



ELG ANNUAL REPORT – 2023

FACILITIES MANAGEMENT

OVERVIEW

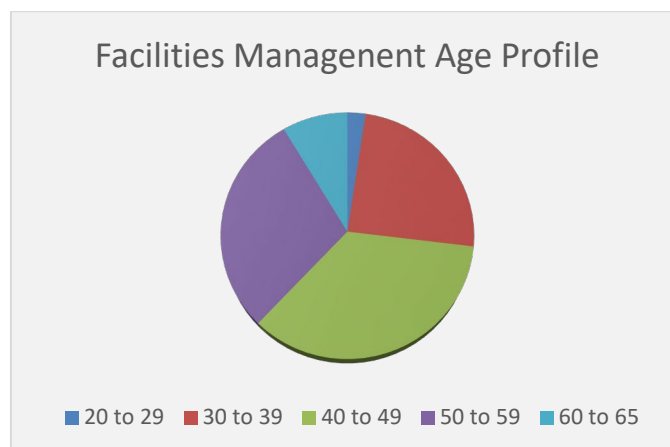
The Facilities Management Division is a non-academic support division that offers services to faculties, academic support departments, students, staff and other stakeholders. It is tasked with maintaining all academic and support facilities as functional, accessible, prepared and safe. Activities include the development of new facilities, the maintenance and cleaning of buildings, infrastructure, installations, sports fields, 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 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 Safety (OHS)
- Logistics
- And the newly established Sustainability, Environment and Utilities (SEU)

The Division has a total staff compliment of 1,020, 58% of whom are Female and 5.6% are persons living with Disabilities. A total 98.7% of the team in Facilities Management is permanent. Whilst there was an attrition of 36 staff, 62 vacancies were appointed in the year.



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

- The electricity outages only increased as caused by continued high stages of loadshedding. In the Soweto Campus, unrelenting cable theft led to protracted periods of electricity outages. This led to finalisation of the development of a Base-load supply of electricity via Increased solar panels and a diesel generating unit. A similar approach will also see the DFC constructing a Gas generating unit.
- Water supply cuts continued in 2023. This led the Facilities Management to procure more water in 2023 than in previous years to mitigate the risk of discontinuing university operations at the worst affected campus, APK. By the end of the year, procurement had started for two in-house trucks to reduce buying externally at excessive cost. Further mitigation will come in the form of a Grey water recycling pilot project at Ndlovukazi residence in APB, as well as a 48-hour water reservoir at APK. These high priority projects, amongst other water initiatives, will come on-line in 2024.
- The significant Student Residences Backlog Maintenance Project started in December 2023, when the targeted residences were empty. Most of the planned renovations will be completed before the start of the 2024 academic year.

STRATEGIC FOCUS AND TARGETS ACHIEVED

Focus on energy and water security intensified in 2023. This largely successful but costly mitigation provided water and decentralised power back-up for all critical operations of the university. In 2023, much of the focus was on water and power. However, going forward in an environment unlikely to provide the necessary resources, the university will need to develop historically unconventional solutions, termed Strategic Utility Projects. This means scaling up water recycling efforts, increasing PV Solar energy solutions and developing base-load (diesel and gas) power generating plants. For the first time, the university will be an Independent Power Producer (IPP). All new initiatives were at either completed development status or advanced to Supply Chain Management (SCM) to appoint contractors.

New Properties

The newly acquired UJ on Empire as well as the JBS Park were successfully occupied. JBS Park, Previously a Media24 property, was occupied by the Johannesburg Business School and the Graduate School of Architecture together with several SARChI Chairs. UJ on Stanley, previously known as the Atrium building, was finally transferred to UJ on December 2023. UJ took possession immediately to repurpose the building for the identified support staff. The spaces vacated by ICS and Finance at UJ on Empire will be allocated to UJ TV, more Post Doctoral Research Fellows (PDRFs) and the Qatari Peace Research group, keeping occupancy of that building above 95%.

Property Management

The Property Management department manages, controls, and conserves all properties owned, leased, and disposed of by UJ; it also investigates development possibilities in accordance with the approved UJ Master Development Plan.

The department managed to collect rentals as per the lease agreements in 2023 with the addition of new tenants at APK and at APB. Backup power has also been provided for all four student centres (APK, APB, DFC & SWC), as well as Mayine, based in APB, which accommodates a majority of PDRF's.

Challenges within the portfolio: the team is currently implementing a maintenance strategy on all UJ outside properties as these are currently not in good state. The properties, including student centre, are experiencing roof leaks and as a result, damage to structure and equipment.

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

- Rezoning and consolidation of APB campus – Registration is being finalised (before 2024)
- Orlando eKhaya Project combined with a 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 Previously involved in a dispute has finally been registered under UJ.
- The lease agreement of YMCA - expired in 2019 – the lease agreement was not renewed as new residences have been built on campus.
- Student centres: Most of the leases across all student centres were concluded in 2023 and will expire in 2026. Lease negotiations with the banks was ongoing, targeted conclusion in early 2024.
- The 2023 highlights include:
 - Obtaining backup power for student centres and Mayine, a residence for students and PDRFs.
 - Updating of majority of student centre leases.

