



## PROPERTY MANAGEMENT

### EXECUTIVE SUMMARY: ANNUAL REPORT 2017

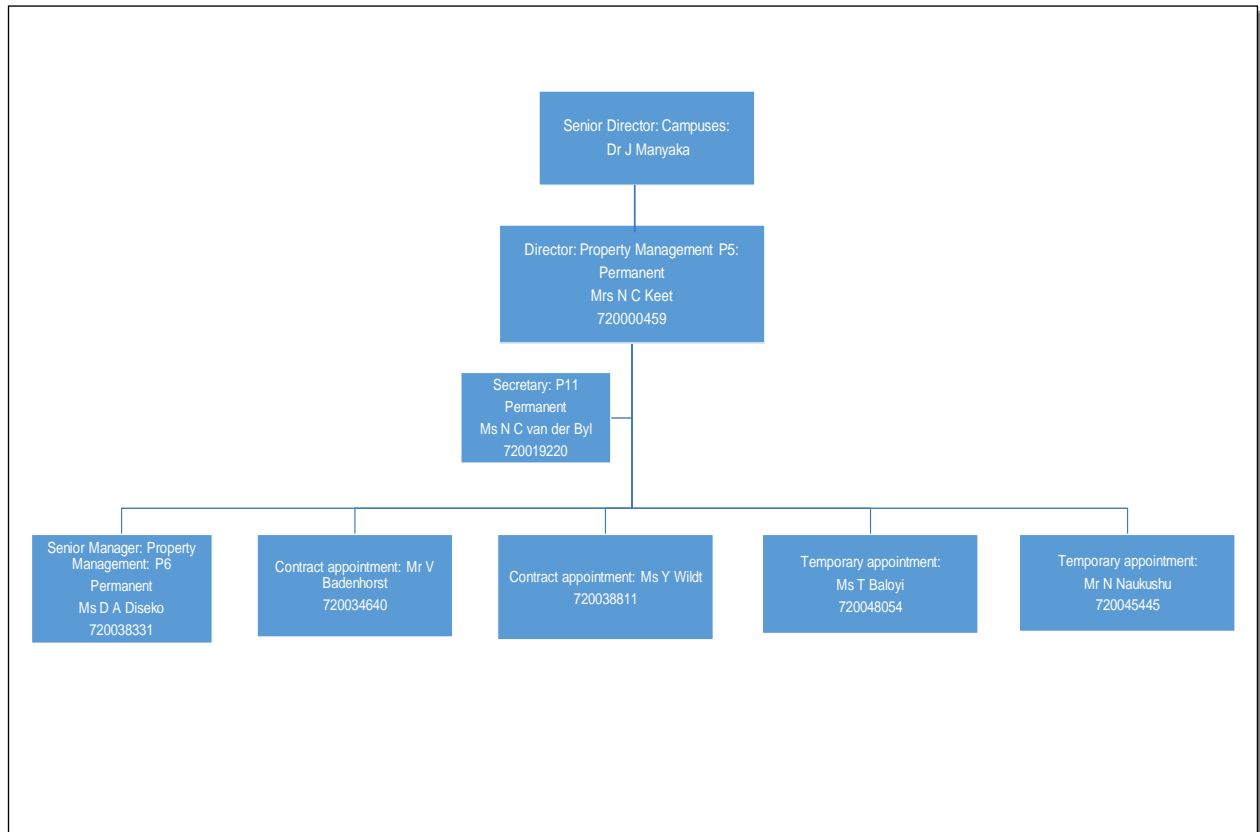
#### 1. OPERATING CONTEXT

##### 1.1 Strategic Plan (core business):

1.1.1 To effectively manage, control and conserve all properties owned, leased and disposed of by UJ as well as investigating development possibilities in accordance with the approved UJ Master Development Plan.

##### 1.2 Governance structure and quality management:

##### 1.2.1 Property Management Structure



1.2.2 Report to the Executive Director: Operations, Management Executive and UJ Planning and Resource Committee of Council. Member of various Project Steering and Project Committees, the South African Property Owners Association (SAPOA), the South African Facilities Management Association (SAFMA) and the Higher Education Facility Management Association of Southern Africa (HEFMA).

