landed properties, moveable properties such as generators, transformers, equipment, computers, and infrastructure, among others.

The development of this policy document is in tandem with the maintenance objectives of ATU and seeks to establish an effective maintenance plan by;

- Developing and implementing a comprehensive plan for continuous maintenance, replacement and modernization of University assets and facilities.
- Developing a maintenance schedule for each campus
- Strengthening the functions of the Directorate to carry out maintenance activities regularly.
- Consciously allocating resources for the maintenance of university assets

This policy document provides a management framework to ensure that these infrastructure and assets are maintained effectively to support the University's strategic objectives. It also delineates the roles and

responsibilities of the Works and Physical Development Directorate in carrying out maintenance works as enshrined in the University statutes.

## **1.2 OBJECTIVES**

*The objective of the maintenance policy is to ensure that:*

1. Roles, responsibilities, and procedural requirements are clearly defined.
2. Ensure that University assets are adequately maintained , remain safe and functional during their lifespan.
3. Health, safety, and any statutory requirements are strictly adhered to.
4. A sound basis exists for the allocation of resources for maintenance.
5. The right decisions are made in selecting a facility for maintenance and adopting the right maintenance strategies.

## **1.3 INTENT AND PURPOSE**

This policy aims to provide a framework for managing the maintenance of physical infrastructure and movable assets of Accra Technical University to safeguard capital investment, preserve asset life, and optimize service output.

## **1.4 POLICY STATEMENT**

The Directorate of Works and Physical Development (DWPD) of the University is mandated by the statutes to provide and maintain a safe, secure and conducive environment for academic and administrative work for all students, staff, and the entire university community.

The provision of the needed logistics, commitment, and support by management shall create the needed atmosphere for implementing the policy.

## 1.5 SCOPE OF ASSET MAINTENANCE

Maintenance, in this policy shall mean the repair, replacement of parts, refurbishment, retrofitting and renovation of physical assets to protect the facility, life contents and its setting.

### *Physical assets shall include but not be limited to:*

- i. Buildings (e.g. lecture halls, halls of residence, offices, staff accommodation block, etc.)
- ii. Plant and equipment (e.g., Machines, Equipment, Generators, air conditioners, fittings, fixtures, etc.)
- iii. External infrastructure (e.g., car parks, roads, walkways, sports field, drains, street lights, landscaping, etc.)
- iv. Building Utilities and services (e.g., electricity, water supply system, sewerage, firefighting etc.)

Building maintenance activities shall include all works on existing building assets, including utility services and external infrastructure within the curtilage of the site undertaken to:

- Retain the asset in a condition in which it can perform its required function.
- Prevent deterioration and failure or extend the lifespan of the asset.
- Restore to functionality within specified parameters
- Restore physical condition to accepted standards
- Recover from structural and service failure
- Obtain accurate and objective knowledge of physical and operating conditions including risk and financial impact for the purpose of maintenance.

## **1.6 ESTIMATED ANNUAL COST OF MAINTENANCE**

The minimum estimated annual maintenance cost of all University assets ,including buildings, grounds, sewage, drainage systems, pavements, and car parks, is subject to the availability of funds. On this basis, the priority rating for the maintenance of University assets shall be adhered to as attached in Appendix A.

## **1.7 ASSET REGISTER**

The Directorate of Works and Physical Development shall provide appropriate information for maintaining and updating of the Fixed Assets Register of all University Physical Properties and Infrastructure. The Asset Register shall be the primary source of information for Building Maintenance Records.

