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	Issue No.: 05	Revision No.: 00
Document Title: STANDARD OPERATING PROCEDURE FOR ESTATES DEVELOPMENT MANAGEMENT		

CHUKA UNIVERSITY

Standard Operating Procedure


For

Estates Development Management CU/SOP/ESTD/27

Document Review Sheet


The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Action	Name & Signature	Position	Date
Prepared & Revised by	Oscar Mugendi Njagi Moses Kirimi Mati	AA, Estates Department University Architect	20.08.2019
Reviewed by	Prof. D. K. Isutsa	DEPUTY VICE-CHANCELLOR (ARSA)/MR	20.08.2019
Approved by	Prof. E. N. Njoka	VICE-CHANCELLOR	20.08.2019

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1.0 AMENDMENT RECORD

This Standard Operating Procedure is reviewed regularly to ensure relevance to the systems and process that it defines. A record of contextual additions or omissions is given below.

Amendment Record Sheet

Amendment Date	Issue No.	Revision No.	Page No.	Subject of Review /Modification	Revised By	Reviewed & Approved By
20/8/2019	05	00	6 to 10	Added “resources” in all processes by revising inputs heading to read “inputs/resources” and expanding the section as necessary	HOD	ISO M.R./VC
20/8/2019	05	00	10	Revised KPIs in quality objectives to be “measurable”	HOD	ISO M.R./VC
20/8/2019	05	00	11 to 14	Revised quality objectives to distinguish from routine duties and responsibility, & infused actions that will ensure customer satisfaction	HOD	ISO M.R./VC
20/8/2019	05	00	15	Revised risks to capture factually binding and persistent ones	HOD	ISO M.R./VC
20/8/2019	05	00	16	Generated stand-alone Opportunities for the Department and de-linked them from Risks	HOD	ISO M.R./VC

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2.0 GENERAL

2.1 Purpose

The purpose of this procedure is to ensure that all Environmental Maintenance activities are managed effectively in accordance with the International Standard and to ensure compliance with the University's and the Government's statutory policies, procedures and regulations.

2.2 Scope

This procedure applies to and defines all the activities carried out by the Estates Department.

2.3 References

- Kenya Constitution, 2010
- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- CU ISO Quality Management System Manual, 2017
- CU Service Delivery Charter, 2013
- ISO 9001:2015 Standard, Clauses 4 to 10

2.4 Abbreviations


AA	= Administrative Assistant
COD	= Chairperson of Department
CW	= Clerk of Works
DVC (AFPD)	= Deputy Vice-Chancellor (Administration, Finance, Planning & Development)
HOD	= Head of Departments
ISO	= International Organisation for Standardization
MR	= Management Representative
QS	= Quantity Surveyor
RE	= Resident Engineer
UA	= University Architect
VC	= Vice-Chancellor

2.5 Definition

Head of Department: Refers to the head of department who is accountable for certain products of CU. In this context: Department broadly refers to Office, Division, Directorate, Institute, School, or Section of Chuka University.

