



Memorandum

**To: Mr Reenen du Plessis
Executive Director: Operations**

**From: Dr Joe Manyaka
Campus Director: SWC**

Date: 31 January 2011

Re: ANNUAL REPORT: SWC

1. Division's core business

1.1 The OPS division's core business at the SWC is to ensure that all divisions on campus function optimally. The division gives support in terms of ensuring that all spaces on campus are usable and well maintained. The division ensures that spaces on campus are well managed. These spaces are:

- Lecture halls
- Offices
- Residences
- Canteen
- Grounds and gardens
- Sport facilities

The OPS team will ensure that all divisions on campus can do their respective tasks well and that the University's core business, which is the academic activities take place effectively.

The OPS division on campus has the responsibility of maintaining all facilities on campus.

The OPS division also takes charge of all utilities on campus.

In collaboration with Protection Services and Occupational Safety, the Operations division sees to it that the campus is secure and safe and that it also complies with all the statutory requirements.

The Operations division (also) takes charge of all campus projects per campus.

1.2 Strategic plan/thrusts for 2010

The vision of the OPS division is to be “a high performing, reliable and dependable division that manages the development, maintenance and protection of the campus infrastructure, buildings, installations, maintenance of the campus in promoting it to be a preferred campus of choice to both students and staff”. The following are the OPS’s main priorities for 2010.

1.2.1 Progress to date:

1.2.1.1 Campus Development

The campus development, both the refurbishment of the existing buildings and sport facilities were successfully completed in 2010. These were completed with the R300 million contribution from the National Department of Education and R100 million from the University. These contributions created that following on campus:

- State of the art sport facilities which have a sport centre with an indoor sport hall, fully equipped gym, a spinning room and an aerobic class,
- Three soccer fields, two for practice and one for a match ground. The match field, matches all the FIFA requirements and can accommodate night games and TV broadcasting of the games,
- Cricket ovals
- Athletic tracks
- Netball courts
- Pavilion which can sit 2 200 people
- Grade R School
- Sport clubhouse
- The Law Clinic (the first for Soweto).

This development had a saving of over R35 million. The savings and the interest of over R30 million on the DoE money, enabled the University to start the construction of the first residences on Campus. This construction was completed on the 22nd of November 2010. The residences can accommodate 312 students. These numbers are supplemented by the 116 accommodated at the YWCA and 121 at the YMCA

The completion of the SWC development has also given us an opportunity to have 85% of our spaces to be re-named. New names would be unveiled on the 4th of February 2011.

1.2.1.2 Effective space management

This was a huge challenge during the campus development and was well handled. The success on this was because of the cooperation from both the staff and the students on the campus.

1.2.1.3 Project Management

For huge projects like the SWC development, the management of the project was outsourced. For instance, the SWC Development and the construction of the residences, Turner & Townsend managed the projects on behalf of the university.

1.2.1.4 Compliance to the OHS Act and related regulations.

This is an ongoing process. Together with Occupational Safety on campus, the OPS division is achieving in this area. The university rating is gradually increasing.

1.2.1.5 Finding space for squatters in Grade R School

A house in the Grade R School yard is occupied by four families (illegally). The campus had to find an alternative accommodation for them so that the house can be turned into offices for staff and principal. Alternative accommodation was found in 2010.

1.2.1.6 Execution of projects

These are projects handled by the campus beside the SWC development. The following projects were started and completed:

- Revamping of the tarred road at R350 000,
- Landscaping at R300 000,
- Boardroom refurbishment at R250 000.

All these were completed on time and within budget.

1.2.2 Gaps/Issues

The most outstanding gap is that of human resource. The development of the campus requires that we have more staff in terms of maintenance, security, cleaning. In view of the university's decision of not approving new posts, an ideal situation would be to add on the outsourcing.

2. Human Resource Management

2.1 Employee profile

The SWC division had 15 staff members in 2010:

African	White	Male	Female
14	1	9	6

2.2 Achievements of employees

The Campus Director presented a paper at the HEFMA International Conference on the Revitalization of the University of Johannesburg: SWC.

