

Space Management

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4.0 Definitions

1.0 Purpose

The purpose of this procedure is to establish the processes for the management and allocation of University Campus space to ensure that space is provided to support the University's strategy and all its activities.

2.0 Scope

This procedure applies to all spaces on all University campuses.

3.0 Procedure

University campus space is a resource which is managed to ensure that:

- a cost-effective space solution for an activity is provided, and
- space is used efficiently, is well maintained, and it is fit for purpose.

In accordance with the Facilities Management and Campus Access and Use Policy, the Vice Chancellor is accountable for the overall allocation of space within the University. Heads of Campus have a broad role in liaising with Group Pro Vice Chancellors and Heads of Element to achieve optimal use of academic and professional space across the University's campuses, and ensuring campus space aligns with the campus vision.

The following guiding principles apply to the allocation and management of University campus space:

- **Space is considered as much a University resource as staff or a budget (Operating Expenditure and Capital Expenditure).** The physical facilities of the University are a crucial asset for the operations of the University. The number, type, and condition of University space helps shape all aspects of campus programs, research, learning and teaching and engagement activities. Space must be used efficiently to optimise the University's capital investment, operating costs, and its sustainability targets.
- **Space is a University resource to be allocated in a manner which best advances University priorities.** No one Group/ /Element "owns" space. University space resources should be deployed in the most efficient and effective manner to best serve the University's Strategic Plan and goals.
- **Decisions relating to improvements or reinvestment are made in alignment with the University's Strategic Plan, set priorities and available resources.**
- **University space may be reassigned in response to emerging needs.** The University values flexibility and recognises the need for changes in curricula, pedagogy, programs, and technologies. Accordingly, space assignments will change from time to time to achieve optimal utilisation and respond to current and emerging needs. Reassignment must recognise and give due consideration to the investment Groups have made in particular spaces locally that are core to their function.

- **University space needs will be evaluated in the context of both quantitative and functional considerations.** The Executive Group will be provided statistical and qualitative information to allow it to review and evaluate the efficiency of space, its utilisation, and performance and make a case for major change. Data from Group/Element/General space inventory, related to utilisation and performance will inform assignment, reassignment, and reinvestment decisions.
- **Decisions relating to assignment and reassignment of space will be made by the Senior Executives appointed to oversee a project in the case of new space, the Chief Operating Officer in consultation with the Provost in the case of the reassignment of General Teaching Space and all vacated space, Group Pro Vice Chancellors / Vice Presidents / Heads of Element, in consultation with the Head of Campus in the case of reassignment of all other space.** Campus Life must be informed of all assignments and reassignments of space and changes in use.
- **The use of University spaces will be prioritised for core University activities including teaching, learning and research, engagement, enrolments, graduations, Open Days, exams, and orientation.** External and internal hire bookings will only be confirmed after the University Timetable has been finalised.

3.1 Space Needs Investment

A regular review of space needs and refurbishment requirements is undertaken by Groups/Elements and Campus Life in developing the Asset Management Plan. Space needs should consider the performance of existing space along with other factors such as projected growth, pedagogy, and accreditation needs.

Deputy Vice Chancellors, Pro Vice Chancellors, Vice Presidents, Heads of Element and Heads of Campus are to identify and approve space needs and refurbishment requirements as part of the Capital Planning process.

Any decision to build a new building or carry out major refurbishments in accordance with the Capital Planning process, and following development of a Capital Management Plan, will be determined by the Vice Chancellor on advice from the Executive Group and will be considered and recommended for endorsement by Council through the Finance, Resources and Risk Committee.

3.2 Space Allocation

Space allocation supports University operations and seeks to optimise the University's capital investments and operating costs.

The Tertiary Education Facilities Management Association (TEFMA) has set targets for the utilisation of various spaces. These benchmarks are set out below and are used by the University to determine efficient usage and provide targets for the efficient management of space.

INDICATIVE SPACE UTILISATION RATES ¹			
Space Type ²	Target Room Frequency	Target Room Occupancy	Target Utilisation
Lecture Theatres	75%	75%	56%
<ul style="list-style-type: none"> - Large (250+ seats) - Medium (180-249 seats) - Small (60-179 seats) 			
Teaching:	75%	75%	56%
<ul style="list-style-type: none"> - Large flat floor teaching areas (non-theatre) - Classrooms 			

¹ The space utilisation rates shown in this table are indicative only and are based on a typical overall week of 67.5 hours.

² Given the disparate space types used by institutions throughout Australasia, the space types used in this table are intended to be broad/generic descriptions.

INDICATIVE SPACE UTILISATION RATES ¹			
Space Type ²	Target Room Frequency	Target Room Occupancy	Target Utilisation
- Tutorial Rooms			
Computer Laboratories ³	75%	75%	56%
Specialist Laboratories and Workshops ⁴	50%	75%	37.5%
- Engineering, metalwork, woodwork, psychology, children's studies			
Studios	75%	75%	56%
- Architecture, painting & drawing, sculpture, ceramics, textiles, printmaking, dancing, drama.			
Practice Rooms	80%	75%	60%
- Dance			
- Music			
Meeting Rooms ⁵	45%	75%	34%

Space norms have been endorsed by the Executive Group to support the efficient allocation and usage of office space.

