

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 support departments:

- Campus Facilities Management (CFM)
- Central Technical Services (CTS)
- Property Management
- Occupational Health and 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 expansive support is to enable the overall drive for excellence at UJ.

SIGNIFICANT RISKS AND RISK MITIGATION DURING 2022

- High stages of load shedding have urged CTS to procure more backup generators, in also 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 urged CTS to procure water deliveries via trucks at high cost. Projects have been identified to increase the water storage capacity on the various campuses. 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, 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, 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 excessive amounts of time on the aforementioned issues.

Infrastructure Portfolio

The Building Space Management Policy had been in place in draft format for many years and 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 space use were also referred to with regard to space allocations 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

The Property Management Department effectively manages, controls and conserves all properties owned, leased and disposed of by UJ as well as investigating development possibilities in accordance with the approved UJ Master Development Plan. Among these properties, the student centres have multiple tenants, providing services to students. Compliance with norms and standards of the University was ensured during 2022, while simultaneously improving the service offerings to the students. The introduction of the supermarket chain, Circle K, is an initiative that would see their service offering to the students materialising in 2023. The Department successfully maintains all lease agreements with tenants and ensures the related income stream.

Current challenges in this portfolio included backup power generation to student centres as well as to postdoctoral research fellows (PDRFs). The power outages caused by load shedding have confirmed that intervention is necessary, should the University want to increase the number of PDRFs. Plans are under way to include backup power generation for student centres and for the Mayine residence, which also hosts PDRFs.

The following town planning and land-use rights applications had been submitted to the City of Johannesburg (CoJ) for consideration and approval:

- Rezoning and consolidation of APB Campus – registration of properties in UJ's name.
- 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.
- Erf 1/809 Auckland Park: UJ had won the legal action case against the AFM, which had resulted in an appeal lodged by the AFM; this took place in June 2018.
- The lease agreement of YMCA that expired in 2019.
- Title deed register – completed and ongoing.
- The property database is comprehensive and updated annually.

- Student centres: Proposals for lease renewals and renegotiation meetings have transpired across the board; however, expired leases have not been renewed yet, due to the new leasing process still being in progress at the OGC.

Campus Master Planning Portfolio

In early 2021, a consulting team was appointed 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 Media Park premises and other possible academic sites continued. For instance, the development of lecture venues in the basement of Media Park 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 Media Park in late 2022. The Media Park building was renamed 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. Backlog maintenance will remain a high priority to improve student accommodation and experience on campus. Compliance with DHET norms and standards will be addressed in 2023, together with the necessary refurbishments required in the student residences.

Teaching Support Portfolio

The Devland Campus project is almost complete with only minor works remaining. JBS Park utilisation has increased dramatically the GSA has moved into the building and the space allocation to various SARChI Chairs has been completed. A number of projects related to lecture venues are under way and will see completion in 2023.

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 the 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 Health and Safety Portfolio

The following risks has been identified and mitigated in 2022.

- Cracks at clinic ramp – ramp demolished.
- Installation of fire equipment FEBE workshops.
- Fire alarm deviations repaired at fourth residence SWC.
- Emergency doors repaired and replaced at Great Hall Venues at Bunting Road Campus.
- Damaged and vandalised emergency doors at John Orr Building repaired.
- Fume hoods at D Lab repaired.
- Fume hood at Metallurgy Lab and Zoology Room 220, D3 Lab serviced and working.
- Emergency doors at Bram Fischer repaired.
- Faulty fire panel replaced at Moshate Heights.
- Flow meter replaced at the pump room of QK Building.
- Gas lines at Art Centre replaced.
- Additional alarms installed on the escape doors at Kilimanjaro.
- Emergency doors repaired at FADA.
- Fire alarm updated in the Con Cowan Building.
- Major hydrant leak repaired at Kopano residence.
- Fire panel at the Protection Services main control room repaired.
- New smoke detectors installed at Con Cowan Building.
- Fire control panel replaced at B5 Building.
- Faulty VESDA detectors replaced.
- Sprinkler heads replaced at FADA Library.
- Civil Engineering emergency doors repaired.
- Bird netting installed at C Lab.
- QK building emergency doors repaired.
- Emergency release system installed on the emergency door at Extraction Metallurgy.
- Pumps, flow switches, and control panel replaced in the QK pump room.
- Evacuation alarm replaced at Duiker Court.
- Log book holders installed at all residences.
- Ulwazi fire doors replaced.
- Alarms installed on the escape doors of the SWC Library.
- Sprinkler heads replaced at APB Library.
- Jockey pump replaced at the APK pump room.
- Fire blankets installed at all residence kitchens.
- Fire alarm upgraded at APK Student Centre.

A total of 581 staff members were trained in health and safety matters, and 1074 staff members in emergency procedures. In total, 9 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, 6047 students were trained in emergency procedures, with 11 contractor site inspections and 4 contravention notices issued to contractors for non-conformance with safety.

Total waste generated in 2022 was 1741.602T; total waste recycled was 710.966T (40,82%); 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).

Logistics Support Portfolio

The Department strives to render an effective, efficient, and reliable service to students and staff on all the services.

- Central Transportation Services
 - Client bookings for mini buses and midi buses (UJ Fleet)
 - Client bookings from PsyCaD and Sports Department: People with Disabilities (PWD) with special wheelchair access vehicles
- Logistical Services
 - Intercampus bus shuttle service
 - Intercampus logistical service
 - Ad hoc bus bookings – (external rental through Megabus)
 - Ad hoc vehicle bookings – (external rental through Europcar)

During 2022, 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 PWD vehicles.

The Logistics Department completed the purchasing of two electric vehicle buses, which will replace two diesel buses out of a total 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 is projected to further improve the University's bid to reduce its carbon footprint.

NOTABLE ACHIEVEMENTS

The Portfolio Management Office managed various projects through during 2022, and completed 52 projects 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 Phase II.

Notable priority projects completed during 2022

- Upgrading of switchgear infrastructure at APK substation 1, 3 and 5.
- Upgrading of Switchgear at DFC main substation.
- MIF 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 issues.
- APK Protection Services old control room alterations project.
- 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 Padda Dam.
- DFC Library Makerspace.
- Wayfinding signage at the DFC John Orr Building.
- Construction of a PWD access ramps at Louisa Street House No. 5.
- Kampong building demolition.
- Demolition of structures above day house.
- DFC Lesedi residence structural repairs.
- DFC John Orr 1110 alterations and renovations.
- Installation of a blind pedestrian walkway at APK.
- DFC quadrum re-paving.
- SWC Imbizo internal painting.
- DFC gates upgrade.

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/PMO 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. For on-demand maintenance, 34 447 requests were logged in 2022. CTS monitors the response times 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 planned or preventative maintenance (PM). PM compliance refers to the percentage of issued vs completed preventative maintenance work orders for each month. During 2022, all campus preventative maintenance compliance

averaged 75,73%. This is lower than 2021, where all campus preventative maintenance averaged a compliance level of 84,58%.

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. Furthermore, following up on power disruptions and anticipated restoration times also formed part of these stakeholder engagements with City Power.
- The CoJ Building Control Office, to resolve difficulties in respect of occupational certificates, 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. An increased demand for space led to an initiative to acquire a new building, which would be able to accommodate some of the staff from Support Services. This initiative will eventually lead to the acquisition and occupation of the new building in 2023, which will alleviate space issues in the short term. Further initiatives in relation to addressing space allocation will follow in the short to medium term. Power and water disruptions have been forecasted to remain a challenge and Facilities Management will therefore put in place the necessary measures and strategies to deal with these threats to sustainable University operations.