### 1.2.3 Governance overview (committees/governance structures)

<b>Governance structure</b>	<b>Policies</b>	<b>Procedures</b>	<b>Charter</b>
Minister of Education UJ Council	Higher Education Act 1997 (Act 101 of 1997)	Procedures for the acquisition, disposal, leasing and development of land and buildings.	Charters for: Council Council Exco Planning and Resource Committee of Council Council Finance Committee
Planning and Resource Committee of Council Council Finance Committee Management Executive Committee	UJ Statute	Delegation of authority: Council and Council Committees	
South African Heritage Resources Agency	National Heritage Resources Act, No 25 of 1999 (NHRA)	Applications compliant with NHRA and Regulations.	NHRA and Regulations
Local Government Structures	Legislation and By-Laws	Applications compliant with land-use rights and changes to land-use rights. Land exchange, expropriation and alienation.	Municipal Financial Management Act Relevant legislation and Regulations

### 1.2.4 Quality Management

- Regular meetings with clients and professional teams;
- Meetings with Project Steering and Project Committees;
- Written feedback on recommendations;
- Application of 48 hour turn-around strategy with resolution where possible and where not, provide reason analysis.
- Responses to all environments are followed up with an electronic mail within 48 hours and reason analysis is provided where possible.
- Respond within 48 hours when called upon in respect of infrastructural or logistical in respect of registration and graduation.
- Regular reports to clients and governance structures;
- Risk and mitigation assessments;
- Follow up inspections and site visits;
- Surveys;
- Effective recordkeeping and archiving of documents;
- Data comparison, updates and revision;

- Ensure that all processes affecting projects deliverables are managed and completed within the project timeframes and budget, including the appointment and management of professional teams or consultants;
- Written reports from professional appointees;
- Effective control systems to ensure corporate governance adherence;
- Improve the techniques/systems in managing the department;
- Timeous provision of advisory and accurate property information relayed in various formats, i.e. written reports, memorandums, electronic mail, telephonically, etc and verbally in all meetings where the enquiry requires input in terms of property information;
- Information relayed and conveyed during project delivery planning and during execution of project deliverables, are recorded in Project Minutes.

## **2. RISK AND MANAGEMENT OF RISK**

- 2.1 Rezoning of newly acquired properties from Residential, Business etc to Educational.
- 2.2 Town Planning applications on SWC: Consent uses and township establishment.
- 2.3 The Property Database is comprehensive and updated annually.
- 2.5 Heritage management of buildings – Applications in terms of NHRA are being lodged for alterations and demolition of all buildings older than 60 years.
- 2.6 Student Centres: Management of outstanding debt, health audits and corporate governance controls.

## **3. STRATEGIC THRUSTS AND TARGETS**

- 3.1 Excellence in Research and Innovation:
  - 3.1.1 Support academics in line with student / UJ academic and general events calendar: 48 hour response with resolution where possible and where not, reason analysis was provided. Processes to obtain resolution and information obtained were communicated upon receipt. Increase the number of beds for international academic accommodation.
  - 3.1.2 Excellence in Teaching and Learning:
 

Provision of advisory and accurate property information relayed in various formats, i.e. written reports, memorandums, electronic mail, telephonically, etc and verbally in all meetings where the enquiry requires input in terms of property information.
  - 3.1.3 Identify 1 significant and sustainable community engagement project for OPS:
 

Attend meetings of project team to discuss strategy and action plan. Assist and provide information as and when required. Existing projects include the Egoli Gas Development, the SWC Wetland, the Melville to Braamfontein Urban Design Cycling Project, the Ellis Park Precinct Rejuvenation Project (member of the Spatial and Transportation and Urban Management Task Teams), the Mayoral Decking Project (member of the task team) and the Corridors of Freedom (Empire/Perth Corridor). Active involvement in the Gauteng Department of Infrastructure Development projects and workshops.
- 3.2 An International Profile for Global Excellence and Stature:
  - 3.2.1 Health and Safety overall compliance rate of 82%:
 

UJ's OHS compliance targets are supported. Inform Occupational Safety Department of all property acquisitions/demolitions/projects within 48 hours.

Ensure compliance to Section 8 of the OHS Act: Safety of all employees under supervision (enforce Section 14: duties of employees). Report all safety related deviations to Occupational Safety Department. Relaying of information to staff and students on various processes followed during the completion of various projects. Provision of information is relevant to how property conditions can affect the implementation, execution of successful delivery of projects.

