

Estate Management and Operations Policy

Section 1 - Purpose and Scope

(1) The University of Queensland (UQ) owns a large and diverse estate, with an estimated Asset Replacement Value (ARV) as of 2024 of more than \$5 billion. The portfolio includes fixed physical assets comprising land, buildings, infrastructure, roads, pathways and research facilities. UQ's management of its estate and campus operations includes activities to ensure these fixed physical assets are efficiently and effectively planned, delivered, managed, maintained, and reviewed.

(2) This Policy sets out principles for the planning, maintenance and operation of UQ's estate to achieve the University's objectives. The Policy applies to the operation and maintenance of all fixed physical assets that UQ owns and/or has responsibility for or control of. This includes managing security systems to enable effective crime prevention and provide protection and safety to the UQ community and the estate.

(3) This Policy also presents a consistent approach to the management, renewal and maintenance of all fixed assets and defines the roles and responsibilities.

(4) This Policy is supported by the following procedures:

- a. [Capital Planning and Approvals Framework Procedure](#);
- b. [Asset Management Plan Procedure](#);
- c. [Maintenance and Services Catalogue](#);
- d. [Strategic Asset Management Plan](#) and [Maintenance Management Framework](#);
- e. Other associated procedures relevant to the operation of the UQ estate.

Section 2 - Principles and Key Requirements

(5) To ensure the efficient and effective management of UQ's estate and campus operations, UQ will:

- a. Plan, manage, maintain, and operate its estate to:
 - i. Support the UQ student experience;
 - ii. Provide an environment to enhance UQ's academic, research, business, social, and cultural activities;
and
 - iii. Enable UQ staff to fulfill their roles and responsibilities.
- b. Maintain its estate and develop procedures and systems, including a Maintenance and Services Catalogue, to provide a safe and secure environment for the UQ community that is fit for purpose, cost-effective and meets regulatory compliance obligations.
- c. Monitor and maintain the quality, functionality and overall condition of its estate to ensure value for money and long-term financial sustainability.
- d. Review and assess property transactions, including acquisition, divestment, and leasing and licensing of space, to ensure that arrangements are in line with UQ's strategic objectives, and are fair, transparent and based on value for money analysis.

- e. Adopt a Strategic Asset Management Plan (SAMP) and supporting plans, frameworks and operational procedures.
- f. Manage its estate with consideration of:
 - i. the long-term lifecycle risks of planning, acquisition, operations, maintenance, renewal and divestment of assets in accordance with the [Enterprise Risk Management Framework](#);
 - ii. UQ's teaching, learning, and research objectives and requirements;
 - iii. age, function, usage and condition of assets, and associated requirements under a whole of asset lifecycle management approach;
 - iv. commercial and fiscal objectives;
 - v. business, social, and cultural objectives and obligations, including UQ's Aboriginal and Torres Strait Islander Design Principles.
- g. Incorporate environmentally sustainable practices and principles as set out in the [Environment and Sustainability Policy](#).
- h. Implement and centrally manage security systems to enable effective crime prevention and provide protection and safety to the UQ community.

Section 3 - Roles, Responsibilities and Accountabilities

Senate

(6) The Senate is accountable for the overall management of the UQ estate.

(7) The Senate is responsible for:

- a. approving and providing oversight on funding and strategies for maintaining and developing the UQ estate, including the capital works program;
- b. overseeing the implementation, progress, and review of these strategies, ensuring the relevancy and appropriateness of their intent;
- c. approving major items of capital expenditure;
- d. ensuring the total estate is suitable for its intended use and purpose.

(8) The Senate may delegate the power to enter into leases, licences and contracts for the sale or purchase of buildings to the Vice-Chancellor. The Vice-Chancellor may sub-delegate those powers to appropriate officers of the University.

Campus Infrastructure Committee

(9) The Senate has established the Campus Infrastructure Committee, which supports and advises the Senate in its oversight of UQ's property and physical infrastructure consistent with its [Terms of Reference](#).

(10) The Committee advises the Senate on matters including:

- a. Capital investment plans, incorporating Strategic Asset Management Plans, including its conformance and alignment with UQ's strategies and priorities;
- b. UQ's annual capital works expenditure and maintenance programs;
- c. Property and physical infrastructure master plans and strategic development plans for each campus;
- d. The property and estate management implications of acquisition or disposal of land or buildings.

(11) The Campus Infrastructure Committee operates in accordance with a terms of reference adopted by Senate.

Infrastructure Funding Group

(12) The Infrastructure Funding Group is responsible for reviewing and assessing capital works proposals consistent with the [Capital Planning and Approvals Framework Procedure](#).

Lease and Licence Committee

(13) The Lease and Licence Committee is responsible for reviewing and assessing all proposals for UQ to:

- a. Sell, lease or license land, buildings or parts of buildings that it owns to an external party; and
- b. Purchase, lease or license land, buildings and parts of buildings that it does not own from an external party.

Facility Users

(14) Use of spaces by facility users is to be in accordance with:

- a. [Third Party Hire of UQ Land, Buildings and Facilities Policy](#)
- b. [Use and Management of UQ Land, Buildings and Facilities Policy](#).

(15) Each user is responsible for occupying spaces in a safe and appropriate manner. This includes use in line with designed intent and in a manner that is fit for purpose.

