

FACILITIES MANAGEMENT (CAMPUSES DIVISION) 2021 ANNUAL REPORT

OVERVIEW

The Campuses Division is responsible for providing faculties and other support divisions within the institution with the clean and well-maintained facilities needed for their academic, research and other related/support functions, to ensure that they can perform their work without interruption. In addition, the Division looks after the Sports Fields for the UJ teams to fulfil their mandates. It is also tasked with maintaining Grounds and Gardens. The Division, in conjunction with the all other sub-divisions, especially, Occupational Safety Division, also ensures that the institution is safe and secure and complies with all safety regulations. Activities on the UJ Island will also be addressed. This report presents an overview of performance trends in key measures and the extent to which the 2021 targets have been achieved.

Through the execution of its functions, the Facilities Maintenance, Campuses Division also aligns with the following strategic objectives of the institution:

- Excellence in research and innovation
- Excellence in teaching and learning
- International profile for global excellence and stature
- Enriching student-friendly learning and living experience
- National and global reputation management
- Fitness for Global Excellence.

2021 was also a year with various challenges caused by COVID-19. Load shedding with its associated problems was back from the beginning of the year. During the year, some UJ campuses were without electricity on days for at least four hours. All these days were during the National Lockdown. Standby generators ensured that activities could continue, on these affected campuses.

The previous year (2020) also saw a remarkable reduction in activities of the institution due to the COVID-19. Better planning and execution helped the division in improving delivery of various services to clients. The period also saw a reduction of staff on campuses, as essential workers could be on campus because academic activities were done online.

The cleaning staff had to be on campus because more than 1000 students were still in the university residences. Their coming to work or university to do their duties was controlled to ensure that there are not too many cleaners at the same space. It was only after June 2021 that all cleaning staff were requested to be at work but at different times. Half of the group would start work at 7:00 and knock off at 15:00 and the next group would start at 8: until 16:00. Deep cleaning of venues and residences was done from November to December 2021.

More than 53 areas/spaces across UJ campuses were decontaminated during 2021 as requests were by those who were in the institution.

The maintenance staff were also on rotation for the same reason as cleaners. Maintenance staff made use of the opportunity with fewer people on campus to make progress with projects and routine maintenance on the campuses. The assessment and dealing with challenges were made easy by having less numbers on the institution's campuses. During this period most calls to register faults were from the residences side.

Maintenance calls which were made, came from residence students. 15 999 calls were received for various issues as follows:

- ✓ APK: 6753 logged calls
- ✓ APB 2755 logged
- ✓ DFC: 3719 logged calls, and
- ✓ SWC: 2772 logged calls.

The following projects (Small Capex) were done and completed by the Campuses side:

- Painting of residences: Thomas Sankara, Cornerstone (APK).
- Tiling at Oppierif (APK)
- Painting of residences: Mayine, Goudstad, Kilimanjaro (APB).
- Lockers for students' property safe keeping (SWC)
- Third student residence curtains rails SWC)
- Hector Pietersen Residence refurbishments (SWC)
- Painting of the exterior walls of Ulwazi SWC)
- Painting of Generic A & B (SWC).

The UJ Island started to receive visitors towards the end of the year. 11 groups of visits were made in 2021. The low number was because no visits were allowed in 2020 to September 2021 (due to COVID-19).

STRATEGIC OVERVIEW

Divisional objectives

Some of the issues mentioned above have assisted in driving the Division's strategic objectives in support of the institutional objectives. Further contributions of the Division to the institution's strategic objectives are discussed below.

- **Strategic Objective One: Excellence in research and innovation**
 - Infrastructure Portfolio: All research institutes and houses were not occupied in 2021 and most of the maintenance work was done during 2021.
- **Strategic Objective Two: Excellence in teaching and learning**
 - Teaching and learning: The Division upgraded some of the facilities for teaching and learning. Assessments of teaching venues and laboratories were also done. The most critical aspect was the air-conditioning in Lecture venues and laboratories between June and December 2021. Libraries continued to be cleaned daily and decontaminated when there was a need to do so.
- **Strategic Objective Three: International profile for global excellence and stature**

- The Sports Fields sub-division of the Campuses Division came back to very poorly maintained fields when they returned to work from June 2021. Staff members worked around the clock to ensure that the sports fields were prepared and well-kept for when they were needed. The same happened to the Garden and Grounds sub-division.
- **Strategic Objective Four: Enriching student-friendly learning and living experience**
 - Student residences: Student residences were attended to, even though there were challenges with water in some residences. All work needed for residence refurbishment was identified per residence, which allowed UJ to work towards addressing these challenges. Most of these challenges can be categorised by problem type and by frequency. For example; requests/calls on lights, doors and plugs were by far the most frequent aspects reported.
 - The division continued with the assessment of residences that were not occupied during the 2021 period to enable maintenance and the renovation of some of those that needed refurbishment.
- **Strategic Objective Six: Fitness for global excellence and stature**
 - 2021 saw the address of several Audit queries. A significant number was addressed and reduced.
 - Policy documents on one major finding on Critical spares is being put in place.
 - The management of contracts is something we are improving from 2021.
 - Several SLA's were completed and signed off after the UJ Legal section looked at them.