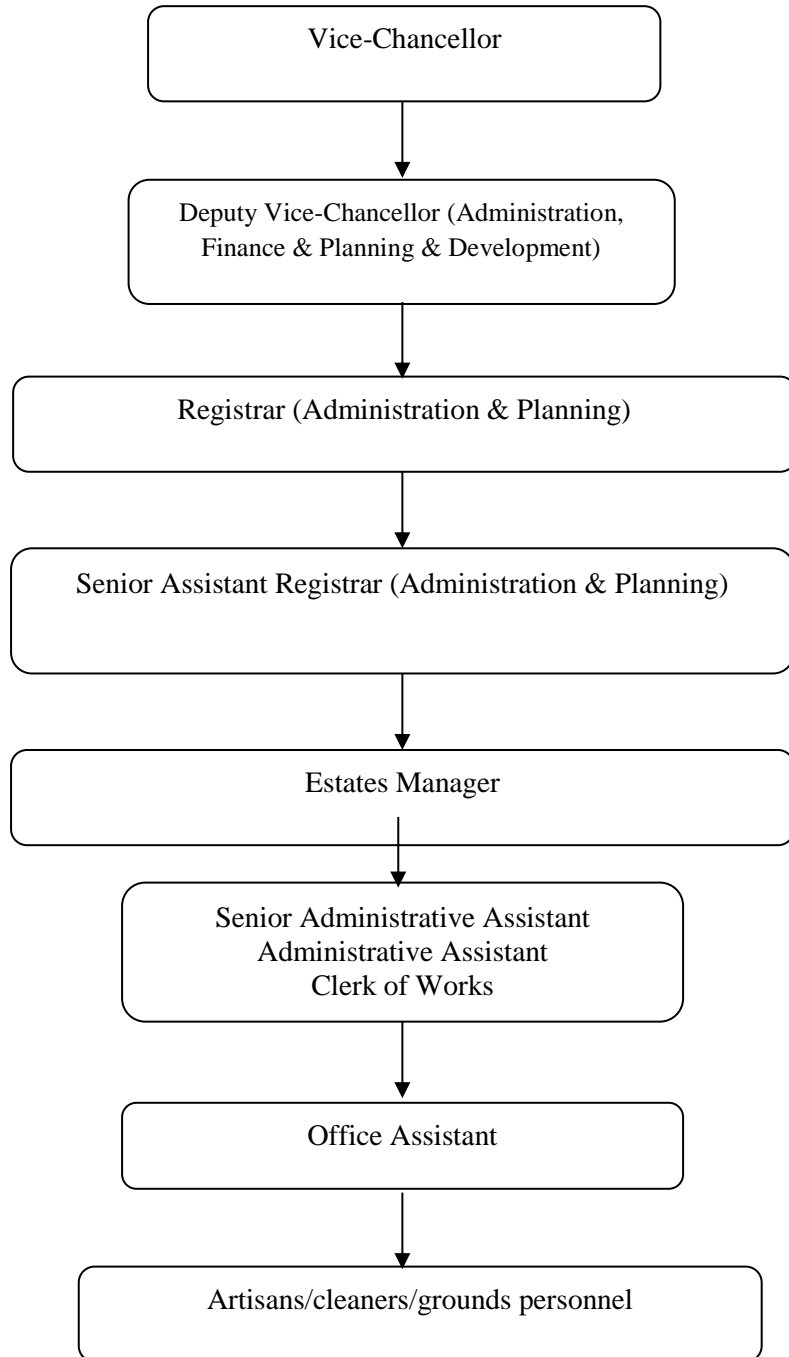
2.6 Responsibility


The Estates Manager has the primary responsibility of ensuring that this procedure is implemented and remains adequate for its intended purpose. The Estates Manager also has the primary responsibility for providing the information from which the documentation for its processes can be compiled and for initiating action to keep them up to date. All departmental staff members are responsible for implementing and ensuring that this procedure is followed.

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3. ADMINISTRATIVE STRUCTURE

Estates Department is one of the Departments within the University. The current administrative structure for the Department is as follows:



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4.0 PROCESSES

4.1 Overview

The Estates Department is responsible for activities related to maintenance of a conducive and serene working environment, buildings, facilities, utilities and furniture. These are for staff, students and visitors in the University. To achieve this, the repair, maintenance and reticulation activities are undertaken either routinely or as scheduled. The core activities include:

- (i) Schedule manténganse of buildings
- (ii) Routine repair of buildings and broken furniture
- (iii) Routine maintenance of campus grounds and indoor premises
- (iv) Events planning, room set up and housekeeping

4.2. Process for Scheduled Maintenance of Buildings

Source

ISO Departments/users; CU/SOP/QAPC/11

Inputs/Resources

- **Budgetary** allocation
- Qualified artisans
- Repair schedules
- Procurement plan
- Repair / Maintenance materials and tools