Student Residence

Facilities Management, in support of Student Affairs, commenced the multi-year project of Student Residence refurbishments that had been approved by UJ Council for implementation during 2023/24. The objective is to address backlog maintenance and ensure compliance with DHET Minimum Norms and Standards. Nine residences were prioritised, and work commenced in December 2023.

Teaching Support

The Devland campus works have been completed, and Community Engagement continues to finalise the operating model of the facility. JBS Park space allocation was a success for all identified parties.

Sustainability, Environment and Utilities (SEU)

In 2023, the SEU was established to initiate, support and drive sustainability environmental initiatives and utility management across all campuses. The Director for this section was appointed in September 2023.

The successful implementation of the two EV buses in the intercampus bus routes, has resulted in a planned phased rollout intended to upgrade the fleet of buses to Electric Vehicle Buses. Once approved, over the next five years this plan will see the intercampus bus transport completely run by EV Buses. Lower operating costs, reduction in UJ's reliance on fossil fuels, the elimination of CO₂ from UJ transport operations as well as the benefits accruing in terms of UN SDG and other environmental reporting are key motivations of this plan.

Solar PV Initiatives have been planned for JBS Park, UJ on Empire as well as APK. These are planned for commissioning in 2024, including the new base-load generating units at APB and SWC. Similar initiatives for DFC and APK will follow the proof of concept at SWC and APB.

By the end of the year, procurement had started for the University's Grey Water Harvesting Pilot Project at the 250 bed Ndlovukazi women's residence on the APB Campus. The 48-hour Reservoir Project, currently in the Procurement stage, will be implemented in 2024.

Occupational Health and Safety

The purpose of this integrated Occupational Health and Occupational Safety is to provide a thematic synthesis of risk and compliance roles executed by both the Occupational Safety Department (OSD) and the Occupational Health Practice (OHP) at UJ during 2022. The report is prepared in fulfillment of the UJ Compliance Report intended for submission to the Department of Higher Education and Training.

The UJ Health and Safety Model

A unique health and safety model has been created at UJ, according to which the disciplines of Occupational Health and Occupational Safety are independently managed. Justification for this decision was derived from the clear distinction between the two. The Occupational Health role consists of professional, clinical nursing, and medical practice aimed at the prevention of health effects on the *employee* due to occupational exposure. In comparison, Occupational Safety ensures a safe physical *environment* for persons (staff, students, and visitors) in connection with the exposure to hazards and risks associated with their daily activities.

Structures at UJ responsible for Occupational Health and Safety

At UJ, the Head: of Occupational Health Practice reports to the Registrar. The Head: the Occupational Safety Department reports to the Executive Director: Facilities Management.

Nature and scope of collaboration between OSD and OHP

The independent management of the two units at UJ allows for specialized assessment and analysis of risk. The further potential value lies in risk mitigation or elimination from both perspectives. However, collaboration between the two units in addressing joint themes is an entrenched practice.

Ethical framework

Ethical requirements are to provide and maintain, as far as reasonably practicable, a workplace that is safe and without risk to the health and safety of employees, visitors, and students on the premises of the University of Johannesburg – no harm should befall any person entering our premises.

Legal framework

The legal universe governing occupational safety includes legislation standards and regulations on occupational health and safety, injuries on duty, waste management, hazardous chemicals, event safety, disaster management, emergency planning, and evacuation control, fire prevention and control, electrical and mechanical safeguarding, contractor safety, asbestos and radiation control, and legal training.

Occupational safety risks requiring certification

Certification is required for the disposal of hazardous waste, fire reticulation, gas installations, fuel and hazardous chemical storage facilities, fume hoods, lifts, lifting tackle, pressure equipment, and electrical installations.

UJ Health and Safety Programs

Programs resulting from legal mandates and audit findings are managed by the OHP and the OSD as in Figure xx. Risk assessment, disaster risk, and event risk appear in both fields because they are evaluated for risk by both the OSD and OHP, given different roles. This methodology allows for dual exploration of the focus areas.