### 3.2.2 Environment conducive to a positive student, staff and visitor in campuses and residences.

Ensure that all processes affecting projects deliverables are managed and completed within the project timeframes and budget, including the appointment and management of professional teams or consultants.

Processes include:

Rezoning, consolidation and/or subdivision of properties.

Road closures, acquisition of closed roads and incorporation into campus (rezoning and consolidation).

Registration of various servitudes, including aerial (pedestrian bridges), existing municipal services, road widening, right of way, BRT, etc.

Negotiations and reviewing of lease agreements with local organisations and municipal entities pertaining to the utilisation of sport facilities.

Ensure compliance with Local and National Legislation, e.g. Municipal By-Laws, and National Heritage and Resources Act, National Water Act and National Environmental Management Act. (Water use license, heritage buildings, site development plans, building plans.)

Removal of restrictive conditions contained in title deeds prohibiting the optimum utilisation of properties.

Timeous provision of advisory and accurate property information relayed in various formats, i.e. written reports, memorandums, electronic mail, telephonically, etc and verbally in all meetings where the enquiry requires input in terms of property information.

Information relayed and conveyed during project delivery planning and during execution of project deliverables, are recorded in Project Minutes.

Provision of written feedback in monthly and other reports. Compile and submit monthly and other ad-hoc reports to ED: Ops, for approval and/or submission to MEC and PRC if required. A large amount of reporting is also done electronically and not contained in formal written reports.

### 3.2.3 Safety and security of staff, students and visitors.

Provide support to responsible unit.

Communicate time frames and processes during transitional periods when acquiring or alienating properties, to stakeholders and OPS Managers. Including an extension or breach in property boundaries during construction projects, i.e. road widening, demolitions and building layouts.

Prompt effective responses communicated to all staff, students and relevant stakeholders. Communicate timeframes and processes during transitional periods when acquiring or alienating properties, to stakeholders and Operations managers.

### 3.2.4 Way finding plan implementation and improved signage:

Develop implementation strategy including resource requirements.

Monitor and record signage strategy by linking it to Local Government By-Laws and Regulations, i.e. Applications to CoJ for external signage and pylons (ensure that property information contained in applications for approval are accurate and correct, provide title deeds, zoning certificates and SG Diagrams to accompany application).

## 3.3 Campus Equivalence:

- 3.3.1 Manage the DFC consolidation project to ensure delivery of the Council – approved project on time, within budget and to the required professional engineering standards:
- Ensure that all processes affecting projects deliverables are managed and completed within the project timeframes and budget, including the appointment and management of professional teams or consultants.
  - Processes include:
    - Rezoning, consolidation and/or subdivision of properties.
    - Road closures, acquisition of closed roads and incorporation into campus (rezoning and consolidation).
    - Registration of various servitudes, including aerial (pedestrian bridges), existing municipal services, road widening, right of way, BRT, etc.
    - Negotiations and reviewing of lease agreements with local organisations and municipal entities pertaining to the utilisation of sport facilities.
    - Ensure compliance with Local and National Legislation, e.g. Municipal By Laws, and National Heritage and Resources Act, National Water Act and National Environmental Management Act. (Water use license, heritage buildings, site development plans, building plans.)
    - Removal of restrictive conditions contained in title deeds prohibiting the optimum utilisation of properties.
    - Member of the Steering Committee that reports to the PRC and MEC. Compilation and submission of reports to the ED Operations, MEC and PRC on progress of tasks and functions, including progress by appointed professionals.
- 3.3.2 Planning and approval of large events on SWC in line with UJ policy:
- SWC events plan in line with values, academic project and Brand of UJ.
  - Provide input and support to responsible unit when required within the 48 hour turnaround timeline.
- 3.4 Leadership that counts in the Institution and Civil Society
- 3.4.1 Development plan and implementation with a focus on customer relations and capacity – follow through with monitoring and evaluations.
- 3.4.2 Transformation of all staff – with a focus on customer service excellence, cultural integration and employment equity. Appointed as transformation facilitator. Attended workshops, seminars and meetings. Participation in the UJ's 2013 Diversity Week.
- 3.4.3 Regular showcasing to MEC, MECO and PRCC. Compiled and submitted detailed reports to Executive Director: Operations; substantiate evidence of significant leadership. Developed a relationship with JPC, JDA and JRA to ensure better service to UJ, introduced UJ and MDP, showcased new and current projects, extended invitations and arranged visits to all UJ campuses. Involved City Leaders in UJ's Strategic Plans for development.
- Included in Ellis Park Precinct Rejuvenation - Spatial & Transportation and Urban Management Task Teams.
  - Member of Mayoral Task Team for Decking Project.
  - Represents UJ in the Melville to Braamfontein Urban Design Cycling Project.
  - Represents UJ in the City of Johannesburg's Corridors of Freedom (Empire/Perth Corridor) Project.
  - Mentorship and tutor UJ students in property related projects.
  - Elected to HEFMA Executive Committee as Treasurer.
  - Significant reduction in downtimes and outages of power and water to UJ campuses with focus on APB and DFC. (Monitor all outages and report to CTS to communicate to contact persons at CoJ.): Ensure that accurate property information

