



# HOW TSEBO PROVIDED AN AWARD-WINNING FULL TURNKEY SOLUTION FOR A 25-YEAR CONTRACT WITH THE DEPARTMENT OF BASIC EDUCATION

## INTRODUCTION

When the government needed a state of the art, world class headquarters office unit for the Department of Basic Education (DOBE), it looked for a long-term partner that could provide integrated workplace management solutions as part of a full turnkey solution.

To meet the requirements of the tender, the Tsebo Solutions Group – a leading workplace management solutions provider operating in 27 countries across Africa Middle East – had to draw on the full extent of its local expertise, on global standards, and on its integrated solutions to fulfil an innovative public-private partnership (PPP) contract. The DOBE engaged with Sethegko, a private party, which in turn partnered with Tirasano – comprising Tsebo and a private financial service provider (FSP), together forming the operational sub-contractor that would be responsible for providing a full turnkey solution.

## THE CHALLENGE

The government tender contained the prerequisite that the operating sub-contractor be there from the start and provide insights into the design, construction and outfitting of the building, and that they provide superior services and solutions to maintain the building (Sol Plaatje House) and the rest of the property. This included safeguarding Jansen House, an on-site, 100-plus-year-old heritage building, a large conference centre, additional office space and land amounting to **40 000 m<sup>2</sup> of lettable area**.

The tender also stipulated that **30% of the operating expenses (OPEX) be spent on developing Broad-based Black Economic Empowerment (B-BBEE) in the local community**, as well as a mandate to uplift local people through corporate social investment and skills development initiatives. All of this needed to be achieved through a concession agreement at a set monthly rate over the term of the contract, with 100% of the risk being held by the contractor.

The 25-year contract would ultimately result in a key deliverable that Sethegko hand over the fully operational property and buildings to the government in mint condition.



## SOLUTION

The PPP was established to enable the private party to provide infrastructure and a full scope of services - from catering and cleaning to access control and CCTV monitoring - at a predetermined cost by ensuring **effective risk transfer, value for money and affordability to operate the facilities.**

### SCOPE OF SERVICES



Catering



Access control



Indoor plants



Cleaning



CCTV monitoring



Pest control



Hygiene



Engineering



Waste management



Energy



Project management



Portering and churn



Facilities management



Garden and landscaping



Building fabric and maintenance



Manned guarding

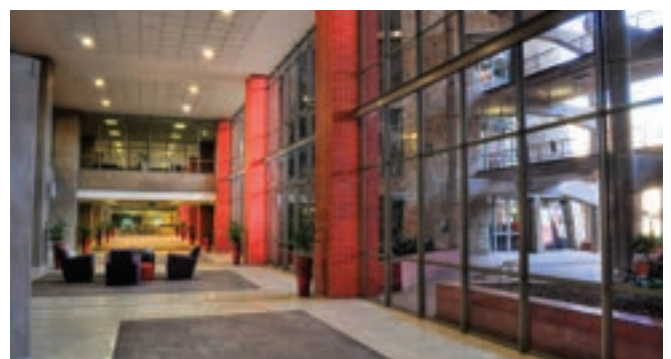
## BENEFITS

In fulfilling the contract, Tsebo not only quickly and effectively rolled out a full array of pre-determined services, implemented **asset management as well as energy and cost savings**, but helped the client to create **a world-class facility that achieved international standards in terms of comfort, cleanliness, efficiency and aesthetics.**

To achieve this Tsebo implemented advanced technology and superior design in the building and created immaculately landscaped gardens that boast a wide range of horticultural varieties and water features that beautifully complement the architecture.

### World-class facility and gardens

In its provision of an architecturally designed facility that drew on leading-edge building technology as well as in creating flourishing year-round gardens, Tsebo helped the client to achieve an aesthetically advanced and productive workspace.



## Building management system (BMS)

A computer-based BMS was installed to control and monitor the building's extensive mechanical and electrical equipment, including lighting and air-conditioning. The system monitors electricity and lighting and controls air-intake, while also keeping the building at a constant, comfortable temperature throughout the seasons.

## A central 24-hour helpdesk

A 24/7/365 helpdesk is managed by Tsebo employees and can be accessed by clients and service providers to log faults or issues via a single contact number.

## Asset tracking and maintenance

A centralised reporting register was administered to track data and centrally monitor the cost of assets and equipment. The site self-performs technical services with a full set of skilled technicians and a full-time site engineer. Yearly major maintenance is conducted to ensure the building remains in peak condition.

## Risk assessment and protection

**Thorburn Security Solutions** conducted a full risk assessment and provides security services from the perimeter fence to the entrance points of the building. It also supports the interior security.

## Energy and water saving

A massive 28 000 m<sup>2</sup> borehole system was constructed to provide water for the building and grounds. Energy tracking and savings were implemented to include **shutdown management, bill verification and tariff analyses.**



## Advanced monthly reporting

A highly detailed monthly report is submitted to the department highlighting achievements, issues, maintenance, and work done across all aspects of integrated workplace management.

## Skills development and B-BBEE

Through consistent staff training and upskilling by Tsebo, the site boasts a full set of skilled technicians, a full-time site engineer and two electricians who help to maintain the building and its assets in mint condition. Tsebo also partnered with Elevated Hygiene Services, a local, black-owned SMME, to fulfil the cleaning aspect of the contract. Additional service provision, e.g. painting or tiling, is also procured from local black owned SMMEs.