UJ HEALTH AND SAFETY PROGRAMMES

Occupational Health Practice

Occupational health risk assessments (legal mandate)
Medical surveillance programme (legal mandate)
Biological monitoring programme (legal mandate)
Food safety monitoring (legal mandate)
UJ resilience programme
Radiation exposure monitoring programme (health checks and dosimetry)
Event *medical* risk assessment and resource allocation (legal mandate)
Disaster *medical* risk management (*triage plan* in the UJ Emergency Operations Plan)
Travel medicine

Occupational Safety Department

Issue-based and baseline risk assessments (legal mandate)
Safety awareness programmes
Premises, housekeeping and off-campus student residence safety inspections
Mechanical, electrical and personal safeguarding monitoring (legal mandate)
Fire protection and prevention
Waste management and recycling programmes (legal mandate)
Asbestos management
Radiation management
Statutory maintenance and contractor safety (legal mandate)
Event *safety* risk assessments (legal mandate)
Disaster *safety* risk management (*emergency and evacuation procedures* in the

OCCUPATIONAL
SAFETY DEPARTMENT



OCCUPATIONAL
HEALTH PRACTICE

Figure xx: UJ Health and Safety Programs

Audit Types and Cycles

Occupational safety risks are identified and actioned by the Safety Management Programme, which consists of 16 elements as well as safety meetings, and by the risk registers of Operations. The Safety Management Programme consists of safety policy, legal appointments, safety meetings, safety training, safety audits, safety awareness, premises and housekeeping, mechanical, electrical and personal safeguarding, fire protection and prevention, waste management, incident management, safety inspections, statutory maintenance, contractor safety, radiation, and asbestos management. The Safety Management Programme is updated when risk is reported, or when risks are eliminated or mitigated. Yearly audits are conducted on all portable electrical equipment in the workshops and on first aid boxes issued to first aiders. A fire water pressure and flow tests audit is conducted annually. Ad hoc audits are conducted as risks are identified. Risk Assessments are conducted annually at all residences.

Key Occupational Safety Risks addressed in 2023

- Address all call points linked to the fire panel (JOB)
- Civil Engineering escape doors compliant
- Escape doors repaired at Imbewu
- Assembly points installed at the fourth residence
- Phase one of the gas lines compliance at DFC Laboratories completed
- Installed a fire door at the JBS server room
- Replace and program the Vesda system at the QK Building
- Fire alarm system upgrade at the Student Centre APK
- New fire panel installed at D lab
- Flow tests completed at APK and DFC pump rooms
- Installation of door alarms at the APK Library ground floor
- Install radio links at Habitat residence
- Escape doors at FEBE installed
- Installation of shut-off valves at 55 workbenches on the DFC Laboratories
- Installed Birds nesting at Block B to J
- Smoke beams install at Bram Fischer
- Moshati Heights doors repaired.
- Replacement of emergency escape doors at Sophia town
- Install safety signs indicating the misuse of safety equipment at all residences
- Replacement of the 4-loop motherboard ZP3 Panel DFC JOB
- Replace emergency escape doors at Impumelelo
- Repair the APK Stadium evacuation system
- Install and upgrade additional fire extinguishers at Oppirief and Cornerstone
- Install power supply to the Library emergency doors
- Upgrade the emergency escape doors at Maqhawe
- The Fada emergency door next to FADA Library repaired
- Emergency lights were installed at the Emergency staircases in the APK Library
- Phase two fire alarms at residences installed
- Karibu Jami emergency escape door replacement
- Replace smoke detectors at SWC Kitchens
- Install door alarm system at APK Madibeng
- Replace the Library door alarm system
- Install additional alarm sounders and repair the wiring of the fire alarm at JBS Park
- All call points in line with the alarm system installed at the JOB
- Repaired panic buttons at B5 and KO2
- Fire alarms installed at 16 residences

Table xx: Occupational safety risk stratification and controls

OCCUPATIONAL SAFETY	
RISK TITLE	
LOW RISKS	CONTROL PROCEDURES
1. COC for gas store room	Awaiting final feedback from the fire chief
2. COC for kitchen at JBS Park	Awaiting feedback from the COJ Fire Chief
3.	
MEDIUM RISKS	CONTROL PROCEDURES

1. Vandalism of safety equipment at residences	Additional signs have been installed identifying the risks of fire equipment being vandalized. Students will be inducted in 2024 on the risks
2. Water pressure is low at the Foam Cannons on the APK Campus	Additional pumps will be installed and the water line will be linked to the water tanks
HIGH RISKS	CONTROL PROCEDURES
1. Low fire water pressure at the new Science building	An additional Hydrant was installed and linked to the water tanks. System to be tested in 2024
2. Rusted fire water lines on the APK and APB Campuses	Project to be registered in 2024
3. Risk of falling during maintenance of the boilers at Moshate Heights and Magnolia	Written safe work procedures drafted. Parapet walls will be installed on top of the roof and at the entrance of the boiler rooms.
4. Asbestos material identified on all the campuses	Asbestos will be removed and safely disposed of in a phased approach

Health Risk Assessment (HRA)

The purpose of HRA is to identify risks in the work environment and mitigate them to ensure the optimal health of the UJ community. The target for 2022 was 227 risks on the four campuses, including outsourced surveys, Food Safety and UJ outliers (UJ sites that are not inside the campuses).