Outputs


- Well maintained buildings
- Increased University Revenue through Lease and rentals
- Working/flushing toilets
- Dustless and clean indoor floor/outdoor environment,
- Clean compound, lecture rooms, offices and toilets

Receivers

ISO Departments/users; CU/SOP/QAPC/11

Process details

No.	Description	Output	Responsibility
1.	Materials are purchased following CU/SOP/PROD/25 and kept in the store	Records	Procurement Officer
2.	Requisitioning of the Maintenance materials	Records	Clerk of works Artisans(users)
3.	Scheduled painting of buildings to coincide with when students and staff are on recess.	Well painted buildings	Clerk of Works Artisan
4.	Replacement of damaged washroom fittings every semester during the short holidays	Flushing systems working well	Clerk of Works Plumber

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5.	weekly electrical checks ups & repairs of internal lights	Lights and sockets working	Clerk of Works Electrician
6.	Daily checkup of generator fuel tank & arrange refueling	Sufficient fuel levels	Clerk of Works Electrician
7.	Consumer units checks up and repairs every two weeks	Well working consumer units	Clerk of Works Electrician
8.	Assignment of staff to remove dry tree leaves from roofs of buildings on a monthly basis to avoid stagnating rain water.	Clean roofs	Clerk of Works Administrative Assistant
9.	records of scheduled maintenance are kept	records	Clerk of Works Administrative Assistant

4.3.Process for Routine Repair of Buildings and Broken Furniture

Source

ISO Departments/users; CU/SOP/QAPC/11

Inputs/Resources

- Qualified Artisan
- Building Materials

Outputs


- Well-repaired buildings and furniture

Receivers

Quality Assurance and Performance Contract: ISO Departments/users; CU/SOP/QAPC/11

Process details

No.	Description	Output	Responsibility
1.	A written or verbal request from users.	Report	Administrative Assistant
2.	The Clerk of Works is notified	records	Clerk of Works
3.	The Clerk of Works assigns a relevant artisan to go and survey the work within 24 hours after reporting of the damage	records	Clerk of Works Artisan
4.	Where materials for repairs are available in the store, repair is done within 24 hours	Repaired facilities	Clerk of Works Artisan
5.	Where procurement of materials is required, approval to procure is sort from the Vice-Chancellor or DVC (AFPD).	Approval	Estates manager Clerk of Works
6.	Procurement Department purchases the materials (CU/SOP/PROD/25).	Procured materials	Procurement Officer
7.	Upon receiving materials, repairs are done immediately.	Repaired facilities	Clerk of Works Artisan

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4.4 Process for Routine Maintenance of Campus Grounds and Indoor Premises

Source

Quality Assurance and Performance Contract: ISO Departments/users; CU/SOP/QAPC/11

Inputs/Resources

- Grounds staff
- Cleaners
- Cleaning items
- Tools & Equipment

Outputs

- Clean, neat buildings and compound

Receivers

Quality Assurance and Performance Contract: ISO Departments/users; CU/SOP/QAPC/11

Process details

No.	Description	Output	Responsibility
1.	In the case of Campus grounds, every area is assigned to a grounds-staff who maintains grass; fences and flowers.	Duty register	Administrative Assistant
2.	In the case of Lecture Rooms, Offices and Toilets, every area is assigned to a cleaner.	Duty register	Administrative Assistant
3.	Checking is done every day	records	Administrative Assistant
4.	Upon inspection, work done is recorded and corrective measures are given to the person dealing with each area.	records	Administrative Assistant

4.5 Process for Events Planning, Room Set up and Housekeeping

Source


ISO Departments/users

Inputs/Resources

- Venue room
- Tables/Chairs
- Linen
- Housekeepers
- Supervisors/users

Outputs

- Satisfied members and visitors

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Receivers

ISO Departments/users

Process details

No.	Description	Output	Responsibility
1.	The HOD receives a written or verbal request from the user	Request notes	Administrative Assistant
2.	Estates Department staff in charge of arranging meetings are notified	Forwarded notice	Administrative Assistant
3.	The staff undertake room arrangement well in advance of the function	confirmation	Administrative Assistant
4.	The arrangement/set up is reviewed to ensure it is suitable for the function to be undertaken	Confirmation feedback	Administrative Assistant