are indicated in all references to and invoices from CoJ as recorded in the Master Property Database. Record all communications with CoJ.

3.4.4 Strategic partnerships in city, region, national and international organizations that uphold UJ values and interests.

Liaise with Ward Councillors regarding Community and City Council Projects, UJ Projects and its impact on community and surrounding environment, facilitation of collective projects and forums. E.g. BRT, Ellis Park Precinct Improvement Task Teams, rejuvenation and refurbishment of Wards, servitudes, street children, traffic intersections, DFC/APB Decking Project, Egoli Gas Development, Cycling and Corridors of Freedom Projects.

Established an agreement with various City entities, thus created an excellent working relationship with the Johannesburg Development Agency, Johannesburg Road Agency and Johannesburg Property Company to ensure collaboration on various generic projects.

Director attended the Annual HEFMA Conference 2014. Member of and attending meetings of HEFMA Executive Committee.

3.5 Resources that enable UJ's fitness for purpose, support primary core thrusts:

3.5.1 Maximising Intellectual Capital: Succession plans for critical staff defined and implemented.

Application of and adherence to Project Management methodologies in approved project programmes and budgets. All actions are recorded in minutes and written records of Project Team Minutes.

The appointment of subject matter experts, project outcomes and performance of professional team has been recorded and monitored.

Risk management and employment of mitigating factors in project programme applied, monitored and recorded in Project Team minutes.

Provide accurate property information for inclusion in Archibus system. Application of information monitored and recorded.

Substantial Revision of Campus Master Plan: Ensure that accurate property information is included in MDP. Increased involvement in the revision of Campus Master Plan.

3.5.2 Institutional Efficiency and Effectiveness: Adhering to Corporate Governance Compliance by timely submissions of comprehensive and accurate reports to executive management and governance structures. Reports are included in the official minutes of governance structures.

Energy management that enables UJ to achieve energy efficiency that meets the Council – approved target for energy savings: Provide support to responsible unit as requested within the 2 business day turnaround time. Ensure that accurate property information is provided and recorded.

Waste management that enables UJ to achieve waste recycling efficiencies that meet the Council approved target for waste recycling: Provide support to responsible unit as requested within the 2 business day turnaround time. Ensure that accurate property information is provided and recorded.

3.5.3 Financial management: Monthly budget reviews. Ensure budgets are monitored and outputs measured according to monthly budget reports.

Submission of 2015 Projected DPM Budget 2015 on time and to acceptable standards as defined by Finance.

