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## REFERENCE DOCUMENT: Space Management Guidelines

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### 1. Principles

The following principles have been developed to clarify issues of accountability and to guide the University of South Australia (UniSA) towards the maximisation of usage of existing and future space:

- All space is provided and administered by UniSA.
- UniSA has developed space allocation and operational guidelines, which will inform the allocation of space.
- UniSA recognises core teaching space is available from 8:00am – 9:00pm Monday to Friday, however it can be made available for use outside of this timeframe.
- The Campus Management Group on each campus will oversee the general allocation and rationalisation of space, which will lead to an optimal use of space.
- All teaching space (including purpose-built facilities) will be administered through Syllabus Plus.
- UniSA will take account of the elements of time used and area of space occupied in determining levels of space utilisation.
- UniSA will allocate a suitable working space to all of its employees in accordance with the space guidelines and standards.

### 2. Operating Guidelines

The following operating guidelines will assist UniSA in the day-to-day allocation of space and the establishment of annual utilisation target percentages (key performance indicators) for both teaching and non-teaching space.

This will enable UniSA management to measure usage against actual facilities and will be available to assist managers in the space planning and review processes. Where acceptable progress has not been made towards achieving established space utilisation targets, the Senior Management Group may apply a penalty for non-compliance to the agreed plans, processes and timelines.

- The Facilities Management Unit (FMU) with the oversight of Campus Management Groups will allocate space for the purpose of University business. Allocated space will be provided to a standard level of amenity. Higher levels of amenity may be provided however, the cost differential above the standard provision will be the responsibility of the cost centre manager and initiated with approval from the appropriate Senior Management Group member.

- FMU, in consultation with University managers, will undertake annual reviews of space utilisation and, in accordance with UniSA space allocation and operating guidelines, will develop plans, processes and timelines to:
  - Collect data, monitor and analyse usage;
  - Optimise utilisation of existing space allocations; and
  - Effect changes that provide benefit to the University.
  
- Provision of new space or facilities or alterations to existing space will only occur after consultation with the relevant Campus Management Group and with the authorisation of the member of the Senior Management Group responsible for the School, Institute or Unit. Urgent reallocations of small areas of space (on a daily operational basis) will be made in consultation with FMU. The provision of any agreed changes to current space allocations is contingent upon allocation of an appropriate budget. The budget may be derived from allocated expenditure within the Capital Plan or funded by the cost centre manager with approval from the appropriate Senior Management Group member.
  
- In instances where space allocation issues are unable to be resolved by the appropriate Pro-Vice Chancellor, these matters will be referred to the Chief Operating Officer for decision.
  
- Where Divisions, Schools, Institutes or Units utilise purpose-built facilities, all users will respect the uniqueness of those facilities and equipment therein, and ensure that any activity does not disrupt or become detrimental to the ongoing primary use of those facilities. Special purpose space may be authorised for preferential bookings after consultation with the relevant Pro-Vice Chancellor and final approval of the Chief Operating Officer (the Chief Operating Officer has ultimate responsibility for allocation of University resources).
  
- If the University has appointed a staff member at an employment fraction of greater than 0.6 there will be an office or workstation provided for that person's exclusive use. (This is a 'dedicated workplace' allocated in accordance with University space allocation guidelines.) In cases where staff are appointed at an employment fraction of 0.6 or less, then staff members may be required to use shared space. In instances of job sharing where the combined employment fraction does not exceed 1.0, the parties will be expected to occupy shared space irrespective of the individual employment fractions.
  
- Where the University requires staff members to work at a campus other than their 'home' or 'base' location, staff members will be required to use shared space, allocated at a level in accordance with UniSA space allocation guidelines. Exceptions to this provision may be established in circumstances agreed to by the Chief Operating Officer in consultation with the relevant Pro-Vice Chancellor.
  
- Where space / time entitlements are such that the combination allows for more than one staff member or student to utilise a particular space, University managers may undertake a shared workstation approach. This can include a range of solutions such as shared workstations, hot desking, hotelling (temporary business office) and transit offices, allocated according to University space allocation guidelines. Where required by academic or management staff, an interview room will be allocated adjacent to a grouped-shared workstation.
  
- When a staff member with a dedicated office or workstation will be away from the University for a period exceeding four (4) months, the space will be considered as available for negotiation of reallocation during the term of their absence.

### 3. Definitions

**Hot Desking** – ‘The practice of sharing dedicated work spaces between two or more persons.’ Glossary of Building Terms – Facility Management Terms. (SAA AB50 Supp 1 – 1997).

**Hotelling** – ‘The practice of allocating available work spaces, on demand, to employees or others when required.’ Glossary of Building Terms – Facility Management Terms. (SAA AB50 Supp 1 – 1997) (Suggestion: UniSA use a name such as Temporary Business Offices for designated facilities.)

**Portfolio / Division** – A grouping of Schools, Institutes and Administrative Units as a coordinating Portfolio or academic Division, headed by a Pro-Vice Chancellor or Executive Director.