EMPLOYEE RPROFILE

- The Division has more than 900 staff members:
 - ✓ Huge percentage are African
 - ✓ 60% female,
 - ✓ 5 employees are white, and
 - ✓ 4 coloureds.

COMMUNITY SERVICE, STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

The building of the fourth Soweto Student Residence created an opportunity for the community around the campus to benefit from the project. An agreement was reached with the main contractor to subcontract about 30% of certain trades to the local community. This arrangement is monitored by the office of the ward councilor of the ward the campus is situated in.

The Soweto Campus Directors had several meetings with community people and the ward councilor who is responsible for the various wards where the UJ campuses are situated.

GOVERNANCE FRAMEWORK

The Campuses Division reports to the COO (in 2021) and to the following UJ Council Committees:

- Planning and Resources Committee of Council (by presenting quarterly reports highlighting activities of the previous quarter).
- Risk Management Committee of the MEC
- Transformation Committee of the MEC.

RISK MANAGEMENT

The Campuses Division, jointly with Operations, manages the Risk Register by consistently identifying and forwarding new risks to be added to the Operations Risk Register. The monitoring and mitigation of risk areas that have financial, environmental, and reputational impact will continue to be prioritised. A number of mitigating measures have been put in place to address areas that require more focus, and appropriate accountability has been assigned.

Risks/challenges and mitigation interventions/initiatives

- Insufficient parking space at DFC Campus: Plans are needed to address this challenge. Currently, it is first come first served to find parking. The COO and the Executive Director have made plans to address this risk, even though the solution might take a while to materialise.
- Load shedding, which will take long to address.
- Water challenges at campuses during outages. Boreholes have been completed for APB, APK and SWC; DFC will be attended to later.
- Littering across campuses. Cleaning campaigns are arranged on an annual basis to create awareness among staff and students. Continuous awareness campaigns are done throughout the institution to create a culture of cleanliness within UJ.
- Vulnerable employees have been moved to less risky areas where there is no congestion, on campus and outside campus.

RESOURCE MANAGEMENT AND SUSTAINIBILITY

All the maintenance initiatives are aimed at providing a pro-active service to the campuses rather than a reactive service. As part of the effort to be pro-active the campus maintenance teams do regular inspections on the campuses and meet regularly with student residence managers.

Budget control of the repairs and maintenance budget was effective and maintenance services could be provided for the whole year. In line with planning, smaller preventative maintenance projects could be undertaken at the end of the year. Campus management will continue to monitor the expenditure on campuses and to apply budget control.

CONCLUSION AND WAY FORWARD

2021 was in a year of rethinking our practices within UJ and what we need to do to still be relevant to the University and to South Africa at large. Several old beliefs and ways of doing things have been turned on their heads.

Campus management is constantly looking at ways to improve our working relationship with the community around the campuses. The biggest challenge is that the community is informal and always changing, and this does not fit easily with the formal processes of UJ. By keeping an open door to the community and constantly informing them on how to work with UJ, campus management tries to keep a good relationship with the community.

The balance between maintenance that is requested, and the available resources needs to be refined. Budget controls applied were effective. With minor changes the same budget controls will be applied in 2022. The managers are constantly working with staff to motivate them to use the system correctly and to work towards a proactive delivery of service. Campuses started with a process to streamline the structure of staff on the campuses.

An important focus of the Facility Management staff on the campus remains that of maintenance; Campuses will thus work closely with CTS for any projects for which the campuses should take responsibility. The 'new normal' where several staff members in other divisions are working remotely has added strain to communication with these divisions. Better planning and proper formal communications will help to solve the communication problems.

As a contribution to the 4IR initiative of UJ, Campuses will concentrate on the following:

- Sampling High Tech Equipment & clocking devices.
 - Sampling the latest high-tech equipment for cleaning, sport fields and gardening will encourage productivity: and
 - Use of technology to clock in and out and for quality assurance will be an added advantage to the workers.
- Water supply and waste-water drainage:
 - UJ needs technologies that can monitor our water reticulation systems and inform us whenever there is a leak or abnormal use and the location

thereof. Similarly, the automation of the irrigation system (as is happening elsewhere) will help to save water.

The relationship with internal stakeholders was enhanced in 2021, as evidenced by the involvement of various stakeholders on the UJ campuses. These engagements will be further enhanced in 2022.