5.0 RECORDS/RETAINED DOCUMENTED INFORMATION

- Maintenance registers
- Complaints registers
- Attendance registers
- Weekly work record
- Instruction record registers
- Performance registers
- Minutes of Departmental meetings
- Estate maintenance materials in the substore

6.0 KEY PERFORMANCE INDICATORS/OBJECTIVES

6.1. Performance Indicators

- (i) Number of constructed state-of-the-art buildings/infrastructure
- (ii) Percentage of taps with water when randomly opened
- (iii) Percentage of toilets flushing well 24/7
- (iv) Percentage of lights and sockets are working at random switch on of power
- (v) Percentage of dustless and clean indoor floor and outdoor environment 24/7
- (vi) Percentage of trimmed grass, fences, flowers, clean, painted walls and ceiling
- (vii) Percentage of well-maintained paved walkways with no pot holes
- (viii) Time taken to effect requested repairs
- (ix) Percentage reduction in complaints received

6.2 Quality Objectives

Linked Strategic Objective(s) SO 12: To increase improvement of physical facilities through maintenance and repair from 90% to 100%
1. Quality Objective: To increase scheduled and routine maintenance of buildings (plumbing electrical, joinery, painting, locks and maintenance of paved walkways) from 80% to 100%
Strategies/Activities Outsource specialised technicians where necessary Prepare a maintenance schedule



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STANDARD OPERATING PROCEDURE FOR ESTATES DEVELOPMENT MANAGEMENT

Open a routine maintenance register
Identify the buildings and develop a schedule
Renovate/maintain buildings

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
Head of Estates Department Registrar (A&P) DVC (AFPD)	Maintenance materials Tools Consumables such as paint Artisans/Labour Building Materials	Annually	% of maintained/buildings
Review dates:	Quarterly		

Linked Strategic Objective(s)
SO 12: To improve physical facilities through maintenance and repair

2. Quality Objective: To maintain cleanliness of lecture rooms, offices and toilets thrice up from once per day

Strategies/Activities
Prepare a cleaning schedule for each building
Procure cleaning supplies and issue to cleaners
Maintain cleanliness of lecture rooms, offices and toilets
Monitor, supervise and verify cleaning round the clock

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
Head of Estates Supervisors	Cleaning schedule Cleaning supplies Cleaners Cleaning materials	Daily	% of clean compound, lecture rooms, offices and toilets
Review dates:	Quarterly		

Linked Strategic Objective(s)
SO 12: Improvement of Physical Facilities through Maintenance and Repair

3. Quality Objective: To increase identified and repaired broken furniture and other fixtures from 50% to 70%

Strategies/Activities
Outsource carpenters, welders, joineries etc
Prepare repair schedule
Open a repairs request register
Check and repair broken furniture


RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD) Head of Estates Carpenters/Welders	Repair materials	Annually	Number broken furniture and other fixtures/installations repaired
Review dates:	Quarterly		

Linked Strategic Objective(s)
SO 8: Enhancement of Environmental Conservation
SO 9: Enhancement of Waste Management and Pollution Control

4. Quality Objective: To increase cleanliness of buildings, flowers, fence and grass from 5 days to 7 days per week

Strategies/Activities
Landscape and beautify the University grounds
Install drip irrigation pipes
Set up drainage and rain water harvesting systems
Set up solid waste management systems
Establish a dumpsite for non-hazardous wastes
Provide differentiated solid waste container

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
VC DVC(AFPD)	Budgetary allocation Consultants; Causal and	Annually	% of the grounds landscaped Drip system set up

