



NORTH-WEST UNIVERSITY  
YUNIBESITI YA BOKONE-BOPHIRIMA  
NOORDWES-UNIVERSITEIT  
INSTITUTIONAL OFFICE

®

## POLICY ON PHYSICAL INFRASTRUCTURE

|   |  |
|---|--|
| <b>Reference number</b>                   | 5P/5.1   |
| <b>Accountable executive managers</b>     | Executive Director: Finance and Facilities   |
| <b>Policy owners</b>                      | Director: Physical Infrastructure and Planning   |
| <b>Responsible division</b>               | Physical Infrastructure and Planning   |
| <b>Status</b>                             | Approved   |
| <b>Approved by</b>                        | Council  |
| <b>Dates of approval</b>                  | 31 July 2015   |
| <b>Amendments</b>                         |  |
| <b>Date of amendments</b>                 |  |
| <b>Review date</b>                        | 2017   |
| <b>Procedures in terms of this policy</b> | None   |
| <b>Web address of this policy</b>         | <a href="http://www.nwu.ac.za/content/policy_rules">http://www.nwu.ac.za/content/policy_rules</a>  |
| <b>Address on the policy data base</b>    | RMA SHARE /NWU Home/User Homes/AMANDA VAN DER MERWE (10935746)/RMA/2. Management/2.1.3 Policy development and review/2.1.3.2 Review/Policy documents 5P-5.1-Physical infrastructure_e.docm |

# POLICY ON PHYSICAL INFRASTRUCTURE

## 1 Preamble

As a pre-eminent university in Africa, driven by the pursuit of knowledge and innovation, based upon the values the university espouses, the North-West University (hereafter referred to as the NWU) has adopted this *Policy on Physical Infrastructure* on 31 July 2015.

## 2 Policy objectives

The *Policy on Physical Infrastructure* enables the NWU Council to oversee the sustainable, responsible and effective management of the University's physical infrastructure planning and development activities, related facilities management responsibilities, and related space management functions. The policy will serve as framework for the development of guidelines and implementation of procedures to support this policy.

## 3 Policy application

This policy applies to all physical infrastructure owned or operated by the NWU, whether for teaching and learning, research, student accommodation or any other operational or non-operational purpose.

The policy is supported by all the relevant legislation applicable to the University and regulations issued in terms of such legislation, other relevant NWU policies, as well as technical standards and norms adapted by the University.

## 4 Objectives of the policy

With this policy the NWU wishes to:

- enable the NWU Council to ensure that new infrastructure is developed in accordance with strategic objectives, that existing building space and other related infrastructure are optimally utilised, and that all physical infrastructure is effectively managed and maintained;
- assist managers and other employees in establishing a sound control environment and limiting the risks involved in performing their duties;
- ensure the uninterrupted use of facilities;
- ensure compliance with relevant legislation, regulations, and standards;
- promote consistent practices, standards, operational efficiency and best practice.
- redress equity.

## 5 Policy statement and requirements

### 5.1 Physical infrastructure guidelines and procedures

This Policy must be read in conjunction with the NWU's latest infrastructure guidelines and procedures instituted in accordance with this policy.

### 5.2 Physical infrastructure development

#### 5.2.1 Infrastructure planning

1. An annual infrastructure plan must be presented for approval by the NWU Council.
2. The plan should respond to short-term, medium-term and long-term physical infrastructure requirements, supporting other NWU strategic plans. Requirements pertaining to additional academic space and research space must be motivated in accordance with the NWU Enrolment Plan, strategic plans relating to the size and shape of the University, teaching and learning

plans, and approved research plans, while requirements for non-academic space and/or general infrastructure must be motivated in accordance with formal strategic plans by support departments. Requirements relating to additional space requirements by income-generating entities must be motivated in accordance with business plans as approved by the NWU.

3. The construction of new facilities may only be considered after a formal review has confirmed that required additional space cannot reasonably be accommodated within the existing infrastructure.
4. Scheduled macro-maintenance plans, as well as plans to address possible large-scale deferred infrastructure maintenance, should be included as part of the plan.
5. The plan must be complemented by drawings indicating the long-term land use for all of the University's main campus properties, defining a flexible urban-design framework.

