



# Infrastructure Management Policy

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## Infrastructure Management Policy

Against the background of the dream to be an internationally recognised university in Africa, distinguished for engaged scholarship, social responsiveness and an ethic of care, the Council of the North-West University (NWU) adopted this policy on 21 November 2019.

### 1 Interpretation and application

This policy must be interpreted and applied in a manner consistent with –

- 1.1 the Constitution of the Republic of South Africa, 1996;
- 1.2 the Higher Education Act, 101 of 1997;
- 1.3 the Occupational Health and Safety Act, 85 of 1993, and all regulations made in terms thereof;
- 1.4 the National Heritage Resources Act, 25 of 1999, and all regulations made in terms thereof;
- 1.5 the National Building Regulations and Building Standards Act, 103 of 1977, and all regulations made in terms thereof;
- 1.6 the Statute of the North-West University (2017) ('the Statute');
- 1.7 all Department of Higher Education and Training infrastructure-related policies need to be adhered to, including the *Space and Cost Norms for Buildings and other Land Improvements*, the *Policy on the Minimum Norms and Standards for Student Housing at Public Universities* and the *University Macro-Infrastructure Framework (MIF)*;
- 1.8 applicable Local Government bylaws, and
- 1.9 all other related policies of the NWU.

### 2 Definition

In this policy, the term “**infrastructure**” comprises immovable assets which are acquired, constructed or which result from construction operations, and includes both moveable assets which cannot function independently from purpose-built immovable assets, and information and communication technology (ICT) infrastructure as defined in the University's policies relating to ICT.

### 3 Policy Statement

- 3.1 Infrastructure management must seek to effectively, efficiently, economically and sustainably utilise the current and emerging infrastructure needs of the University.
- 3.2 Infrastructure management must take the entire lifecycle of the assets into account, from the identification of an infrastructure need to the final decommissioning or disposal thereof.

### 4 Approval of Infrastructure Planning

4.1 The vice-chancellor must annually submit an updated three-year delivery plan for all infrastructure as defined in paragraph 2, newly proposed infrastructure framework agreements, and a spatial development framework for approval by Council, via the relevant subcommittees.

4.2 The plans, agreements and framework contemplated in 4.1 must deal with –

- obtaining or installing new infrastructure,
- the operation, maintenance, refurbishment and rehabilitation of existing infrastructure, and
- the disposal of infrastructure which is no longer required to meet the University's objectives.

## **5 Planning Principles**

5.1 The following planning principles must be applied generally to infrastructure management:

- equity of access to a broadly equivalent set of facilities on campuses and a network of shared amenities accessible to all students and employees across campuses;
- the prioritisation of projects for the development of new infrastructure and the refurbishment or replacement of existing infrastructure must be based on a needs analysis informed by factors such as policies, norms and standards, condition assessments, functional performance, student enrolment trends, current and forecasted levels of optimisation and mitigating high risks relating to critical infrastructure;
- the grouping of projects into programmes to enable three-year cash flow projections;
- the establishment of project implementation timelines;
- the alignment of large scale planned maintenance projects, including deferred maintenance programmes with programmes for the repurposing of current infrastructure;
- obtaining and considering the expectations and requirements of stakeholders in the University;
- identifying gaps between the existing infrastructure and the required infrastructure and considering all possible ways of meeting the gaps, such as utilising existing infrastructure more effectively, and
- ensuring the provision of infrastructure at the lowest life cycle cost, taking into account the operation and maintenance of the infrastructure after its construction or installation.

5.2 The Spatial Development Framework must provide a long-term flexible urban design vision for campuses, drawing upon the following principles:

- establishing a balanced movement network, allowing for equitable access to campuses by public transport, vehicles, non-motorised transport, while promoting pedestrian circulation;
- making provision for integration and engagement with surrounding communities;
- the creation of suitable, pleasant common places for the informal gathering or meeting of students and employees;
- providing clear direction of land utilisation to accommodate future growth and change, based on the elements of public structure, i.e. green space, movement of all modes, shared public facilities, sports facilities and recreation, and
- demonstrating good practice in terms of a broad spectrum of environmental and sustainability practices.

## **6 Infrastructure Optimisation**

- 6.1 Infrastructure must be used efficiently and if necessary reconfigured or, where practical, disposed of if it does not support the University's strategic objectives, whilst also considering environmental, social and economic impacts.
- 6.2 Where possible, changes in demand for infrastructure need to be met with solutions which do not require the acquisition of new infrastructure, taking into consideration the University's entire portfolio by maximising and sharing the use of existing facilities, or reconfiguring them, rather than building new infrastructure.
- 6.3 In accordance with this policy, all building spaces and other infrastructure are considered to be allocable University property and are subject to assignment and reassignment to achieve optimal utilisation.
- 6.4 The allocation of any infrastructure space does not imply permanence, but is subject to ongoing review and where strategically justified, re-assignable to ensure optimum use of facility spaces in accordance with formally approved facility space norms.
- 6.5 Surplus infrastructure may only be leased to external entities if a formal review confirms that such infrastructure is not needed within the University.

## **7 Infrastructure Maintenance**

- 7.1 Infrastructural improvements on all properties owned by the University must be maintained effectively and efficiently in order to support operational efficiency, and to ensure sustained use, occupational health and safety and to minimise life cycle costs.
- 7.2 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.
- 7.3 Systems and processes must be implemented for the prioritisation of repairs.
- 7.4 A system must be implemented for handling of service complaints and responding to requests from infrastructure users, which should include standards for reasonable response times.

## **8 Risk Management**

- 8.1 Risks relating to the ownership, use and operation of infrastructure must be managed by identifying, assessing and appropriately mitigating risks in a cost-effective manner.
- 8.2 Critical infrastructure must be identified using a risk-based approach by assessing both the probability of failure and the potential impact on the University's operations.

## **9 Infrastructure Design**

- 9.1 Infrastructure designs must promote accessibility, energy-efficiency, water-efficiency and sustainability.
- 9.2 Designs must consider optimal flexibility of use.

## **10 Infrastructure Asset Management**

- 10.1 Infrastructure must be recorded in an infrastructure asset register that must include relevant information pertaining to properties, facilities and major plant and equipment.
- 10.2 Periodic condition assessments of infrastructure must be made, the results of which must be captured in the infrastructure asset register and used to inform infrastructure plans and budgets.
- 10.3 Relevant information must be recorded of all infrastructure leased to third party entities, or used by third party entities on a regular basis.

## **11 Infrastructure Management System**

The implementation and maintenance of an integrated infrastructure management system will enhance operational efficiency and provide reliable, consistent and up-to-date infrastructure management information.

## **12 Assignment of responsibilities**

- 12.1 The management of the various components of the University's infrastructure must be assigned to persons with the appropriate skills to implement this policy.
- 12.2 The University management must entrust the planning, management and administration of the University's infrastructure to specialised committees to initiate, approve and oversee actions that are necessary for the progressive implementation of this policy as envisaged in paragraphs 5 to 11.