## **1.8 RESPONSIBILITY FOR ASSESSMENT/INVESTIGATIONS**

For the purposes of responsibilities for assessments and investigations, maintenance shall be categorized into two (2), namely

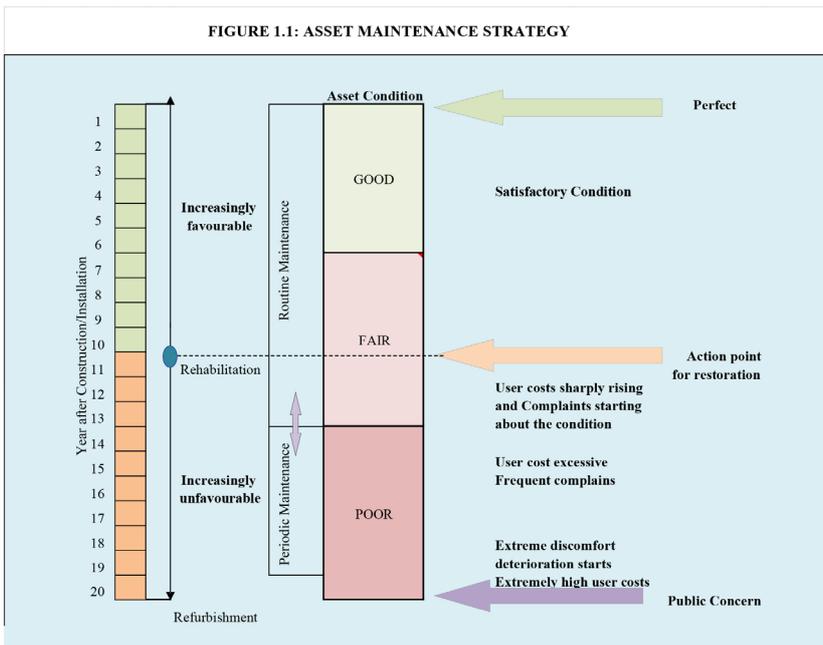
1. Reactive Maintenance
2. Planned Maintenance

Reactive maintenance refers to the day-to-day maintenance activities normally in response to a request by a facility user. The facility user shall be required to complete a maintenance request form (Job Card), following which the work will be carried out within a time as specified in the Asset Maintenance Strategy (Fig. 1.1). Planned maintenance refers to the systemic, organised, scheduled and a proactive approach to the maintenance of infrastructure and assets in a sustainable manner aimed at meeting statutory obligations and to further keep the University

Infrastructure fit for intended purposes.

For Planned Maintenance Assessments, the team shall comprise of Works and Physical Development Staff led by an officer appointed by the Director with the relevant experience, strong leadership skill and ability to interact with facility or building users and other stakeholders and shall carry out an in-depth inspection and assessment of asset condition and articulate the users' needs in a technically competent manner and within the University's limited resources.

## ASSET MAINTENANCE STRATEGY



Maintenance activities in the University shall be categorized and defined as below:

## 2.0 MAINTENANCE GUIDELINES

The information below shall give a clear direction on assessing the performance of maintenance works to maximise the efficiency, operation and useful life of the University's assets.

The Procedure for conducting maintenance activities in the University shall be as described in Appendix B.

## 2.1 MAINTENANCE STANDARDS

Maintenance work shall be done safely to meet approved technical standards, and the facility's intended use.

### 2.1.1 PROPERTY AND CONDITION RATINGS

Maintenance standards shall vary, depending on the use and importance of a facility as per the table below. The purpose shall be to establish the criticality of the facility to service delivery, and the required function of each building in the University's portfolio.

Each facility shall be allocated a property rating of A to C based on its function with A being the highest and C being the lowest.

Table 1.0 (Building Usage and Risk Rating)

Functional Purpose	Specific Standard	Property Rating
Highly sensitive purpose with critical results (e.g., hospital equipment, specific machines and equipment or high profile building e.g., Administration block, etc.).	Asset to be in the best possible condition. Only minimal deterioration will be allowed.	A
Good public presentation and a high quality working environment (e.g. multi-purpose auditorium, Library). Functionally-focused asset (e.g., laboratory, lecture halls, hostel, etc.).	Asset to be in good condition operationally and aesthetically, benchmarked against industry standards for that asset class.	B

An asset is no longer operational i.e. it is dormant, pending disposal, demolition, etc.	An asset can be allowed to deteriorate, however, must be marginally maintained to meet the minimum statutory requirements.	C
--	--	---