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Estates Manager	professional labour NEMA approval	No. of dumpsites set up No. of trash bins installed Trimmed grass, fences and flowers
Review dates:	Quarterly	

Linked Strategic Objective(s)
SO 8: Enhancement of Environmental Conservation
SO 9: Enhancement of Waste Management and Pollution Control
SO 10: Development of Renewable Energy Technology Utilisation and Transfer

5. Quality Objective: To increase buildings with energy efficient and conservation practices from 1 to 5 by 2022

Strategies/Activities
Install solar energy panels on buildings. Establish a biogas plant in the University
Establish biofuels plantations/plants. Light and heat using the solar and biogas energy

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD)	Budgetary allocation Experts (designers) Land for the plants/agro-wastes Large buildings for the panels	2022	Percentage of buildings with solar water heater installation, Ambient natural lighting in rooms.

Review dates:	Quarterly
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Linked Strategic Objective(s)
SO 11: Development of Learning Facilities to Provide a Conducive Living and Learning Environment

6. Quality Objective: To increase monitoring of implementation of projects in the University Master Plan from 1 per 2 weeks to once per week

Strategies/ Activities
Identify high priority projects in the University Master Plan
Develop short-term, medium-term and long-term plans for prioritized projects
Develop budgets for prioritized projects

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
Estates Manager DVC (AFPD)	Budgetary allocation Professional consultants	2022	No. of projects identified, planned and implemented

Review dates:	Annually
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7. Quality Objective To enhance construction of high priority projects identified in the University Master Plan from 80% to 100% by end of each contract period

Strategies/Activities
Monitor Main Administration Block Complex / Law School; Perimeter walls; Modern Science and Technology laboratories; Food Science and Technology Complex; ultra-modern Library; toilet blocks; outdoor seating benches; a hazardous waste disposal incinerator; Model School Phases II and III

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
Top Management Estates Manager	Budgetary allocation Acquire land, Source consultants/contractors	2022	Frequency of monitoring visits to ongoing projects Percentage completion of projects


Review dates:	Annually
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Linked Strategic Objective(s)
SO 13: Acquisition of Land and Facilities for Expansion

Linked Strategic Objective(s)
SO 11: Development of Learning Facilities to Provide a Conducive Living and Learning Environment

8. Quality Objective: To increase developed University's Kairini and Mwanjati lands from 10 acres to 100 acres

Strategies/Activities
Construct a dispensary, research office, toilet blocks
Develop irrigation system for 100 acres
Establish a wildlife conservancy and stock it with wild animals

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RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
Top Management	Budgetary allocation Professional consultants/ contractors	2022	Acres irrigated/planted Operational wildlife conservancy
Review dates:	Annually		
Linked Strategic Objective(s) SO 11: Development of Learning Facilities to Provide a Conducive Living and Learning Environment			
9. Quality Objective: To increase furnished conference theatres from 1 building to 3 buildings by 2020			
Strategies/Activities Install electrical, electronic equipment and fit furniture in buildings: Business School Pavilion, Business and Students' Recreation Centre, and Media Studio			
RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD) Estates Manager	Budgetary allocation Electrical and building materials Furniture and Artisans	2020	% of electrical and electronic equipment and furniture installed
Review dates:	Annually		
Linked Strategic Objective(s) SO 11: Development of Learning Facilities to Provide a Conducive Living and Learning Environment SO 27: Compliance with Statutory Requirements SO 31: Enhancement of Gender and Affirmative Action Compliance			
10. Quality Objective: To improve access in buildings for PWDs from 3 buildings to all buildings			
Strategies/Activities Build washrooms for PWDs Purchase and install lifts friendly to PWDs in all over 4-storey buildings without them Construct 2 ramps in buildings without them			
RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
DVC (AFPD) Estates Manager	Funds Contractors Professionals	2022	One toilet for PWDs per floor 1 lift in Ladies' Hostel Ramps in all new buildings
Review dates:	Annually		




