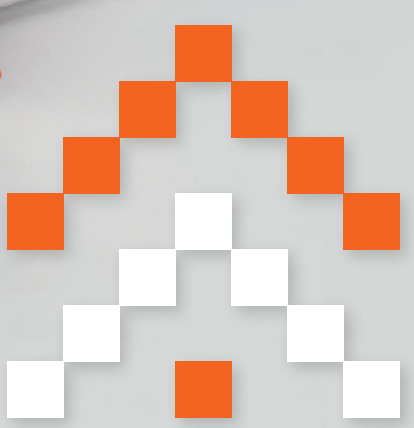


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Facilities Management

The Facilities Management Division is a non-academic support division that offers services to faculties, academic support departments, students, staff and other stakeholders. It is tasked with maintaining all academic and support facilities to be functional, accessible, prepared and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields and gardens, and the extension and upgrading of infrastructure in accordance with clients' needs. The objective of support through Facilities Management is to enable improved teaching, learning, research, student life and the development of UJ according to its vision, through the fulfilment of the following six strategic objectives of the University:

- 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 and stature

The Facilities Management Division is divided into the following departments:

- Campus Management (CFM)
- Central Technical Services (CTS)
- Property Management
- Occupational Safety (OHS)
- Logistics

All departments have the joint aim of promoting UJ as a preferred academic institution of choice for students and staff, by rendering services to support and promote the core business of the University, in whatever form possible, and within the means of the staff and resources available to this Division. The overarching goal of this support is to enable the overall drive for excellence at UJ.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2022

- High levels of load shedding have required CTS to procure more backup generators, and also to perform a comprehensive service on the cooling system of the backup generators. It was also resolved that the Soweto Campus be given priority in addressing the risk of a prolonged electricity outage, due to repeated cable theft events.



- Water restrictions have also required CTS to procure water deliveries via trucks at significant cost. Projects have been identified to increase the water storage capacity on the various campuses to accommodate 48-hour water interruptions. These projects will receive high priority, and funding requests will be made especially to this end.
- The significant Backlog Maintenance Project is ongoing. Special emphasis was again placed on this, especially at the residences, in order to eliminate some of the recurring backlog issues. This was made possible through additional UJ funding provided by the CFO in 2022, since funding had become a problem: the DHET Infrastructure and Efficiency Grant for 2022-2024 had still not been approved for release of funds, and all indications were that DHET's Student Housing Implementation Programme (SHIP) would receive priority.

STRATEGIC FOCUS AND TARGETS ACHIEVED IN 2022

During 2022, the strategic focus shifted towards the crises experienced on campuses related to power and water security, as reported by many academics. A concerted effort was made to strategise and put in place plans to ensure power and water security. Campus maintenance staff spent extensive time on these issues.

Infrastructure Portfolio

The Building Space Management Policy had been in place in draft format for many years, as previously formalised and approved in principle by MEC during 2016. The Policy has continued to be used as a general guideline for the management of building space. The DHET guidelines in terms of use of space were also referred to with regard to space allocation during 2022. The acquisition of a new building is planned, stemming from a strategic initiative to attract at least 200 postdoctoral research fellows (PDRFs). This followed after the successful occupation of the newly acquired JBS Park building by the Johannesburg Business School, the Graduate School of Architecture and several SARChI Chairs.

Property Management Portfolio

Challenges in this portfolio included backup power generation to student centres as well as housing for the aforementioned PDRFs. The power outages caused by load shedding have confirmed that intervention is necessary and a requirement, should the University want to increase the number of PDRFs. Plans are under way for backup power generation for student centres and for the Mayine residence, which hosts some PDRFs.

Campus Master Planning Portfolio

In early 2021, a consulting team was appointed to start the development of the new Campus Master Plan (to replace the 2013 Campus Master Plan), and a first report was presented to the MEC as the first phase of the new Strategic Development Framework (SDF). The second phase will result in the final SDF required to guide UJ spatial development for at least another decade. While awaiting the final SDF, projects such as the acquisition of the Media24 premises and other possible academic sites continued. For instance, the development of lecture venues in the basement of the Media24 building was completed, which accommodated the move of the Johannesburg Business School and the Graduate School of Architecture, together with a number of SARChI Chairs, into the Media24 in late 2022. The Media24 building was renamed to JBS Park.