**Shared workstations** – Inclusive term for any non-dedicated office, transit office, hot desk or hotelled space.

**Single-purpose workstation or office** – an office or workstation reserved for the exclusive use of a single staff member or student. Generally for a medium to long-term occupant (over one month or semester). Benchmarks for the allocation of single-purpose offices would apply.

**Space** – Physical property resources within the University - may be teaching or non-teaching areas. Excludes certain common areas such as corridors and toilets.

**Specialised teaching space** - Space that is configured in a way that reflects unique special use. For example, ‘wet laboratories’, ‘nursing laboratories’ (wards) and ‘mechanical workshops’. Use of these spaces for other teaching purposes may legitimately be prohibited for reasons of OHS&W or security of highly specialised equipment that cannot be stored securely.

**Transit offices** – An office set up with basic facilities (generally desk, chair, telephone and PC) to temporarily house a staff member or student on a short-term basis, typically one day to one month or less. No personal equipment or files would be stored in a transit office. See: hotelling.

**UniSpace** – A term to name the IT systems that support the space utilisation projects of the university. Currently covers both Syllabus Plus for teaching space scheduling and the Aperture system in development for combining this with benchmarks and data for non-teaching space in a graphical tool. (Any extension of Syllabus Plus for non-teaching space would fit into this model.)

**Utilisation** – The allocated and actual occupation of areas within the university.

## 4. Roles and Responsibilities

The following roles and responsibilities are intended to identify management accountabilities for the use, review and allocation of University space. In cases where the University leases space, it is not expected that the roles and responsibilities of members of Senior Management, Heads of Schools / Directors / Managers will change. However, the use of Syllabus Plus and the role of Campus Facilities Managers may change due to the specialised use of the facility, lease agreements or geographical isolation. For example, Indigenous Support Centres in Pt Lincoln, Ceduna and Alice Springs, the Ian Wark Institute and the Signal Processing Research Institute.

- Senior Management Group members are responsible for:
  - Authorising the allocation of additional space or significant alterations to existing space for all areas within their Divisions / Portfolios;
  - Authorising the application of penalty provisions for under-utilised space by Schools, Units and Institutes within their Division / Portfolios;
  - Making recommendations to the Chief Operating Officer for facilities to be preferentially booked; and
  - Setting the annual target space utilisation improvement percentages for teaching and non-teaching space.
- Campus Management Groups are responsible for:
  - Overseeing the general allocation and rationalisation of space;
  - Planning for future new space on campus;
  - Facilitating the gathering and updating of space utilisation data; and
  - Resolution of space utilisation disputes.
- Heads of Schools / Directors / Managers are responsible for:
  - Determining and recording, with the assistance of FMU, the space required for their teaching and non-teaching activities;
  - Periodically providing accurate data on the use, occupancy and time usage profile of allocated space;
  - Maintaining the optimal use of allocated space;
  - Presenting cases for the extension or reduction of allocated space;
  - Ensuring that no arbitrary changes are introduced into the designated allocation schedules;
  - Space utilisation negotiations with FMU ; and
  - Performing regular OHS&W audits and review storage practices.
- Facilities Management Unit is responsible for:
  - Overseeing optimal space utilisation for the University;
  - Provision of timely and useful reports to Senior Management Group members regarding space utilisation for the University;
  - Making recommendations to Senior Management Group members and Campus Management Groups regarding the University's use of its space and property assets;
  - Provision of a model and computer system to support space utilisation activities; and
  - Providing and utilising benchmarks, standards and guidelines in conjunction with computer aided models to support decision making.
  - Assisting University Managers / Directors and Campus Management Group members to determine and record space requirements;
  - Determining the capacity (number of users) of various rooms according to benchmarks;
  - Undertaking planned space utilisation audits;
  - Performing periodic space audits to ensure accurate and timely data is being used to support decision making; and
  - Performing periodic space audits to establish if teaching space booked in Syllabus Plus is being used.

## 5. Space Allocation Guidelines

This document is intended to guide the assessment of space utilisation across the University and to aid future space planning. Due to the variety of building designs within the University's portfolio, each constraining the internal configuration of space, it is recognised that some existing allocations may not conform to the guidelines below. It is also recognised that a discrete area calculation does not necessarily reflect the functionality of space.

For example, a poorly configured office may require a greater allocation. Hence the University will at all times adopt a common sense approach to the assessment and allocation of space and where areas are within a reasonable tolerance of the guidelines, no changes will be made.

The space allocations have been derived with due regard to the TEFMA (Tertiary Education Facilities Management Association) Space Planning Guidelines, the Government Office Accommodation Committee's Office Accommodation Guidelines and the University of South Australia's Office and Workstation Allocation Standards.

Table 1 below details space allocations for Non Teaching Space, whereas Table 2 overleaf details the allocations for Teaching Space.