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Risk Identification Key

Likelihood	Consequence	Raw Risk (Likelihood x Consequence)
1: Low, very unlikely less than 10% chance of occurring	1: insignificant, consequences are very low, can lead to nil/minor disruptions (1 day), leads to no financial losses	1 - 3: Low, managed within existing controls, monitor annually
2: Medium, possible 20% - 60% chance of occurring	2: Moderate, consequences are moderate, disruption can be up to a week, financial loss can be up to \$10,000	4 - 6: Medium, evaluate efficiency of existing controls or implement mitigation plan, monitor quarterly or 6 monthly
3: High, likely to almost certain 70% - 100% chance of occurring	3: Serious, consequences are adverse, can lead to legal prosecutions, media coverage, investigation by statutory body, complete loss of service delivery or financial loss of > \$ 100,000	7 - 9: High, implement mitigation plan immediately, escalate to senior management, monitor weekly or monthly

Risk Identification Table

SN	Risk	Source (How can the risk occur)	Impact (What is the impact of the risk occurring)
1	Fire	Electrical short circuiting; Kitchen fire; Gas cylinder Students riots; Cigarette butts	Loss of property Death or permanent disability
2	Terror attack	Inadequate security	Death or permanent disability
3	Falling from storey buildings	Poor grilling works Poor lighting on stair cases, corridors	Death or permanent disability
4	Theft and pilferage	Improper fabrication of doors and windows. Lack of safes, cabinets	Loss of property
5	Collapsing building	Poor workmanship	Loss of the whole building Financial loss
6	Leaking roofs	Poor workmanship`	Documents, furniture and equipment depreciation
7	Contracts legal disputes	Substandard works from contractors (Poor workmanship) Substantial variation of works from the client Incomplete projects	Loss of reputation Legal prosecutions, Financial loss Lost time
8	Laboratory/workshop accidents	Poor training of handlers of combustible/corrosive chemicals	Bodily damages


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ESTATES RISK TABLE

Note for monitoring, the responses are: What = risk described. Why = prevent/correct consequence. How = mitigations/controls. Who = risk owner.


Risk name/ description	Risk Consequences	Likelihood (L)	Consequence (C)	Potent Risk (LxC)	Mitigations/controls (Opportunities source)	Risk Owner	Monitoring	Actual Risk @ 20/8/2019				
								LA	CA	RI= LA*CA	RR%= RI/PR	EC %
Fire	Loss of property, business, and/or lives	3	3	9	Functional fire extinguishers Training of the operators Emergency exit doors Fire alarms Fire assembly points	HOD Security	Daily	2	1	2	22	78
Terror attack	Loss of life and property	2	3	6	Training of the security personnel, staff and students	DVC (AFPD) and HOD Security	Daily	2	1	2	33	67
Falling from sto buildings	Injury or death	2	2	4	Strong grills	HOD, Estates	As need arises	2	1	2	50	50
Theft and pilferage	Loss of assets	3	2	6	Use of safes, cabinets, lockable doors and windows	HOD Security	Daily	2	2	4	67	33
Collapsing building	Injury or death	2	2	4	Strong structural foundations, columns and beams	DVC (AFPD) and HOD Estates	As need arises	2	1	2	50	50
Leaking roofs	Equipment or property damage	3	2	6	Provision of proper roof slopes and removal of fallen tree leaves from the roof, gutters and valleys	HOD, Estates	Daily	2	1	2	33	67
Contracts legal disputes	Loss of income in legal fees	3	3	9	Adhering to the contracts agreement	DVC (AFPD)	As need arises	2	2	4	44	56
Laboratory/workshop accidents	Loss of life or property	2	2	4	Store flammable/ corrosives in fireproof containers Training staff on safety Proper ventilations Regular safety inspections	CODS and HOD, Laboratories	Daily	2	0	0	0	100

Key: LA= Likelihood achieved. CA= Consequence achieved. RI= Risk incidences encountered. RR% = Residual Risk EC (%) = Effectiveness of Control
Potent Risk (PR): Refers to potential raw risk that is anticipated. EC% = 100% - RR%