## 2.1.2 Priority Ratings for Planned Maintenance

All planned maintenance work shall be assessed by the Directorate of Works and Physical Development and assigned a priority rating upon detailed investigations and assessment. The priority rating shall be determined by the Directorate based on information received from the, detailed assessment and reconnaissance surveys and a total assessment rating (TAR) shall be allocated. TARs shall be calculated in accordance with the total assets rating formula and rating scheme as attached in **Appendix A**. Priority allocated to a particular facility shall be based on the age of the facility, structure type, building use, construction type, occupants, the total number of defects, specific defects and safety considerations.

Property, Condition and Priority ratings shall be employed to rank the maintenance needs of the University's facilities (see **Appendix C**).

Planned maintenance work in the university shall be prioritized according to the Total Assessment Rating (TAR) below:

The formula is attached in **Appendix A**

Table 2.0 (Priority Rating)

Priority	Total Assessment Rating (TAR)
Priority 1	61 – 70
Priority 2	51-60

Priority 3	41-50
Priority 4	31-40
Priority 5	14-30

Maintenance assessment shall be undertaken for all buildings on an annual basis based on information from

- Condition surveys
- Interim inspections
- Existing programmes and historical data
- Defects identified by asset users
- Feedback from consultants and contractors
- Legal requirements
- Reviews of Strategic Plans

## **2.2 MAINTENANCE STRATEGY**

A systematic approach to maintenance issues that reflects the internal management system and in line with the University's Strategic Maintenance Plan shall be employed.

### **2.2.1 Technical Strategy**

Planned maintenance shall be carried out within a stipulated time frame and budget.

Reactive Maintenance shall further be broken down and a response time allocated to each category as below:

Table 3.0 (Response Time)

Category	Description	Response Time
1	Emergency An immediate, threat to Health and Safety, major interruption of service delivery	Immediate or within 24 hours
2	Urgent Works Urgent, and may cause minor interruptions to service delivery	Immediate, or within 24 hours,
3	Routine Works Dependent upon the availability of materials and resources	7- 30 days
4	Low Priority Works Not urgent, does not pose any risk of injury, damage to property or interruption of service delivery	Within a reasonable period.

### 2.2.2 Risk Management Strategy

The Directorate shall manage risk associated with the maintenance of building assets in the following order of priority:

- a. Maintenance in respect of health and safety issues
- b. Statutory
  - i. **Fire and Gas**
  - ii. **Electrical**
  - iii. **Access system**
- c. Structural Maintenance
- d. Fabric Maintenance for all assets as appropriate
- e. Maintenance of unoccupied assets or assets awaiting disposal

### 2.2.3 Financial Management

The University's Internally Generated Funds (IGF) and other sources of revenue shall be used in funding maintenance works. A maintenance budget shall form the basis of determining the funding for planned and

Reactive maintenance activities to achieve established maintenance standards. Work identified as legitimate maintenance items shall be prioritized and programmed within funding levels.

Where possible, maintenance work resulting from misuse and vandalism shall be surcharged to the appropriate party.

Asset users may first seek approval if they choose to fund maintenance work if they require the work sooner than normal maintenance programs can provide. The user who chooses to fund the maintenance shall be reimbursed in accordance with University approved rates.

### **2.2.4 Procurement Management**

Two major methods of procurement of maintenance works shall be used in engaging labour for the execution of maintenance works in the University:

- Contract method – Using a contractor
- Direct Labour method – Using the University’s staff.

In both cases, strict compliance with procurement laws shall be enforced.

### **2.2.5 Management Strategy and Responsibilities**

#### **2.2.5.1 Roles and Responsibilities of the Directorate of Works and Physical Development**

The roles and responsibilities of the Directorate of Works and Physical Development shall include the following:

- i. Conduct routine checks to identify defects and recommend corrective measures.
- ii. Define the detailed scope of maintenance works required.
- iii. Prepare estimates based on the annual maintenance plan and submit them for management’s consideration.