Fitness for global excellence and stature

- Staff trained on Health and safety matters 264.
- Staff members inducted on emergency procedures 661.
- Health and Safety reps Trained 26, fire marshals trained 22 and first aiders trained 140
- 85 new staff members were inducted on emergency procedures.
- A total of 16 fire-related incidents were reported from Jan 2023.
- A total of 57 injuries reported to the Compensation Commissioner
- A total of 55 evacuation drills were conducted
- Number of Health and Safety reps meetings conducted - 18. The safety practitioners conducted 89 Safety inspections. Number of Internal Surveys completed - 38. Number of Risk assessments completed - 33. Number of external audits completed 10
- A total of 9337 students have been inducted on emergency procedures including emergency drills and safety at residences
- A total of 31 contractor site inspections were completed.
- A total of 10 contravention notices have been issued to contractors and staff for non-conformance with safety.
- Total waste generated 2,082,450T. Total waste recycled 818,281T (39,30%) Total hazardous waste generated 21093,48KG. Total hazardous waste recycled 9860 KG. (46,75%) (Fat Waste, wet waste (food), cartridges and fluorescent tubes)

2024 targets

- Achieve an overall occupational safety compliance rate of 86%.
- Ensure recycling figures – target 40%.

- Upgrade outdated evacuation alarms, gas monitoring alarms, gas suppression alarms and fire alarms.
- Train all Protection Services staff on first aid and firefighting.
- Train 300 staff members annually on safety-related matters.
- Report all injuries on duty within 48 hours to the Compensation Commissioner
- Conduct risk assessments at all residences

2025 targets

- Overall safety compliance rate 88%.
- Recycling figures – target 50%.

Integrated Health and Safety reporting was embarked upon for the first time at UJ in 2015. This has resulted in a merged synopsis of Occupational Health and Safety at UJ for the past seven years. In addition, the record of achievement of close to zero percent preventable risk is evidence of effective systems of surveillance and risk reduction.

The Occupational Health Practice and the Occupational Safety Department are mature units with unique roles and responsibilities. The nature of surveillance and documenting is cyclic or risk-based and is comprehensive. It covers health and safety risks and hazards at UJ from both perspectives. At a minimum, the two units assume legal compliance roles under the Occupational Health and Safety Act, as amended, on behalf of the Vice-Chancellor. Their value, however, extends beyond compliance to comprehensive surveillance of all environments and processes and the health of persons entering the premises to detect risk early and to institute mitigators. This has proven especially effective in the institutional response to the COVID-19 pandemic and will doubtless continue to be of significance as the pandemic develops further.

Significant occupational risk is treated in a combined, collaborative manner, often involving a further network of stakeholders. Risk ratings and decisions are therefore evidence based and informed. In terms of the chosen Occupational Health and Safety model, UJ is maintaining a position of leadership among peers in higher education.

Logistics Support Portfolio

The department strives to render effective, efficient, and reliable logistical support to the university, including the following:

- Logistical Services:
 - Intercampus Bus shuttle service
 - Intercampus Logistical service
 - Ad-Hoc bus bookings – (external rental through the appointed service provider)
 - Ad-Hoc vehicle bookings – (external rental)
- Central Transportation Services:
 - Client bookings for mini-buses and midi-buses, (UJ Fleet)
 - Client bookings from PsyCad (special wheelchair access vehicles for People with Disabilities - PWD) and any other university grouping that required official transportation including research trips, team building trips, sport events, field trips, airport transport, conferences, seminars etc.

In 2023, 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 carpool and the PWD vehicles.

As reported above under the Environmental portfolio, the Logistics department aims to purchase a further two Electric Vehicle Buses, within the total fleet of 15 buses used in transporting students. These buses are currently not owned by UJ. This will leave 13 remaining buses, to be replaced by another 13 Electric Vehicle Buses over a period of less than 5 years.

Central Technical Services

The Central Technical Services (CTS) provides strategic planning and implementation of capital projects and maintenance of the University of Johannesburg's physical infrastructure within the framework of the University's Infrastructure Master Plan and other key initiatives.

The report provides feedback on progress made toward strategic objectives and identifies areas of risk management and project execution, which are critical enablers for meeting the overall Division's objectives and in support of the institutional goals.

The University Strategic Objectives for 2025 are identified as the reference basis against which all initiatives, actions and progress made are reported.

DHET Reporting proceeded in good order during 2023. However, the DHET had dropped the online portal format and again introduced individual manual reporting again. Additionally, the DHET also requested a monthly report back over and above the quarter reporting format. The DHET also confirmed that there would be limited funding available for the requested 2022–2024 Macro-Infrastructure Funding Cycle. Engagement with the DHET on the matter was ongoing during 2023.

The CTS provides support toward development of the 2025 Strategic Objectives and is a support section within Facilities Management that offers services to faculties, support departments, students and staff. It is tasked with development and implementation of projects and activities that manage, maintain, and upgrade the University infrastructure and facilities. The objective is to ensure that all academic and support facilities are kept in good order for them to be readily available, accessible, functional and safe in support of the academic activities of teaching, learning, research, student life, and the development of Fitness for Global Excellence and Stature through the fulfilment of the six strategic objectives of the University:

The CTS consists of the following sections:

- Portfolio Management Office (Delivery of Capital, Infrastructure Maintenance Projects)
- Maintenance Management (Centralised maintenance function for the University)
- Space and Architecture

Risk Management

The Facilities Management Division, through CTS, actively monitored and updated the Operations Risk Register and Risk Management Plan on a regular basis to ensure that the institution is appropriately and actively ascertaining, addressing or managing risks that may impact the institution.