Student Residence Portfolio

Two new elevators were installed in both the Magnolia and Moshate Heights residences. Tiling in the common areas and bathrooms of APB Kilimanjaro, Ndlovukazi and Horison residences was completed in time, and was of good quality. Small maintenance projects were completed in four other residences during 2022 as well.

Teaching Support Portfolio

The Devland Campus project is almost complete with only minor works remaining. JBS Park utilisation has increased dramatically after the GSA has moved into the building and the space allocation to various SARChI Chairs has been completed.



Sustainability Portfolio

The initial performance goals of the UJ sustainability projects have been achieved, and Facilities Management started with various other initiatives in 2022, such as the purchase of two electric vehicle buses and further installations of solar PV at JBS Park and Soweto Campus.

Owing to an increase in water restrictions imposed on the campuses, a strategic 48-hour water storage initiative has been launched. The design for this water storage has been completed, and the subsequent installation of the storage tanks will be completed in 2023.

Higher stages of load shedding have also required the University to plan strategic backup/off-grid power solutions for its campuses. Initially, the Soweto Campus will be equipped with a full off-grid power solution. The procurement for this solution is in process. Thereafter, the APB Campus will receive a solution employing natural gas and diesel power generation. The DFC and APK Campuses will then follow.

Occupational Safety Portfolio

The following major risks have been identified and mitigated in 2022.

- Cracks at clinic ramp – ramp demolished.
- Installation of fire equipment at FEBE workshops.
- Fume hood at Metallurgy Lab, Zoology Room 220, and D Lab serviced and working.
- Gas lines at Art Centre replaced.
- Emergency and fire doors repaired at FADA, the G&H venues on APB, Ulwazi and Bram Fischer Buildings, QK Building and John Orr Building on DFC, Extraction Metallurgy, SWC Library and Civil Engineering on DFC.
- Fire alarms and panels installed, updated or repaired: in the Con Cowan Building, Protection Services main control room, B5 Building, at Kilimanjaro, at Duiker Court, Moshate Heights, and at the APK Student Centre.
- New smoke detectors installed at Con Cowan Building.
- Faulty VESDA detectors replaced.
- Sprinkler heads replaced at FADA Library and at APB Library.
- Fire blankets installed at all residence kitchens.

A total of 581 staff members were trained in health and safety matters, and 1 074 staff members in emergency procedures. In total, nine health and safety representatives, 35 fire marshals and 87 first aiders were appointed, while 174 new staff members were inducted into emergency procedures. In total, 18 fire related incidents and 30 injuries on duty were reported during 2022.

OHS conducted 64 evacuation drills in 2022, conducted 12 health and safety reps meetings and 44 safety inspections, and undertook 22 surveys. In total, 6 047 students were trained in emergency procedures, with 11 contractor site inspections and four contravention notices issued to contractors for non-conformance with safety.

Total waste generated in 2022 was 2 097.93T; total waste recycled was 844.33T (40,25%); and total hazardous waste generated was 10 277.54 kg (16.05T medical and chemical waste, 3.112T fluorescent tubes, and 12.506T fat waste). Total hazardous waste recycled was 2 009 kg (19,54%) (fat waste, wet waste (food), cartridges and fluorescent tubes).

A substantive report on Occupational Health and Occupational Safety is found in Section Seven of this Annual Report.

Logistics Support Portfolio

Logistics supported students, academics, support staff and visitors in line with the student/ UJ academic and general events calendar with a 48-hour response time, with transport bookings making use of the various available resources, such as the car pool and the People with Disabilities (PWD) vehicles.

The Logistics Department completed the purchasing of two electric vehicle buses, which will replace two diesel buses out of the fleet of 15 buses used in transporting students. The remaining 13 buses are not owned by UJ, and it is planned to purchase another 13 electric vehicle buses over the next five years. This initiative has attracted significant media coverage and has also reduced carbon emissions.



NOTABLE ACHIEVEMENTS

Facilities Management through the offices of CTS managed various projects during 2022, with 52 projects completed compared to the 44 completed in 2021. While the COVID-19 national lockdown had impacted on project delivery during 2020-2021, delivery has now improved again.

Major capital projects completed during 2022

- APK – JBS Park lecture venue development project.
- DFC new Science and Engineering Building Phase 2.