(16) Further to clause 15, users who are responsible for their area or event's occupation of a space (e.g. school staff, event organisers, etc.) must ensure they are approved to use the space accordingly with the consideration of:

- a. Ensuring use of spaces minimises risk to the community and enables safe and efficient access for those needing to enter areas or to conduct maintenance;
- b. Completing pre- and post-occupancy risk assessments to ensure facilities are occupied and returned in a fit for purpose state; and
- c. Undertaking [user funded maintenance](#) as required in a safe and appropriate manner.

(17) Building occupants are responsible for:

- a. Ensuring that facilities are used in line with the intended purpose of the building, and kept in a safe and tidy condition at all times;
- b. Ensuring the use of energy-efficient devices and minimising unnecessary heating or air conditioning;
- c. Following the University's waste management policies, including recycling and reducing paper usage;
- d. Reporting building-related faults via Archibus or to PF Assist;
- e. Funding building, research and equipment-related works that fall outside the scope of this Policy;
- f. Sourcing and maintaining equipment owned by the facility user in consultation with P&F; and
- g. Ensuring their operations, undertakings, or locally owned equipment do not detrimentally impact existing or surrounding UQ assets or services.

Chief Property Officer and Property and Facilities Division

(18) The Chief Property Officer is accountable to the Chief Operating Officer and is responsible for the central operational management of UQ's estate and campus operations and the Property and Facilities Division, including:

- a. Providing overall guidance and strategic direction of investment prioritisation in assets and maintenance;

- b. Ensuring the ongoing maintenance of UQ's fixed physical assets, as outlined in the Maintenance and Services Catalogue, to provide for their safe, effective and efficient use, occupancy, and operation;
- c. Overseeing the implementation of UQ's legislative and statutory compliance obligations for its land, buildings, infrastructure and facilities;
- d. Central oversight of UQ's security systems, including their administration, installation and management;
- e. Management and administration of UQ's contracts, leases and licences, within approved delegations;
- f. Leading and coordinating UQ's estate and campus operations plans and strategies; and
- g. Ensuring environmental compliance in accordance with the Environmental Management Plan.

(19) P&F has the responsibility as the custodian of the estate to facilitate maintenance services for University facilities and physical assets/infrastructure. As the University is the owner of land and building assets, P&F is responsible for:

- a. Acting as the 'building owner and estate custodian' with respect to asset management and compliance with legislative, statutory and regulatory building requirements;
- b. Maintenance and repair of fixed plant, equipment and services as outlined in the Maintenance and Services Catalogue; and
- c. Establishing and administering Service Level Agreements or Memorandum of Understandings where additional requirements are needed outside this Policy.

(20) The Asset Management Steering Committee in P&F provides governance and oversight of asset management practices, whole of lifecycle elements, maintenance and capital, with consideration of organisational needs and industry standards.

Section 4 - Monitoring, Review and Assurance

(21) The Chief Property Officer will:

- a. Monitor procedures and systems used in the management of estate and campus operations to ensure they are effective and functioning as intended;
- b. Review the Maintenance and Services Catalogue as required to ensure it is meeting the needs of UQ; and
- c. Review this Policy as required to ensure it is consistent with other UQ policies and strategic planning documents, and to confirm that it adequately meets UQ's needs for the management of its estate and campus operations.

(22) Ongoing monitoring and evaluation will be in line with the terms of reference of the aforementioned groups and via relevant steering committees and working groups.

Section 5 - Recording and Reporting

(23) The Chief Property Officer will report to the Chief Operating Officer on the performance of UQ's management of its estate and campus operations.

Section 6 - Appendix

Definitions

Term	Definition
Estate	<p>Refers to the portfolio of UQ's fixed physical assets comprising land, buildings, infrastructure, roads, pathways and facilities that it owns and/or has responsibility for or control of.</p> <p>This does not include non-fixed assets, including furniture, portable equipment, or information technology hardware and software.</p>
Facility Users	<p>For this Policy, refers to the entities and individuals who use or occupy UQ facilities.</p> <p>The definition can vary by context but generally includes anyone who is present at or makes use of the facility which is aligned with its intended use and/or approved use, whether for a specific event, employment, or regular access.</p> <p>For example, facility users include (but are not limited to):</p> <ul style="list-style-type: none"> • schools, faculty- and university-level institutes, faculties, centres, central divisions and other units • administrative and professional staff • students • invited visitors and the public • approved contractors.
Managing and management	<p>For this Policy, refers generally to the activities involved in the longer-term and broader strategy to ensure the estate is efficiently and effectively planned, delivered, operated, maintained, and reviewed.</p>
Maintenance and maintaining	<p>For this Policy, refers generally to the upkeep, repair, renewal of the estate to keep it in good condition.</p>
Operation and operating	<p>For this Policy, refers generally to the execution of day-to-day activities and processes to run the estate.</p>
Security systems	<p>UQ Systems that are employed to provide for crime prevention and the protection and safety of the UQ community.</p>
UQ Community	<p>Current UQ students, staff (whether or not those staff are covered by the Enterprise Agreement), volunteers, affiliates and anyone else contractually bound to comply with UQ policies.</p>

Status and Details

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