## 4. PERFORMANCE

The Department performed as follows

- 4.1 The following town planning and land-use rights applications had been submitted to the City of Johannesburg (CoJ) for consideration and approval:
- 4.1.1 Erven 114 to 118, New Doornfontein, consolidation;
  - 4.1.2 Erven 114 to 118 New Doornfontein, rezoning.
  - 4.1.3 Erven 1002 and 1003 New Doornfontein, rezoning and consolidation.
  - 4.1.4 Erf 627 Doornfontein, rezoning and consolidation.
  - 4.1.5 Erf 1009 New Doornfontein, rezoning.
  - 4.1.6 Rezoning and consolidation of APB campus – registration of properties in UJ's name;
  - 4.1.7 Orlando eKhaya Project combined with City of Johannesburg Land exchange proposal – Land was subdivided, consolidated and included in an application for the establishment of a township as per the land exchange agreement between UJ and JPC (Johannesburg Property Company). Alternative proposals were submitted by the CoJ regarding the management of the SWC Wetland.
  - 4.1.8 Consent use applications and r
  - 4.1.9 Erf 1/809 Auckland Park: UJ has brought a legal action against the AFM, which had resulted in an appeal lodged by the AFM, which will be heard in June 2018.
  - 4.1.10 The following properties were acquired and transferred in UJ's name:
    - Erf 15 Rossmore, 11 Auckland Avenue
    - Erf 17 Rossmore, 13 Auckland Avenue
    - Erf 108 Rossmore, 14 Chislehurst Avenue
    - Erf RE/110 Rossmore, 12 Chislehurst Avenue (Plumpudding Guesthouse)
    - Erf 222 Richmond, Nano Towers
    - Erf 108 Auckland Park, 69 Twickenham Avenue
    - Erf Re/99 Auckland Park, 68 Twickenham Avenue
  - 4.1.11 The renewal of the YMCA lease agreement was negotiated and renewed.
  - 4.1.12 Title deed register – completed and ongoing.
  - 4.1.13 Historical information/archive – ongoing.
  - 4.1.14 Heritage buildings audit all UJ Campuses – ongoing.
  - 4.1.15 The Property Database is comprehensive and updated annually.
  - 4.1.16 Heritage management of buildings – Applications in terms of NHRA are being lodged for alterations and demolition of all buildings older than 60 years.
  - 4.1.17 The Revision of master Development Plan commenced and will be concluded in 2018.
  - 4.1.18 An application to permanently close Chislehurst and Moseley Avenues in Auckland Park and to create a security entrance and exit, has been submitted to the CoJ for consideration. Road closure Rossmore
  - 4.1.19 Discussions with GDID, workshops and presentations
  - 4.1.20 Student centres: All lease agreements and renewals have been concluded, new leases, new tenants and outstanding debt, is managed daily.

## 5 RESOURCE MANAGEMENT

### 5.1 Employee profile

PEROMNES	W	C	FEMALE	MALE
P5	1		1	
P6		1	1	
P11		1	1	
P12 (contract)	1	3	2	2
<b>Total</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>2</b>

5.2 Staff turnover: One temporary staff member resigned during 2017, but another temporary appointment was made in its place

5.3 Succession plan: Appointment of duly qualified Senior Manager.

5.4 Achievement of employees:

5.4.1 Director and Senior Manager attended national HEFMA SA Conference, Director was re-elected as national HEFMA SA Treasurer for a further period of three years.

5.4.2 Senior Manager elected as a member of the UJ Pension Fund Board of Trustees.

5.5 Staff Development Programme:

Staff attended and completed the following training and development programmes: Project Management, Advanced Project Management, Business Administration, Introduction to Compliance and Compliance Risk Management Plan.

## 6 FINANCIAL MANAGEMENT:

6.1 Financial Review (budgets, actual expenditure, etc.).

6.1.1 Operational Budget:

6.1.1.1 Salaries: R2,289,809.28 (23%)

6.1.1.2 Operational: R 10,275,973.50

6.1.2 Project Budget:

6.1.2.1 Approved budget: R ..

6.1.2.2 Expenditure: R ...

## 7 ENVIRONMENTAL SUSTAINABILITY

7.1 An application for a water use license was prepared and submitted to the Department of Water Affairs for the ground water in the Perskor building and on the DFC Campus. Final approval had been received.

7.2 Existing Ecological Management Plans for the UJ Island and SWC are monitored in accordance with approved environmental management plans.