2.3 Staff Development Programme

Four of our staff in the Technical Services section attended and completed the ABET Programme.

3. Stakeholder report

3.1 The Campus Management has partnerships with a number of community structures. First, there is a committee called Orlando Ekhaya Steercom which is made up of representatives from the City of Johannesburg, JPC (Johannesburg Property Company), Ward Councilors from Soweto, Small Business and the SWCA Campus Director. This committee meets every first week of the month. It helped to minimize problems during our Campus Development.

The other forum is the school principals with Campus Director. This forum meets every three months and looks at helping schools with a number of issues.

3.2 Achievements

The community is fully informed with what is happening within the campus. The community of Soweto feels that it is part and parcel of the new campus.

4. Sustainability report and environmental sustainability

The new development has incorporated a number of issues which help in reducing costs through energy efficiency and water efficiency savings. Examples of these are the following:

(a) The environmentally friendly campus incorporates energy efficient mechanisms such as orientation, sun screening, natural ventilation (in new

academic offices), energy efficient lighting and optimization of natural light and structured insulation.

The landscaping in general is indigenous and low in maintenance. An ecological corridor or 'green' belt running all along the Southern boundary fence acts as an ecological corridor linking Enoch Sontonga Hill to the wetland precinct flanking the campus to the West.

- (b) In academic offices lecture theatres and computer labs, recessed florescent fittings with T5 lamps to achieve the required lux levels as per SANS10114-1 have been used.
- (c) There are stormwater harvesting tanks at the athletic track. Due to the water intensive irrigation requirements for the FIFA specifications soccer field, a herringbone subsoil drainage system below a good draining topsoil matrix for the soccer field has been used. It was determined that as much as 75% of the irrigation water for the field would pass through the topsoil matrix and into the subsoil drainage and that would then discharge to the stormwater system and back into the river, which is wasteful. It was decided to try to capture this excess irrigation requirement. Therefore, stormwater harvesting tanks that collect the excess irrigation water as well as stormwater runoff from the athletic track and pumps this up to the storage tanks (at the new sport centre) was designed.

There is a submersible pump in the harvesting tank that switches on when the water level rises in the tank and switches off once the tank is empty. This will ensure that the campus reduces its water demand and reduces its water demand and reduces costs of maintaining these fields.

4.1 Governance of the division

The campus is managed by the Campus Director, has a Technical Services Manager on campus. The campus has a forum/committee which is made up of representatives from all the campus sections, from the SRC, faculties and other divisions. The Registrar attends the meetings of this forum. In 2010, the forum met more than 26 times. A variety of issues are discussed.

4.1.1 Quality Management

The division monitors quality issues in many ways. Firstly, any work done has to be inspected by the Technical Services Manager and the client (say a department) before invoices are paid. In most cases, depending on the size of the project, a certain percentage of the amount is left within the university for at least three months. If nothing happens to the work within those months, the outstanding amount is paid to the contractor.

4.1.2 Risk Management

The following are some of the risks for the SWC of late,

- (a) Space
 - There is more demand for offices. Proper management and control will solve this risk.
 - Student accommodation
- (b) Student bus/shuttle
- (c) Staffing – outsourcing is the solution, but cannot outsource 100%.

4.1.3 Financial review

- (a) Approved budget for project was R900 000.00 and this was used in full for the following:

Landscaping: R300 000.

Revamping the tarred road and constructing new parking area: R350 000.

Boardroom refurbishment: R250 000.

- (b) Maintenance – the following amounts were approved:

• Buildings	Approved:	R267 330.04
Used:	R248 877.81	
Balance:	R 18 452.23	
• Electrical	Approved:	R145 132.90
Used:	R 91 695.02	
Balance:	R 53 437.88	
• Plumbing	Approved:	R 56 119.47
Used:	R 56 119.47	
• Air conditioning	Approved:	R 57 529.37
Used:	R 17 195.25	
Balance:	R 40 334.12	

The electrical and air conditioning balances are a bit higher because most of the work falls under the development.