Table 1 – Non Teaching Space

<b>NON TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
<b>Office</b>		
Vice Chancellor	m <sup>2</sup>	35.0
Pro Vice Chancellor	m <sup>2</sup>	25.0
Manager / Director (Research Institute / Support Units)	m <sup>2</sup>	20.0
Head of School	m <sup>2</sup>	20.0
Professor	m <sup>2</sup>	15.0
Academic Staff (Including Associate Professor)	m <sup>2</sup>	13.0
Academic Staff (Research Staff)	m <sup>2</sup>	10.0

<b>NON TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
<b>Office</b>		
Research Staff (Support / Technical) (Open plan)	m <sup>2</sup>	8.0
Administrative (Senior)	m <sup>2</sup>	13.0
Administrative (Confidential including Business Managers)	m <sup>2</sup>	10.0
Administrative (Open plan)	m <sup>2</sup>	8.0
Time Shared Staff Workstation (Open plan)	m <sup>2</sup>	8.0
Higher Degree Students by Research, including Honours by Research (Open plan)	m <sup>2</sup>	5.0
Sessional Staff	m <sup>2</sup>	2.0
<b>General</b>		
Meeting Room	m <sup>2</sup> / Person	2.25
Reception Area (Campus Central)	m <sup>2</sup> / Person	
Waiting Room	m <sup>2</sup> / Person	2.25
Interview Room (Confidential)	m <sup>2</sup>	8.0
Interview Bay - Screened (Open plan)	m <sup>2</sup>	6.0
Tea / Coffee Bay (Open plan)	m <sup>2</sup>	7.0
Photocopier Area (Open plan)	m <sup>2</sup>	8.0

<b>NON TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
Store – General Purpose	m <sup>2</sup> / School or Unit	10.0
Store – Specialist Purpose	m <sup>2</sup>	By Assessment
Staff Lounge (Negotiable – Subject to Availability)	m <sup>2</sup> / Person	1.0
Common Room - Undergraduate and Higher Degree by Coursework (Negotiable)	m <sup>2</sup> / School	50.0
Fee Paying Post Graduate Students (FPPS) Room – Divisional enclaves (includes workstation hot desk access and small relaxation lounge, kitchenette communal area. Dedicated toilets / prayer rooms by design.)	m <sup>2</sup> / Student	1.0
Fee Paying Overseas Students (FPOS) Room – campus based enclave (general study rooms and facilities, including kitchenette. Dedicated toilets by design)	m <sup>2</sup> / Campus	50.0

The room capacities for teaching space across the University have previously been determined by UniSA on an individual room-by-room basis, which cannot be reflected in a discrete formula. This method of determining space allocations, whilst onerous, is far more accurate than applying a generic formula to teaching space. It is for this reason, together with the need to maintain the integrity of the University's timetabling system, that the room allocations for teaching space currently used in Syllabus Plus have been adopted for the assessment of utilisation. These parameters will in turn be assessed against the following guidelines for comparison.

Table 2 – Teaching Space

<b>TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
<b>Lecture Room / Theatre</b>		
Lecture Room (Flat Floor – no demonstration bench)	m <sup>2</sup> / Student	1.8
Lecture Room (Flat Floor – with demonstration bench)	m <sup>2</sup> / Student	2.0
Lecture Theatre (stepped floor – close seating) (0 - 30 Students)	m <sup>2</sup> / Student	1.4
(20 - 50 Students)	m <sup>2</sup> / Student	1.1
(>50 Students)	m <sup>2</sup> / Student	0.9

<b>TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
<b>Tutorial / Seminar</b>		
Tutorial / Seminar Room (Flat Floor)	m <sup>2</sup> / Student	2.0
<b>Laboratories (25-30 Students)</b>		
Science (including fume cupboards)	m <sup>2</sup> / Student	5.0
Store and Prep areas	m <sup>2</sup> / Student	1.0
Psychology and Anthropology	m <sup>2</sup> / Student	5.0
Store and Prep areas	m <sup>2</sup> / Student	1.0
Language and Statistics	m <sup>2</sup> / Student	2.0
Store and Prep areas	m <sup>2</sup> / Student	1.0
Heavy Engines, Machine Tool and Similar	m <sup>2</sup> / Student	9.0
Store and Prep areas	m <sup>2</sup> / Student	1.3
Strength of Materials, Electrical Machine, Building	m <sup>2</sup> / Student	6.0
Store and Prep areas	m <sup>2</sup> / Student	1.0
Computer labs (pooled workstations)	m <sup>2</sup> / Workstation	2.3
<b>Studios</b>		

<b>TEACHING</b>	<b>UNIT</b>	<b>AREA</b>
Drawing Studios Architecture, Town Planning, Engineering (1st Yr)	m <sup>2</sup> / Student	2.8
(Other Yrs)	m <sup>2</sup> / Student	2.2
Design Studios Postgraduate	m <sup>2</sup> / Student	2.8
Sculpture, Metal	m <sup>2</sup> / Student	5.0
Store	m <sup>2</sup> / Student	1.0
Ceramics	m <sup>2</sup> / Student	6.0
Store	m <sup>2</sup> / Student	2.0

Note: Whilst the above guidelines are based on student numbers, TEFMA also presents data based on Useable Floor Area (UFA) per Equivalent Full Time Student Unit (EFTSU). This method of analysis was not considered appropriate, as EFTSU's do not reflect "real people" and hence may in fact underestimate actual utilisation.