### **5.2.2 Approval of infrastructure projects**

1. Based on the infrastructure plan, the Institutional Management will recommend a list of new developments/redevelopment projects, macro-maintenance and deferred maintenance projects to the Assets Committee and Finance Committee for evaluation as part of the annual budget process.
2. All projects relating to new infrastructure, additions and alterations and demolition of existing infrastructure must be approved by the NWU Council prior to commencing with final technical designs, procurement of tenders and construction work.

The following exceptions apply:

- Designated management committees have the authority to approve minor building alterations in accordance with the schedule of authorities and the approved budget allocations for minor building works;
  - Urgent requests for unscheduled infrastructure projects may be approved in accordance with the latest Schedule of Authorities issued in terms of the Financial Policy of the NWU, subject to the condition that the projects must be approved as a matter of urgency to mitigate specific operational risks, and subject to the condition that such ad hoc projects will be financed by external funding or capital funding already approved by the NWU Council as part of infrastructure provisions.
3. In the event where the project scope changes significantly in relation to the approved scope during the planning and design phases of a project and the change in scope affects the approved budget of the project by more than 10%, the project must be referred back for reapproval.
  4. Budgets for macro-maintenance projects and deferred maintenance projects must be approved by the NWU Council as part of the budget process prior to the procurement of tenders and commencement of maintenance work.

### **5.3 Infrastructure design and construction**

1. The Institutional Management of the NWU will formally designate a department within the NWU to manage all infrastructure projects. This department will be responsible for the design and the completion of works, ensuring that projects are completed within the project budget and time frames, and in compliance with safety, technical and legislative requirements.
2. Final infrastructure designs and construction work must comply with all legislation, inter alia the following:
  - Compliance with South African National Standards - SANS 10400 (latest amendments);
  - Compliance with the NWU Preambles for Construction Work (2011, including latest revisions);
  - Compliance with the Occupational Health and Safety Act of 1993, as well as supportive Regulations, issued in terms of the Act;
  - Compliance with applicable Local Governmental ordinances;
  - New buildings must provide people with disabilities reasonable access to facilities in accordance with SANS 10400, Part S;
  - New facilities must complement the aesthetics of adjacent structures and be designed in a functional manner, allowing for ease of maintenance, considering environmental stewardship and sustainability.

## **5.4 Infrastructure space management**

### **5.4.1 Ownership of building space and related space**

In accordance with this policy, all building spaces and related infrastructural spaces are considered to be allocable University property and are subject to assignment and reassignment to achieve optimal utilisation. The allocation of any space does not imply permanence, but is rather is subject to on-going review and where strategically justified, re-assignable in accordance with the Infrastructure Plan.

### **5.4.2 Allocation of building space**

The following principles are applicable to the allocation of building space:

- In order to ensure equitable and transparent space allocation practices, the allocation of space will be governed by Hemis space norms, other space norms issued by the Department of Higher Education and minimum space standards prescribed by SANS 10400.
- Where possible, the "shared space" principle must be implemented to ensure the optimal use of facilities and to minimise facilities-related operating costs;
- Faculties/Departments must as far as possible be consolidated into contiguous space.

### **5.4.3 Renting out of building space and other infrastructure**

Surplus space will only be leased to outside entities if a formal review confirms that there is no internal space needs for the space in question during the lease period.

Internal stakeholders must be consulted prior to the conclusion of a lease agreement with an outside entity in order to ensure that the leased space complies with its intended use.

### **5.4.4 Space Charges**

1. University entities generating outside income have to make a financial contribution for the use of facilities to at least cover direct facilities-related costs such as maintenance, cleaning, municipal accounts, insurance, etc.
2. Faculties and departments (including support departments) should be charged for space occupied.
3. Space charges should be set in advance and published for reference as part of the annual budgetary process.

### **5.4.5 Space administration, reporting and control**

1. A central register of space data must be maintained in order to assist the management of the University in making informed decisions regarding the effective management of space.
2. Regular facilities utilisation evaluations must be conducted in order to account for the appropriate utilisation of space in accordance with the University's Strategic Plans and space allocation norms.

## **5.5 Maintenance of Physical Infrastructure**

### **5.5.1 Integration of maintenance processes**

Infrastructural improvements to all properties owned by the University must be effectively and efficiently maintained in order to support operational efficiency, as well as to ensure sustained use, occupational health, safety and financial viability.