- iv. Keep a maintenance logbook on all facilities of the university.
- v. Keep and maintain a Condition Survey database on all assets to profile the maintenance culture, prioritize works and proffer a maintenance strategy for management's consideration.
- vi. Request for maintenance works on facilities where such facilities cannot be said to have users e.g. electric poles, street lights etc.
- vii. Ensure all required documents are appropriately completed before and after every maintenance work.
- viii. Report all maintenance issues to the Works and Physical Development Directorate.
- ix. Sign off on any maintenance work duly executed and recommend appropriate measures to forestall a future re-occurrence.
- x. Undertake all maintenance work in the university's workshops on the campuses unless impossible.
- xi. Request appropriate payment for works executed where external labour is engaged.

### **2.2.5.2 Roles and Responsibilities of End Users**

*The following are the Roles and Responsibilities of End Users:*

- i. Identified defects shall be first reported to the head of Estate for initial assessment and recommendation.
- ii. Where defects cannot be fixed upon initial report, the appropriate document shall be completed and endorsed by a senior officer in the user faculty/ school/ directorate/ department/ unit/ section.
- iii. Ensure that the materials requested are used to remedy the defect.
- iv. Works Accomplishment Form shall be signed only when the defect reported has been satisfactorily remedied.
- v. Where works are not satisfactorily executed, a report shall be

lodged to the head of the maintenance Unit for appropriate actions to be taken.

- vi. Provide adequate descriptions and specifications of all items requested.

### **2.2.5.3 Roles and Responsibilities of University Stores and Concerned Units and Departments**

- i. Receive all materials meant for maintenance work and subsequently issue them out to the Estate Department and the concerned Unit/Department.
- ii. The requisition forms shall appropriately be signed before issuing out any material to any staff of the maintenance unit.
- iii. A separate requisition book for the maintenance unit shall be maintained and updates of material requisition shall be to the head of Estate Department.
- iv. Materials meant for maintenance which are supplied to the University shall be inspected by the concerned Unit or Department Head or representative of the Estate Department before such items are received in the stores.
- v. The representative of the concerned Unit or Estate Department shall ensure that the supplied items are in accordance with specifications.

### **2.2.5.4 Roles and Responsibilities of the Directorate of Procurement**

- i. The Procurement Directorate shall procure materials/equipment that meet the specifications of the Directorate of Works.
- ii. Where such specifications are ambiguous a further clarification should be sought from the head of the Directorate of Works.
- iii. The Directorate shall ensure that materials requested for maintenance works are delivered within the shortest possible time.
- iv. A green procurement policy for the Directorate of Works and the University shall be adopted.

### **2.2.5.6 Roles and Responsibilities of the Directorate of Finance**

- i. Ensure an all-year availability of maintenance funds
- ii. Have a schedule officer to handle maintenance requests
- iii. Ensure that suppliers/service providers involved in maintenance activities are promptly paid.
- iv. Appropriately charge the cost of works to the requesting end-user or as may be directed.
- v. Any clarification on a request should be addressed to the Director of DWPD.

## **3.0 STRATEGIC MAINTENANCE PLAN**

The implementation of this policy shall be consistent with the provisions of the ATU Strategic Plan.

## **4.0 MAINTENANCE PERFORMANCE**

Key Performance Indicators (KPIs) shall be monitored to ensure the delivery of maintenance services in accordance with approved standards.

## **5.0 POLICY REVIEW**

This policy shall be subjected to review when the need arises.