- The CTS included projects in the 2023 budget for the mitigation and reduction of risks identified through various forums and structures.
- The risk of vacant positions was addressed to an extent during 2023, with new vacancies coming through during 2023.
- Renewal of Maintenance Contracts for 2023 – Due to risks identified in previous years resulting from expiring contracts, the issue has been actively managed to ensure that procurement of maintenance contracts took place where required in advance of contracts expiring. Delays due to Procurement challenges however meant that some contracts were required to be extended on a temporary basis while awaiting finalisation of procurement processes.

CTS Strategic Focus

The CTS as a key section within the Facilities Management Division is strategically positioned to provide strategic focus and support toward development and implementation of the 2025 University Strategic Objectives.

It is noted that the portfolio methodology was used in 2023, with a differentiation between major capital, priority, and normal project types. The Project Portfolio Office (PPO) project management software system was successfully re-implemented in 2019, and continued to form the backbone of project monitoring, management and reporting in 2023.

Portfolio Management Office

The initiative whereby the Central Technical Services project management function was adjusted as per a previous restructuring initiative in 2016 toward a portfolio-based project management methodology remained in place in 2023. Additional work is in progress with PPO to review and improve the project delivery maturity and processes.

The Portfolio Management Office managed various projects through the course of 2023 and completed **27** projects within 2023 compared to **52** completed in 2022, and **44** completed in 2021. There are therefore fewer projects completed in 2023. Nine projects were taken into construction for the Student Residences Upgrade project – for completion early in 2024.

2023 Notable Completed Projects (not full list of smaller completed projects)

The following **Major Capital Projects** were completed in 2023:

- DFC Rescue Simulation Centre – Achieved Practical Completion November 2023. Additional post Phase I and Phase II project items are being attended to in 2024.

The following **11 - Priority Projects** were completed in 2023:

- The Development of the 150-Seater Chemical Sciences Laboratory at the Doornfontein Campus
- Future Fit Lecture Venues (Total of 12 on all four campuses)
- John Orr Chemical Storage Cabinets
- DFC Campus Joe Slovo and Sherwell Street Gate Upgrades
- Replacement of Magnolia and Moshate Heights Lifts
- Alterations and Additions to Lecture Venues to Accommodate Audio Visual Requirements
- DFC Civil Engineering Lab Upgrades - Phase 3
- SWC Storm Water Drainage
- JBS Park Building Fit Outs – Auckland Park
- SWC Adelaide Tambo Rapid Incubator Alterations
- DFC John Orr Laser Research Center 2116, 2304T & 2304U Alterations

The following **15 - Normal Projects** were completed in 2023:

- APK C Ring Walkway Structural Repairs
- DFC- PEETS Building Waterproofing Repairs
- APB Biokinetics Stainless Steel Pool Rails
- DFC Assessment of As-Built Services and Utilities Reticulation
- DFC Renovation of a Clinical Pathology Laboratory
- DFC Laser Research Center Lab 2311 Refurbishments
- APK ICS Offices- A-Ring 3 HVAC and Ceiling Replacement Project
- Office Alterations for Audio Visual Department at DFC Campus
- DFC Lecture Venue Upgrade at Lwazi 105A
- DFC Quality & Operations - 2022 Projects Offices
- Supply and Installation of a 350KVA and 600KVA Diesel Standby Generators for APB and DFC Data Center
- DFC QK Building 2nd Floor 75-Seater Lecture Venue
- DFC John Orr 1110 Alterations & Renovations Phase 2
- APK B Ring 04 Micro Lessons Room Alteration
- Replacement of DFC 11kV HT Main Substation old Oil Circuit Breaker switches with Circuit Breakers

The following **land use** compliance projects continued in 2023:

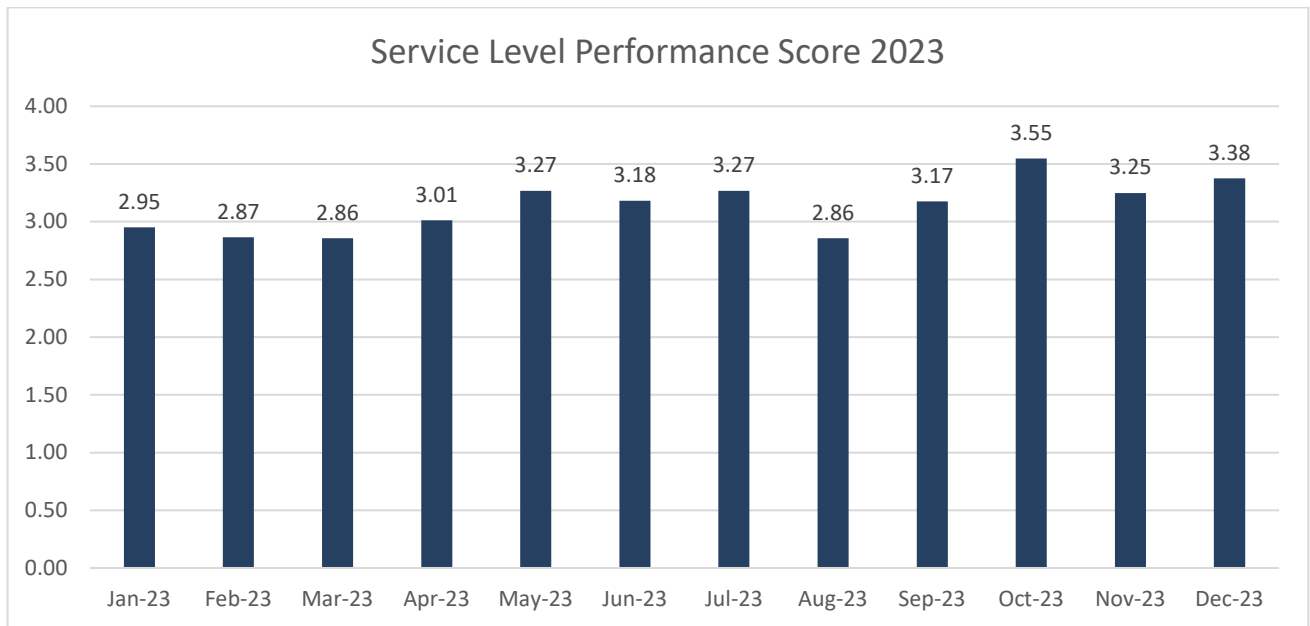
- DFC New Science and Engineering Building Site Development Plan was approved and received from CoJ.
- Replacement of Original Title Deeds for various properties
- The UJ on Stanley (Atrium building) ownership transferred to UJ in December 2023

Maintenance Management

The CTS Maintenance Service Desk uses the ArchiBus system to manage Reactive (Unplanned) On-Demand Maintenance and that of scheduled Preventative Maintenance. For On-Demand Maintenance, 36 304 requests were logged in 2023. 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).

The graphs below show aspects of the overall Maintenance performance scores - per month for 2023.

Table 1: Monthly Service Level Performance Score for 2023 (On-Demand)



Preventative Maintenance (PM)

Scheduled Maintenance is identified as Planned or Preventative Maintenance. PM Compliance refers to the **percentage of issued vs. completed** Preventative Maintenance work orders for each Month.

During 2023, all campus preventative maintenance compliance averaged 92.84%. This is in comparison to that of 2022, where all campus preventative maintenance averaged a compliance level of 75.73%.

Lift Maintenance

IFE Elevators is servicing the lifts for DFC and SWC Campus. Bowie Elevators is servicing the lifts at APK and APB. White House Consulting Services were appointed for the technical and compliance oversight of the lift portfolio and the contract expired in December 2022. A new contract was awarded to suppliers in 2023 and will expire in 2026.

Currently the number of stops per campus for 2022 and 2023 were captured as follows on the table below:

Building Detail Call statistics for Jan to Dec 2022 and Jan to Dec 2023

Table XX: The total number of Lift Stops per campus for Jan – Dec 2022
(This is only used to compare with the 2023 figures)

CAMPUS	January	February	Marc	April	May	June	July	Augu	September	October	November	December	Total
Auckland Park Kingsway Campus	5	15	16	15	17	10	28	31	43	42	13	13	248
Doornfontein Campus	5	14	11	10	8	4	6	14	11	13	10	0	106
Auckland Park Bunting Rd Campus	1	6	13	8	10	9	16	6	16	16	12	13	126
Soweto Campus	0	0	0	0	0	0	3	0	0	0	1	0	4
TOTAL LIFT STOPS	11	35	40	33	35	23	53	51	70	71	36	26	484

Table XX: The total number of Lift Stops per campus for Jan – Dec 2023 are as follows:

CAMPUS	January	February	Marc	April	May	June	July	Augu	September	October	November	December	Total
Auckland Park Kingsway Campus	12	28	19	11	23	11	8	20	14	14	14	10	224
Doornfontein Campus	9	14	13	11	22	9	2	19	16	12	12	2	141
Auckland Park Bunting Rd Campus	18	17	15	18	18	7	17	13	14	10	10	0	225
Soweto Campus	1	0	0	0	0	1	0	0	0	1	1	0	4
TOTAL LIFT STOPS	40	59	47	40	63	28	27	52	44	36	37	12	594

NOTE: the number of lift stops has increased from 484 for 2022 to 594 for 2023. The cause of this is the increased loadshedding which has an impact on lifts and can cause stoppages – which must then be cleared.