An integrated maintenance approach must be followed, incorporating breakdown maintenance, preventative maintenance, condition-based maintenance and macro-maintenance processes, into a single maintenance plan, ensuring that facilities and services infrastructure are maintained to an optimum level, preventing asset deterioration.

### **5.5.2 Breakdown maintenance**

Reactive breakdown maintenance must be carried out on an "as and when required" basis, ensuring that occurring defects are rectified as a matter of urgency to prevent possible interruption in the use of a facility, to prevent resultant further damage to infrastructure, as well as to address health, safety or security risks caused by a defect.

Services must be provided on a 24-hour basis in order to attend to after-hours emergencies.

### **5.5.3 Preventative maintenance**

Preventative maintenance programmes must be implemented and complied with to ensure the short-term and medium-term scheduled servicing of all serviceable equipment, building systems, building finishes,

structural components and infrastructural services at regular intervals to obtain the maximum useful life from each physical asset before replacing it. The objective of such programmes will also be to prevent unnecessary breakdowns and asset failures, as well as to prevent high maintenance costs related to deferred maintenance.

Records of maintenance schedules must be kept, indicating the scope, scheduling and actual execution of all preventative maintenance programmes.

#### **5.5.4 Condition-based maintenance**

Regular inspections must be carried out to identify all defects to structures, building finishes, infrastructural services and fixed equipment. The identified defects must be rectified, while records must be kept of all defects that have not been rectified (deferred maintenance).

#### **5.5.5 Macro-maintenance**

Macro-maintenance programmes must plan and affect the scheduled long-term and large-scale renewal of outdated building finishes, as well as the long-term replacement of building or infrastructural components with a maximum life expectancy of ten years.

Neither deferred maintenance nor the installation of additional services, equipment and fixtures may be financed from macro-maintenance budgets without the approval of the Executive Director Finance and Facilities.

#### **5.5.6 Deferred Maintenance Projects**

Where necessary, special deferred maintenance projects must be initiated to address the backlog in maintenance work, as well as to rectify maintenance work that has not been carried out according to required standards.

Independent control measures must be maintained to monitor and report on the levels of deferred maintenance on all campuses and properties owned by the University.

#### **5.5.7 Maintenance Budgets**

Operational maintenance budgets must be prepared as part of the annual budget cycle, including forecasts for breakdown maintenance and estimates for preventative maintenance.

Macro-maintenance budgets, linked to macro-maintenance programmes, as well as cost estimates relating to deferred maintenance work, must be included in the Infrastructure Plan.

### **5.6 Energy management**

Energy use in all facilities of the University should be measured and monitored on an on-going basis, quantifying consumption and identifying and reporting on significant and abnormal energy use.

Where practical and feasible, new technologies should be implemented to reduce energy consumption, minimise electricity usage and improve the efficiency of equipment.

Back-up electricity-generating plant must be operated and maintained to ensure electrical supply essential for critical installations in the event of interrupted electrical supply from Eskom or the local authority.

### **5.7 Legislative safety of machinery and electrical installations**

In order to ensure that the provisions of applicable safety acts and supporting regulations issued in terms of such acts are complied with, a competent person must be designated in a full-time capacity as the "Responsible Person" for the safety of machinery and electrical installations on all campuses. The appointment of such person must comply with statutory requirements and such person must be registered with the Department of Labour.

## **6 Delegation of responsibilities**

Responsibilities may only be delegated to qualified persons, who are actively involved in the tasks being performed, have the appropriate knowledge (including but not limited to relevant regulations and policies), technical skills and authority to carry out responsibilities.

## **7 Responsibility for implementation, management and monitoring**

The necessary organisational structures must be put in place by the Vice-Chancellor in order to delegate responsibilities for the effective implementation, management, compliance and monitoring of this policy. It will be the responsibility of delegated staff to promote the spirit of this policy, and to ensure that the policy is adhered to.

## 8 Enquiries

Institutional Chief Director: Department of Physical Infrastructure and Planning.

Original details: (10935746) P:\Beleide\Raad Junie 2015\5P-5.1\_Infrastructure Policy\_e.docm  
26 August 2015

File reference: 5P/5.1