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
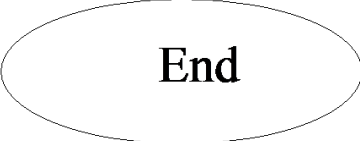
ESTATES OPPORTUNITIES TABLE


SN	Opportunity	Action Plan	Timelines	Effectiveness/Status
1.	Many potential income generating units in the region and increasing demand for recreation facilities, meeting venues and improved crops/flowers.	Come up with sustainable design proposals for income generating projects e.g. fitness studio, play grounds, conference halls, solar panels, tree nursery	Annually	60%
2.	Increased student enrollment hence increased demand for physical structures	Maintenance and repair schedules	Continuous	70%
3.	Environment requiring conservation through landscaping and beautification.	Enhance landscaping in the university access and internal compound	Continuous	100%
4.	Vigilant statutory regulatory bodies (public health, NEMA, NCA)	Maintenance and repair schedules, engaging qualified professionals in designs and project implementation.	Continuous	90%
5.	Increase of services in all buildings including high-rise ones	Install passenger lifts and ramps for PLWD	Continuous	90%

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APPENDIX: PROCESS MAPS

i. Process for Scheduled Maintenance of Buildings

RESPONSIBILITY	ACTION
ADMINISTRATIVE ASSISTANT CLERK OF WORKS	 <p>Start</p>
DVC (AFPD)	<p>Requisitioning of maintenance materials</p> <p>Approval of requisition. NO/YES</p> 
PROCUREMENT OFFICER	Purchasing of maintenance materials following CU/SOP/PROD/25 and keeping in the store from where they are requisitioned for by users engaged in maintenance works.
ADMINISTRATIVE ASSISTANT	Allocation of artisans to paint selected buildings during short holidays.
CLERK OF WORKS	Assigning of staff to remove dry tree leaves on a monthly basis from roofs of buildings to avoid stagnating rain water. Assigning of staff to replace damaged washroom fittings thrice in a year or at end of every semester during the short holidays.
ELECTRICIAN	Checking weekly electrical cables at 4 metre cubicle points and internal lights in all lecture rooms and repairing. Checking and repairing consumer units twice per week. Checking daily fuel levels and refueling the generator tank. Checking periodically and servicing the generator after every 250 hours of operations.
CLERK OF WORKS OR ADMINISTRATIVE ASSISTANT	Keeping records of scheduled maintenance.
	 <p>End</p>

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ii. Process for Routine Repair of Buildings and Broken Furniture

RESPONSIBILITY	ACTION
ADMINISTRATIVE ASSISTANT/ CLERK OF WORKS	<p style="text-align: center;">Start</p> <p>Receiving of written or verbal request from users and requisitioning for repair materials</p>
VICE-CHANCELLOR/ DVC (AFPD)	Approval of repair materials. NO/YES.
PROCUREMENT OFFICER	Purchasing by Procurement Department
ADMINISTRATIVE ASSISTANT / CLERK OF WORKS	Assigning of artisan to perform repair work
ASSIGNED ARTISAN	Repairs done after procurement of materials
ADMINISTRATIVE ASSISTANT	<p>Inspection of work done by artisan</p> <p style="text-align: center;">End</p>

iii. Process for Routine Maintenance of Grounds, Lecture Halls, Offices and Toilets

RESPONSIBILITY	ACTION
ADMINISTRATIVE ASSISTANT	<p style="text-align: center;">Start</p> <p>Assigning compound, offices, lecture rooms to cleaners</p>
CLEANERS	Cleaning of the assigned areas
ADMINISTRATIVE ASSISTANT	Inspection of the performance of cleaners and grounds personnel
ADMINISTRATIVE ASSISTANT	<p>Recording of repair work and issuing of corrective measures to the cleaners/grounds employees</p> <p style="text-align: center;">End</p>