Lift Portfolio Challenges:

DFC Robin Crest lifts had a problem with the power device which was causing the lifts to trip, the component was replaced in February 2024 and the lifts have been running smoothly without issue. Kopano Residence lifts both their variable speed drives failed due to power surges and other factors

due to ongoing operation, the two drives have been replaced but only one lift is in operation, the other drive was still being commissioned and is expected to be put into operation by 15 March 2024.

Solution:

- Remedial action will be taken for the lifts with high stoppages caused by the 12v circuit fault, backup generator issues, backup battery failure etc.

New Lifts:

- No new lifts were installed during 2023. The warranty of the lifts installed in 2022 had ended and maintenance oversight transferred to the UJ SLA Suppliers.

Future Lift Upgrades:

- SWC Campus Library Lift is planned for major modifications and once completed it will function efficiently and effectively.
- SWC Campus Sports Complex is planned for major modifications and once completed it will function efficiently and effectively.
- Robin Crest Lift upgrade – Procurement started in 2022, for implementation in 2023. This project encountered legal issues and is planned to be re-tendered in 2024.

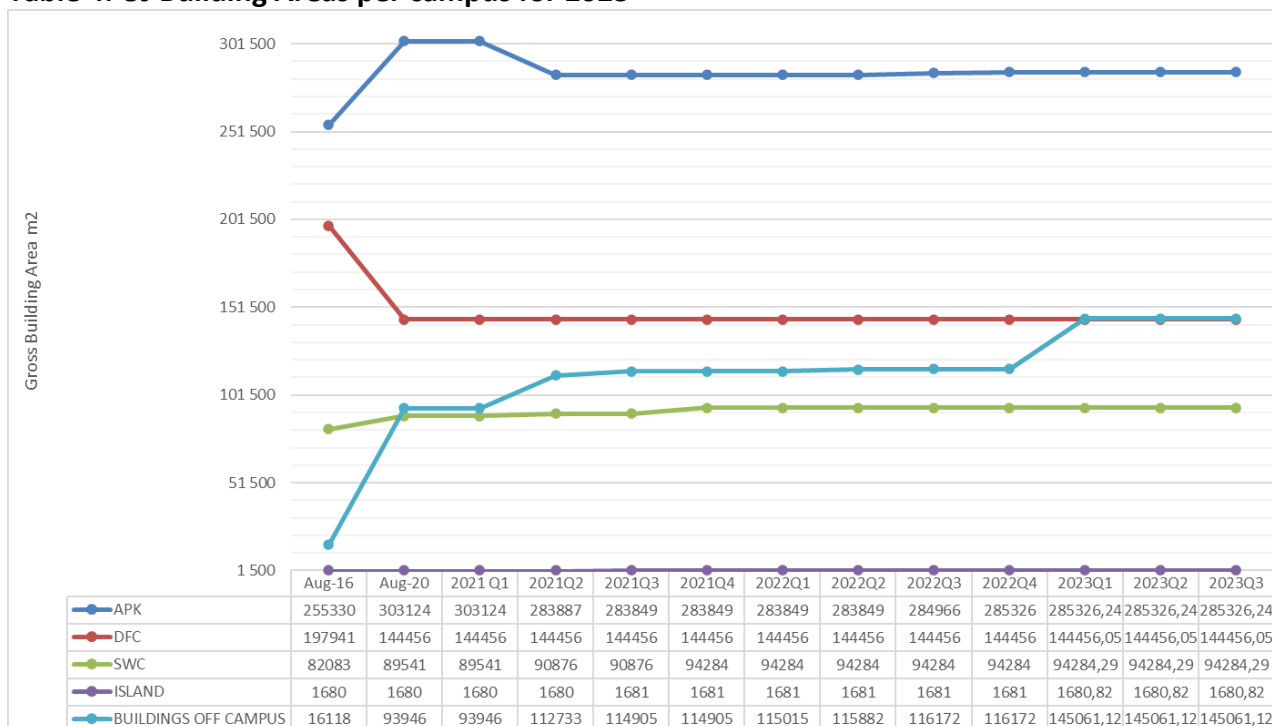
Space Management

The Building Space Management Policy was 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 space allocations during 2023.

Space Data Overview

UJ currently has a gross built area of 799833m² in February 2024. The table below shows the UJ Building Areas per campus in 2023.

Table 4: UJ Building Areas per campus for 2023



New or refurbished buildings were in progress to be updated into the space database as applicable and include:

- Off-Campus – JBS Park
- DFC – New Science and Engineering Building
- UJ Residences (Various)
- DFC – John Orr Updates
- DFC – Qoboza Klaaste Building Updates
- UJ on Stanley (Atrium Building)

- **Space Data Audits and other major Initiatives**

- HEMIS data regarding teaching and learning venues were updated to align with ITS data for timetabling activities as an ongoing effort.
- Archibus and ITS started collaborating on an integration project to ensure that certain HEMIS space data attributes are pushed to the ITS system to help ensure data accuracy and alignment.
- Several outstanding AutoCad plans were received from professional contractors and several buildings were measured and drawn up by temporary interns for processing and capturing in 2023/2024.
- Space planning was in progress with assistance from the COO Project Office – for relocation of various support divisions to consolidate at the newly purchased Atrium building. The space made available on campuses will be reallocated to assist with additional space for academics and other domains.