Notable priority projects completed during 2022

- Upgrading of switchgear infrastructure at APK substation 1, 3 and 5.
- Upgrading of switchgear at DFC main substation.
- DHET Infrastructure and Efficiency Grant (IEG)-funded student residence refurbishments.
- Karibu Jamii fire damage rectification.
- APB residence refurbishment Phase 2 (gas boiler replacement).
- Goudstad refurbishment.
- Duiker Court fire damage project.
- Robin Crest structural repairs.
- APK Protection Services old control room alterations.
- APK Student Centre fire damage renovations.
- SWC Library roof replacement.
- APB gym, basketball and biokinetics roof.
- John Orr Labs chemical storage cabinets.
- DFC Lesedi residence structural repairs.
- Lesedi residence waterproofing.
- DFC assessment of as-built services and utilities reticulation.

Normal projects completed during 2022

- Backup power requirements for Devland Campus.
- Rehabilitation of the Padda Dam.
- DFC Library Makerspace.
- Wayfinding signage at the DFC John Orr Building.
- Construction of a PWD access ramp at Louisa Street House No. 5.
- Kampong building demolition on APB.
- Demolition of structures above day house.
- DFC Lesedi residence structural repairs.
- DFC John Orr 1110 alterations and renovations.
- Installation of a blind pedestrian walkway on APK.
- DFC quadrum repaving.
- SWC Imbizo internal painting.
- DFC Sherwell and Joe Slovo entrance gates upgraded.

Land use compliance projects completed in 2022

- JBS Park consolidation and approval of the surveyor general diagram.
- JBS Park site development plan.
- DFC new Science and Engineering building site development plan.
- Kampong building heritage approval for demolition and demolition certificate.
- Replacement of original title deeds for various properties.

Maintenance Management Portfolio

The CTS manages the Service Desk and Archibus Maintenance Management System in order to improve the delivery of maintenance services, and to maintain a comprehensive maintenance strategy. Comprehensive



maintenance consists of two main activities: reactive (unplanned) or on-demand maintenance, and scheduled/planned preventative maintenance.

The CTS Maintenance Service Desk uses the Archibus system to manage reactive (unplanned) on-demand maintenance, as well as scheduled preventative maintenance. During 2022, Archibus was upgraded to the newest version allowing the University to access additional reports and view the status of the portfolio remotely via an app-based reporting system.

For on-demand maintenance, 34 447 requests were logged in 2022. CTS monitors response time by the campus maintenance teams through the service-level performance score (SLPS), which is a composite score that measures maintenance service response against multiple priority levels. The score also incorporates a performance satisfaction rating by the client. Statistics of requests logged, processed, and closed were used to calculate the SLPS figures with the aim of achieving a target of 3.5 (3 for acceptable and 5 for excellent).

Scheduled maintenance is identified as either planned or preventative maintenance. Preventative maintenance compliance refers to the percentage of issued vs completed preventative maintenance work orders for each month. During 2022, preventative maintenance compliance on all campuses averaged 75,73%. This is lower than 2021, where all campus preventative maintenance averaged a compliance level of 84,58%. This drop is due to the considerably increased numbers of people on campus.

STAKEHOLDER ENGAGEMENT, NATIONAL AND GLOBAL REPUTATION MANAGEMENT

Facilities Management had the following engagements with external stakeholders during 2022:

- City Power, to resolve billing discrepancies and to ensure compliance during construction projects.
- City Water to attempt to address sewer problems on the APB Campus.
- The CoJ Building Control Office, to resolve difficulties in respect of occupational certificates, and to plan submissions and site development plans.
- Continuous consultation with the Johannesburg Roads Agency (JRA), Johannesburg Development Agency (JDA) and Johannesburg Property Company (JPC), with regard to current and future development projects by both the CoJ and UJ.
- Continuous liaison with ward councillors regarding the following: Community and City Council projects, UJ projects and their impact on the community and surrounding environment, facilitation of collective projects and forums, e.g. improvement task teams, rejuvenation and refurbishment of wards, servitudes, street children, traffic intersections, DFC/APB surrounding projects, Egoli Gas development and corridors of freedom projects.
- The Department of Higher Education and Training – remote/virtual meetings about the IEG funding instrument and project performance.

In conclusion, 2022, once again a normal year after the pandemic, was a year filled with renewed enthusiasm by the staff in all the Facilities Management portfolios.



Mpoti Ralephata (Dr)
Chief Operating Officer