## Corporate social investment

In line with Tsebo's value of 'Caring', the PPP drives regular corporate social investment initiatives in local communities.

## RESULTS

Tsebo is now in year 10 of the contract. The delivery of world-class services is reflected in an **87%** customer satisfaction score as well as a number of accolades for being the best-run government building and gardens. The relationship with the client allows for open engagement that is crucial to the environment and all its accomplishments.

**87%** average customer satisfaction score (DOBE)

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The concession contract has won numerous prizes for the best performing PPP contract of which the department is very proud. The services provided by Tsebo are of high quality, and it truly understands that the success of a PPP concession agreement is built around a trusting relationship. We would recommend Tsebo as the operational subcontractor for a PPP project.

- Mr JSF Visser, DOBE Director Security and Asset Management

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### Awards won

- SAFMA (South African Facilities Management Association) Gold Award for Excellence in Facilities Management (2016 and 2019)
- Golden Services Award for Excellence in Contract Cleaning (2013)
- South African Landscapers Institute (SALI) Gold Award of Excellence for Landscaping and Turf Maintenance (2012 and 2015)
- Crown Publications Best PPP Projects Award (2010)



**Over 180** Tsebo employees on site



**Over 100** CCTV cameras on site with HD recording and backups



**Over 1 400** functions hosted annually



**Over 58 000** meals catered for annually



**Over 350** helpdesk calls logged per month

### Environmental achievements



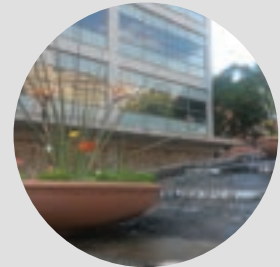
**Water:** By installing a fully functional borehole system, Tsebo slashed water usage by **50%**.



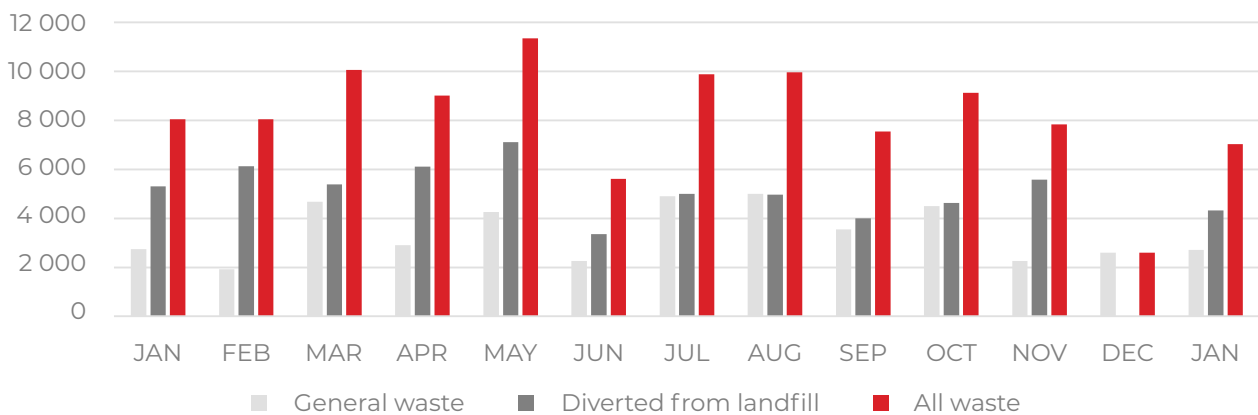
**Electricity:** The target for electricity use at inception was 144 kWh. Tsebo not only achieved the target but **reduced it by a further 10 kWh**. The site is currently running at 138 kWh demand.



**Waste:** By streamlining and sorting waste at the source, Tsebo has significantly reduced the average waste-to-landfill from 80% to **48%**. Further improvement will see the landfill shrink below 40%.



### WASTE DIVERTED FROM LANDFILL (KG)







## Compliance

The site has achieved compliance with the stringent International Organization for Standardization (ISO):

- **ISO 9000** Quality Management Systems
- **ISO 14001** Environmental Management
- **ISO 45000** Occupational Safety and Health Management Systems

## Skills development and B-BBEE

OPEX expenditure comprises **32.5%** on B-BBEE development, exceeding the initial stipulation for the PPP.



*A recent initiative by Tirasano was the compilation and delivery of 50 care packs (containing toiletries and hygiene products) to Leamogetswe Safety Home in Atteridgeville. The home cares for orphaned and abused children from the community.*



## PANDEMIC RISK-REDUCTION PARTNER

With the outbreak of the COVID-19 pandemic in 2020, and subsequent phased return to work, Tsebo designed and implemented a detailed 'return-to-work' management strategy based on international best practice. The strategy included the rapid turnaround and mobilisation of COVID-19 specific cleaning and hygiene solutions as well as temperature and related screening at access points. The plan was highly commended with the recommendation that Tsebo roll-out similar pandemic risk-reduction plans for other government departments.

### The detailed plan (among others):

- Building readiness
- Workflow and social distancing floor designs
- The provision of PPE, hygiene and sanitation supplies
- Preparing the canteen for take-away meals only
- Access screening and isolation protocol
- Reconfiguring heating, ventilation and air-conditioning (HVAC) systems and building management systems (BMSs) to reduce the spread of hazardous biological agents (HBAs).

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