- **HEMIS Reporting**

- The HEMIS (Higher Education Management Information Systems) annual submission of space data for 2022 was submitted to the DHET on time at end May 2023. The 2023 HEMIS Space database will be submitted to DHET in 2024.

- **DHET Reporting**

- The DHET Annual Narrative Report that is submitted to the DHET regarding progress and detail on Infrastructure and Efficiency Grant Funding (IEG) was compiled and submitted to the DHET on time at end of February 2023.. the DHET Reporting cycle changed to align to calendar year – and thus will now be submitted earlier in going forward.
- DHET Reporting for Monthly, Quarterly and Annual reporting is in accordance with the requirements stipulated under the DHET Macro Infrastructure Framework guidelines and principles.
- A Treasury Projects Reporting Portal was also established and FHET/UJ funded projects and progress information is also now reported on the Treasury IRM.

- **Universal Access and PWD Projects**

- The Space and Architecture section continued to assist UJ PsyCad with Universal Access and People with Disabilities (PWD) related planning and project implementation. The highlight is approval to create internal and external ramps at the APK Auditorium to allow PWD to join their student colleagues accessing the stage during the graduation ceremonies which was subsequently completed.
- Implementation of a Pedestrian Walkway in Soweto Campus was completed. With minor snags around it left.

- Consultants were appointed for the design of a Pedestrian Walkway for UJ APK
 - Planning in progress for upgrading of certain residences to accommodate additional space to meet Universal Access requirements.
- **Space and Event Planning Support**
 - Assistance with layout and planning drawings in support of event planning was continued in 2023, after being reactivated in 2021.

Summary of CTS performance

The following highlights summarise the CTS performance for 2023:

- Project delivery continued and improved in 2023 with completion of 27 projects, as compared to 52 projects in 2022, and 44 projects completed in 2021.
- During 2023, all campus preventative maintenance compliance averaged 92.84%. This is due to sustained effort to monitor and improve the score. This is in comparison to that of 2022, where all campus preventative maintenance averaged a compliance level of 75.73% and compared to 2021 which was 84.58%. The 2023 score is therefore an overall improvement over previous years, especially that of the 46.55% score for 2020 during Covid.
- Space and Architecture submissions to DHET for HEMIS Reporting, Monthly, Quarter Reporting, and Annual Narrative Reporting proceeded in time and good order.

Community Service, Stakeholder Engagement, National and Global Reputation Management

Facilities Management had the following engagements with external stakeholders during 2023:

- The City of Johannesburg and its utilities entities like City Power as well as Johannesburg Water continued in an effort to resolve billing discrepancies and to ensure compliance during construction projects. Furthermore, following up on power and water disruptions and anticipated restoration times also formed part of these stakeholder engagements.
- The engagement with City Power intensified given the development of power generating units in the university.
- The CoJ Building Control Office, to resolve difficulties with respect to 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 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 addressing DHET and Treasury announcements, monitoring Infrastructure Efficiency Grant (IEG) funded project performance via quarterly and annual reporting as well as oversight visits.

In response to university growth and need for additional academic spaces in campuses, as well as space constraints especially in APK, the university prioritised learning and teaching and research programs on campuses and sourced additional space for support staff, off campus. The university acquired the Atrium building on Stanley Avenue, for occupation by mainly HCM, ICS and Finance Divisions as anchor tenants. The property was transferred to the university in December 2023.

Modifications to the building started immediately. The repurposing of spaces left by these divisions will start in 2024.

CONCLUSION: 2024 AND BEYOND

Moving forward, the strategic focus in Facilities Management will continue on the good gains of the past whilst focusing on Resilience and Increased Service levels to support the rising global stature of the university.

- Provision of world class facilities whilst mitigating the Water and Electricity (Energy) security. Striving for **zero disruption of critical operations initially and then all university operations** in an increasingly difficult environment with collapsing infrastructure and lessening external utilities supply.
- Sustainability projects aimed at managing waste better whilst reducing, monitoring and controlling utility consumption, including pursuit of the reduction of the university's Carbon footprint, including green star rating of university buildings.
- Improved Health and Safety performance including complete occupational Health and Safety Act compliance including the Act's statutory appointments across the entire university and establishment of Health and Safety Committees in the entire footprint of the university to safeguard the facilities and establish a safety culture.
- Maintenance Management Strategy and maintenance maturity, reducing reactive maintenance for more planned and proactive Engineered Asset Management.
- Workforce planning in 2024 and beyond needs to put an effort towards in improving the age profile of the 20 to 29 years category currently sitting at 2%.
- Continuation of the Student residence revitalisation program.
- Scaling up progress towards being a Smart University.