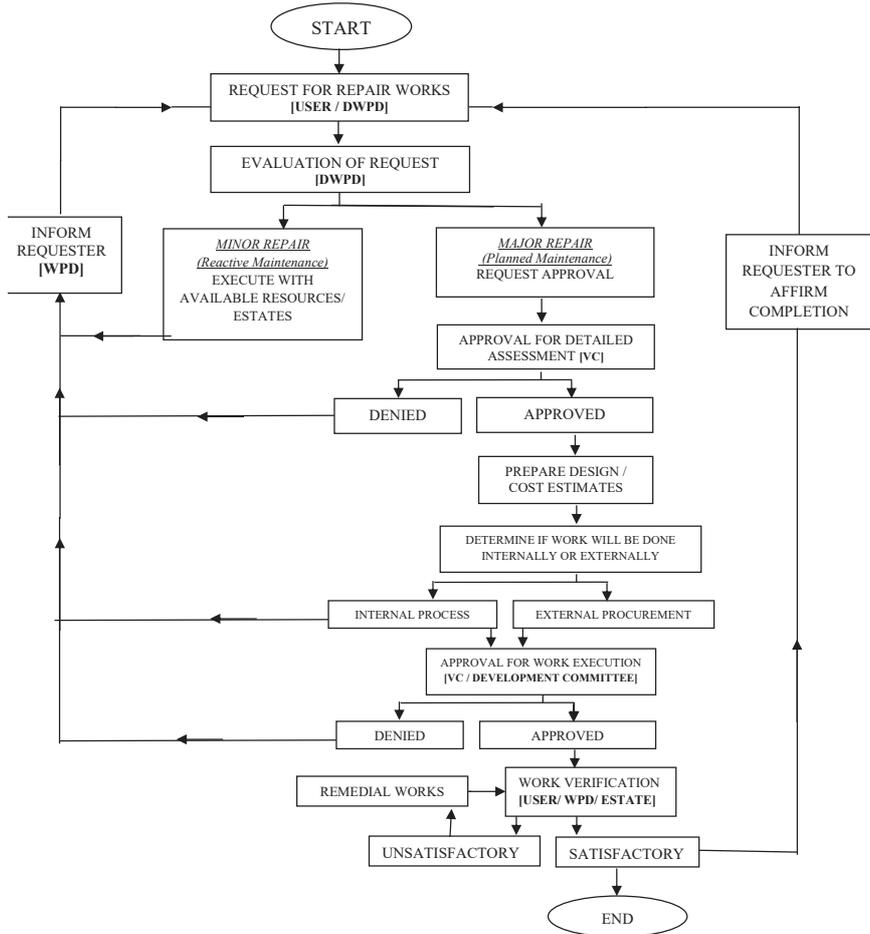
## **6.0 APPROVAL**

We, the undersigned hereby approve and adopt this policy statement effective this day..... (Date).