7.3 DPM is actively involved in the UJ's drive to recycle paper and recycles all paper waste.



## **8. STAKEHOLDER ENGAGEMENT**

- 8.1 Soweto Campus – Conservation of the Enoch Sontonga Koppie, Klipspruit Wetlands and redevelopment of the Orlando Dam in conjunction with the City of Johannesburg.
- 8.2 APB – Egoli Gas Development Project, which includes the historical conservation of the heritage buildings and the reinstatement of the wetland.
- 8.3 APK - UJ is represented on the BRT Community Liaison Forum and consults with other community forums (ARHRRRA) regarding land-use applications and changes, as well as the Melville Community Development Organisation and Ward Councillor.
- 8.4 DFC – UJ is represented on the Ellis Park Management Forum, which serves as a vehicle to ensure that access to all sporting facilities in the area is made available to UJ students. Regular consultation with the Ward Councillor, Municipal Manager and entities regarding UJ's proposed development in the surrounding area.
- 8.5 Continuous consultation with the JRA, JDA and JPC with regard to current and future development projects by both the CoJ and UJ.
- 8.6 UJ is acknowledged and included as a task team member on various projects under management of the CoJ. Details of such projects have been included in the above report.
- 8.7 Launch of UJ and CoJ MMC meetings and Inner City Partnership Forum: The purpose of these meetings are to bring together top office bearers and key managers of the City-Region and the University, in a structured forum. The engagement will explore common initiatives and renew commitment to advance equitable development, a better life for all. It will give practical meaning to UJ's commitment of making a contribution to regional development by partnering with the Gauteng Inner City Re-generation group. The hope is to create an equitable working relationship between the University of Johannesburg and CoJ.

## **9. LEADERSHIP FOOTPRINT**

- 9.1 A unique relationship between UJ, the CoJ and the various municipal agents has been established which ensures that current and future (internal and external) development projects are communicated effectively, managed within budget and completed timeously.

## **10. CONCLUSION AND WAY FORWARD**

- 10.1 A strategic plan for the expansion and development of all UJ Campuses had been included in the revision of the UJ's Master Development Plan, with clear guidelines for the implementation of 5, 10 and 15 year roll-out plans. The revision of the UJ's Master Development Plan and future development projects would be explored and considered in conjunction with the CoJ's Urban Design Framework.
- 10.2 The UJ's strategy to enhance its international profile, included the provision of appropriate multi-campus accommodation for international academic visitors. The accommodation of international students were highlighted as essential.

- 10.2.1 Deficiencies included in the strategy were the increasing number of international students registered at UJ as well as the insufficient and inadequate accommodation for international academic visitors and students.
- 10.2.2 Opportunities for income generation must be actively pursued in current and new initiatives in order to enhance the UJ's international profile, particularly in respect of lucrative international research partnerships, and the resources that underpin it.
- 10.2.3 All four UJ campuses must benefit from, and contribute to, an enhanced international profile.
- 10.2.4 Subsequently the MEC has requested Property Management (DPM) to explore the area known as the "Educational Link", the area situated between APK (University Road) and APB (Canary Street), as set out in the UJ's Master Development Plan. Several investigative and progress reports had been submitted to the MEC during the course of 2017. The most noticeable findings of the investigation are set out in such reports. The revision of the Master Development Plan is concentrating on the "Educational Link".
- 10.2.5 A proposal on the acquisition of certain properties situated in the proposed link between the APK and APB campuses, was submitted and approved by the MEC. However, in addition to the cost associated with the acquisition of these properties, an approximate budget should also be made available for Operational Departments such as Utilities, Maintenance, Protection Services and Occupational Safety, to fund expenses for which funding had not been included in any of the Operational Budgets for 2017:
- 10.2.6 The following are the *estimated future operating costs* normally associated with a residential property, after a preliminary assessment was done in conjunction with the various Departments within Operations:
- Utilities: R3 453 per month
  - Protection Services: R26 000 per month  
\*Grade D 24 hr Security Officer.
  - Auxiliary services: R1 480.00  
\*(Gardens, grounds and swimming pool)
  - Annual building maintenance: R65 000 per 3 year cycle.
  - Occupational Safety: R15 000 per year  
\*Installation and servicing of fire alarm system and equipment.
  - Telecommunications: To be confirmed.  
\*Installation of telephone and data lines/wi-fi.
- 10.2.7 The above estimated operating costs, excludes additional costs associated with statutory requirements applicable to any amendments to the existing land-use rights, in accordance with National and Local legislation.
- 10.3 All legal and statutory requirements (as contained in the Higher Education Act, 1977 and other existing legislation) pertaining to the development, ownership and land-use rights of all UJ properties, owned or leased, should be complied with.
- 10.4 New and proposed UJ projects should be planned in consultation with Property Management in order to make ample provision in the project timeframes for heritage, town-planning and legal requirements as contained in applicable legislation, in order to prevent unforeseen delays.

10.4 The objectives and requirements contained in legislation pertaining to the acquisition, sale, lease and development of land must be adhered to.

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