



## PHYSICAL INFRASTRUCTURE POLICY

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## PHYSICAL INFRASTRUCTURE POLICY

### 1. INTRODUCTION

- 1.1. The Botswana Open University (BOU) owns and operates an extensive portfolio of buildings and land assets utilized to deliver its mandate.
- 1.2. This Policy provides a consistent framework to ensure that these assets are maintained effectively to support the University's strategic objectives.
- 1.3. The Policy further defines the roles and responsibilities of the affected divisions and must be read and applied in conjunction with other related BOU's governance instruments as well as relevant national legislation and local authority by-laws.
- 1.4. The policy should be read with BOUs Infrastructure Guidelines and Procedures, Botswana Bureau of Standards- ISO 1400 as well as to the Occupational Health & Safety Act

### 2. DEFINITIONS

- 2.1. **PREVENTIVE MAINTENANCE** - is maintenance which is carried out to prevent an item failing or wearing out by providing systematic inspection, detection and prevention of incipient failure.
- 2.2. **STATUTORY MAINTENANCE** - is when plant such as lifts, fire systems, fume hoods and air conditioning systems are serviced and maintained in accordance with legislative requirements.
- 2.3. **CORRECTIVE MAINTENANCE** - is maintenance that is required to bring an item back to working order when it has failed or worn out.
- 2.4. **BACKLOG MAINTENANCE** - is maintenance that is necessary to prevent the deterioration of an asset or its function but which has not been carried out.
- 2.5. **REACTIVE BREAKDOWN MAINTENANCE** - is maintenance that is 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 that may be caused by a defect.

### **3. PURPOSE**

3.1. The overarching objective of this Policy is to enable the University to oversee the sustainable, responsible and effective management of the physical infrastructure planning and development activities as well as related facilities management functions.

#### **3.2. OBJECTIVES OF THE POLICY**

With this Policy, BOU seeks to:

- 3.2.1. Enable the University to ensure that new infrastructure is developed in accordance with strategic objectives, that existing building space and other related infrastructure are optimally utilized, and that all physical infrastructure is effectively managed and maintained.
- 3.2.2. Assist management and other employees in establishing a sound control environment and limiting the risks involved in performing their duties.
- 3.2.3. Ensure consistent facilitation of business continuity use of the infrastructure.
- 3.2.4. Ensure compliance with all relevant national legislation, fire prevention regulations and standards, and local authority by-laws.
- 3.2.5. Promote consistent practices, standards, operational efficiency and best practice.
- 3.2.6. Ensure access, equity, sustainable and safe use of the facilities.

### **4. SCOPE**

- 4.1. This policy applies to all physical infrastructure owned or operated by BOU, whether for teaching and learning, research, accommodation or any other purpose.
- 4.2. The policy also applies to the shared facilities but this would only be to the extent of the portion that would have been allocated to BOU.

## 5. POLICY STATEMENT

5.1. BOU is committed to managing its infrastructure in accordance with all statutory requirements including environmental standards. BOU is also committed to abiding by principles of preventive maintenance, statutory maintenance, corrective maintenance, backlog maintenance and reactive breakdown maintenance. To maintain sustainable and effective infrastructure management, the University commits to ensuring and resourcing appropriate approaches to infrastructure maintenance, development, design and construction, space management, in line with infrastructure safety requirements that may from time to time be in use. BOU commits to operating in terms of the following principles and best practice:

### 5.1.1. Infrastructure planning

5.1.1.1. An annual infrastructure plan shall be presented for approval by the BOU Council.

5.1.1.2. The plan shall respond to short-term, medium-term and long-term physical infrastructure requirements, supporting other BOU strategic plans.

5.1.1.3. Scheduled macro-maintenance plans, as well as plans to address possible large-scale deferred infrastructure maintenance, shall be included as part of the plan. The plan will 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.

5.1.1.4. Construction of new facilities shall only be considered after a formal review has confirmed that required additional space cannot reasonably be accommodated within the existing infrastructure.

### 5.1.2. Approval of infrastructure projects

All projects relating to new infrastructure, additions and alterations and demolition of existing infrastructure shall be approved by the BOU Council prior to commencing with final technical designs, procurement of tenders and construction work, including approving scope changes by more than 10% of the budget. Budgets for macro-maintenance projects and deferred maintenance projects shall also be approved by Council.

### 5.1.3. **Infrastructure design and construction**

Infrastructure designs and construction work shall comply with all relevant legislation and prescribed safety requirements.

### 5.1.4. **Infrastructure space management**

#### 5.1.4.1. **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 rather is subject to on-going review and, where strategically justified, re-assignable in accordance with the Infrastructure Plan.

#### 5.1.4.2. **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 through appropriate procedures that will from time to time be developed by the University;
- Where possible, the "shared space" principle must be implemented to ensure the optimal use of facilities and to minimise facilities-related operating costs;
- Schools/Departments/Centres must as far as possible be consolidated into contiguous space.

#### 5.1.4.3. **Renting out of building space and other infrastructure**

Surplus space shall 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 shall 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.

#### 5.1.4.4. **Space Charges**

- The University shall 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.
- Schools, Centres and departments (including support departments) shall be charged for space occupied.
- Space charges shall be set in advance and published for reference as part of the annual budgetary process.

#### 5.1.4.5. **Space administration, reporting and control**

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

## **6. RELATED POLICIES**

This Policy is related to BOU's Infrastructure Guidelines and Procedures, to the Botswana Bureau of Standards – ISO 1400, and to the Occupational Health and Safety Act

## **7. POLICY IMPLEMENTATION**

### **7.1. Roles and responsibilities**

- 7.1.1.** Head of Units/Departments/Campuses/ shall, through their Divisions, be responsible for:

- 7.1.1.1. Initiating proposals on maintenance, expansion, and outsourcing of facilities.
  - 7.1.1.2. Initiating proposals for acquisition and development of facilities.
  - 7.1.1.3. Initiating proposals for the development of infrastructure master plans.
- 7.1.2.** The Director of the Department of Administration and Office Services shall, through relevant units, be responsible for the design and the completion of works, ensuring that projects are completed within the project budget and periods and in compliance with safety, technical and legislative requirements.
- 7.1.2.1. Shall collate needs, assess budgetary implications and or initiate improvements in use or development of the existing infrastructure and recommends same to the Infrastructure Management Committee
- 7.1.3. Infrastructure Management Committee**
- 7.1.3.1. Shall assess the infrastructure maintenance and development needs as submitted by the requesting departments through the Department of Administration
  - 7.1.3.2. Assess the effectiveness, efficiency and safety of the proposed use or development
  - 7.1.3.3. Recommends assessed proposals to the Executive Management
- 7.1.4. The Executive Management Team is responsible for:**
- 7.1.4.1. Assessing and approving proposals for expansion, extension and outsourcing of facilities.
  - 7.1.4.2. Assessing and recommending proposals for acquisition and development of facilities.
  - 7.1.4.3. Recommending resources for physical infrastructure in the annual budget.

**7.1.5. Council is responsible for:**

7.1.5.1. Approval of infrastructure master plans.

7.1.4.5. Approving recommendations for acquisition and development of facilities.

**8. REVIEW**

This Policy shall be reviewed every 3 years or as necessary.