APPENDIX A PRIORITY RATINGS FOR PLANNED MAINTENANCE OF UNIVERSITY BUILDINGS- WPD							
Age of Building (y)	Structure Type (st)	Building Use (vo)	Occupancy (vu)	Construction Type (ct)	Observed Defects (od)	Specific Defects (sd)	Rating
> 20	RC Frame with Block Panels	Library/ Health Care/ Lecture Hall	Students/ Lecturers/ Staff/	1. One-way Solid Slab with beams 2. Ribbed Slab with beams Masonry Wall with no dpc Timber Window Frame/Doors Roof angle ≤ 12° Plastic T&G ceiling / Plywood	>5	1. Building Movement 2. Diagonal Cracks ≥ 15mm 3. Settlement/ Deflection 4. Defects which may call for public concern	5
16 - 20	Masonry Building	Student Hostel/ Laboratory	Administrative Staff	1. Solid two-way slab with beams 2. Two-way waffle slab with beams slab with band beams Timber Frame Doors/Windows Timber Fascia Board Plywood /T&G Ceiling	4	1. Internal or External Cracks ≤ 15mm 2. Roof/Wall Cracks ≥ 15mm 3. Spalling of Concrete	4
11 to 15	Steel Frame Building/ Metal Cladding	Admin Block/ Offices/ Venue for meetings Research Work	Researchers	1. Portal Frame Steel Building Metal Cladding Glass Windows Plywood/T&G Ceiling	3	1. Internal Leakages 2. Flaking/ Peeling of paint 3. Roof Leakegs 4. Blocked Drains 5. Warping in Ceiling Board 6. Warping in Fascia Board	3
5 to 10	Concrete/Steel Frame/ Block Cladding	Guest House	Guest	1. Single Storey Concrete Frame Blockwork Panels Timber Fascia/ Ceiling Timber Frame Windows/Doors	2	1. Electrical Faults 2. Guttering Problems 3. Floor Drain Issues 4. Rusting/Corrosion 5. Hairline Cracks 6. Termite/ Fungal attack	2
0 - 4	Timber Frame/	Ceremonial Grounds	Goods/ Services	1. Masonry Buildings	1 or defects	none	1
Total Assessment Rating (TAR)							
<b>4st + 2st + vo + vu + 2ct + od + sd = TAR</b>							
ASSESSMENT FACTORS			SYMBOL	RANGE OF ASSESSMENT RATING			
Age of Building			st	1 - 5			
Structure Type			st	1 - 5			
Building Use			vo	1 - 5			
Occupancy Type			vu	1 - 5			
Construction Type			ct	1 - 5			
Observed Defects			od	1 - 5			
Specific Defects			sd	1 - 5			
<b>TAR to determine priority rating</b>							
<b>Priority 1</b> range 61 to 70 TAR							
<b>Priority 2</b> range 51 to 60 TAR							
<b>Priority 3</b> range 41 to 50 TAR							
<b>Priority 4</b> range 31 to 40 TAR							
<b>Priority 5</b> range 14 to 30 TAR							
<b>INSPECTION AND MAINTENANCE PLAN</b>							
Building No.	Building Name	Structure Details	Location of proposed investigation	Access, Health and Safety Management	Labour Requirements		
			1. Roof 2. Roofs/Walls 3. Plumbing/Mechanical/Electrical 4. Drains 5. Internal Leakage 6. Doors/Hinges/Windows 7. Sewer/Outlets/Roads/Pavement/Car Parks 8. Air Conditions Units	small scaffold tower, ladder or on foot etc	1 team, 2.5 days  etc		
Investigations to be undertaken							15

## APPENDIX B

## MAINTENANCE PROCEDURE





## APPENDIX D

FORM  
EMR/WPD

**ACCRA TECHNICAL UNIVERSITY  
WORKS ACCOMPLISHMENT FORM (M/Cs, EQUIPMENT OR BUILDING  
MAINTENANCE AND BUILDING REPAIR)**

1. Location of Work/Item.....
2. Asset Code or Unique Number.....
3. Brief Description of Issue .....  
.....
4. Full name of Technician(s) that carried out the works .....  
.....  
.....
5. List of materials used:.....  
.....  
.....  
.....  
.....
6. Total cost of works as attached:.....  
.....  
.....
7. Title of Technician(s): .....  
.....
8. Signature of Technician(s): .....  
.....  
.....
9. Date:.....



## APPENDIX E

ACCRA TECHNICAL UNIVERSITY  
ESTATE DEPARTMENT  
REACTIVE MAINTENANCE REQUEST FORM

Requester Name: \_\_\_\_\_ Date: \_\_\_\_\_

Block or M/C or Equipment Name: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ Specific Area: \_\_\_\_\_

Department: \_\_\_\_\_

Description of Problem: \_\_\_\_\_

\_\_\_\_\_

*OFFICIAL  
USE ONLY*

Assigned Technician: \_\_\_\_\_

DATE: Work Performed and Materials Used: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Estimated Cost of Materials: \_\_\_\_\_

Estimated cost of Labour: \_\_\_\_\_

Total: \_\_\_\_\_

Supervisor's Remarks: \_\_\_\_\_

Supervised By: \_\_\_\_\_ Signature: \_\_\_\_\_



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Accra Technical University  
Public Affairs Directorate

Email: [info@atu.edu.gh](mailto:info@atu.edu.gh)/[pr@atu.edu.gh](mailto:pr@atu.edu.gh)  
<https://atu.edu.gh>

Tel: 0332095371/0543264917/0544368159