SPACE NORMS FOR OFFICE SPACE	
Space Type	m2 per person
Executive Enclosed Office	16 – 20 (Senior Executive)
	12 – 14 (Dean, Director, HOS)
Enclosed Office	10 – 12 (academic staff C to E)
	12 with 2 occupants (academic staff A & B)
	10 – 12 (academic senior staff)
	8 – 10 (administrative staff)
Open Plan	6 – 8 (Open plan configurations will be supported by small meeting rooms)
Postgrad / HDR	4

Table 1: Maximum space allocation (Space Norms for Office space)

Notes:

- Where a position is required to provide confidential support services to students, engage regularly with industry, or hold confidential discussions, planning of the space should ensure:
 - Open plan offices have sufficient bookable private meeting space within the immediate surrounds.
 - Individual Offices have large glass windows/doors that are transparent.
- New and refurbished spaces will be designed to include, for example, storage, resources areas, libraries, and space for scholarly resources.

Group Pro Vice Chancellors and Heads of Element are asked to refer to the TEFMA Utilisation Benchmarks and agreed Space Norms for day-to-day operations and when reviewing their space needs/refurbishments as part of the Capital Planning process.

³ Many universities operate some computer laboratories on a 24 hr/7 day-a-week access basis. Calculation of utilisation of these facilities is recommended as being calculated, in the first instance, for the standard typical overall day hours of operation. A utilisation result may also be determined for the 24hr/7 day-a-week use (168 hrs a week availability). However, due to the distortions that are likely to apply to results from this approach, it is recommended that this data result be kept separated from the typical overall day data and used for internal purposes only.

⁴ Laboratories and Workshops have a lower frequency of use rate than lecture theatres or teaching areas due to the requirement to provide set-up and additional cleaning time for these areas.

⁵ Meeting rooms have been calculated as having a low frequency of use due to their use being largely associated with the daytime operation of a University. It is anticipated that evening use is minimal.

3.2.1 New Buildings and Refurbishments

Office space in new buildings or newly refurbished areas are allocated using University space norms approved by the Executive Group.

All major capital projects, including extensions, new buildings and substantial refurbishments should seek to maximise functional requirements. This occurs through meeting the standards above, while maintaining the efficiency of floor plate.

In planning new building/refurbishment work, consideration must be given to local work arrangements approved in accordance with the Work Location Policy. Flexible multipurpose design is encouraged wherever possible. This may result in an increasing proportion of shared offices/workspaces and more hot-desking over time.

3.2.2 Existing Buildings

The dimension and layouts of existing buildings may place constraints on using space efficiently. It is the responsibility of Heads of Elements to allocate space within their Element to achieve as efficient use of space as possible using the following principles:

- The Head of Element is responsible for ensuring that accessibility requirements of all students and staff are considered in the management of the element's space allocation.
- Academic space is allocated in accordance with the Space Norms. However, a Head of Element may choose not to allocate sole occupancy offices to academic staff in particular cases where:
 - there are significant space pressures in the Element and Groups/Division;
 - the spaces available are over the space norm entitlement;
 - the nature of the activities undertaken by staff means that shared office space is more appropriate, and/or;
 - the building design and layout is better suited to offices being shared.
- Support and professional staff may be expected to share office accommodation or be located in open plan space.
- Heads of Element should consider flexible ways of working and the extent to which offices and workstations can be shared to improve the efficiency and performance of the Elements space.
- Only the Vice Chancellor is entitled to multiple offices. Senior leaders will have dedicated office space on a home campus and will use bookable flexible office space on other campuses. Other staff working between campuses are required to hot-desk within the Groups/Divisions existing space allocation.
- There is no automatic right to the sole use of a room by a member of staff if they are on study leave or leave of absence, though access to a working area should be facilitated where required.
- The allocation ratio of HDR students per workstation should be informed by utilisation data. Schools/Institutes are expected to make efficient use of space by allocating larger rooms and offices to multiple occupancy for HDRs.
- Honorary and Emeriti Professors should only be provided an office where the individual has external research funding or carries a significant teaching load, otherwise accommodation should be in designated 'hot desk/shared space'.
- Adjunct Professors are not entitled to an office space but are allowed to access hot-desking spaces for specific projects or purposes.
- Specialised space utilisation data should be regularly reviewed as to its ongoing need (e.g. additional capacity required /can the activity be undertaken in another space to increase overall utilisation, freeing up space to be repurposed).

- The University recognises the importance of providing adequate storage space for both academic and professional staff.

Where possible, staff should maximise the use of digital storage options provided by Griffith. As a supplement to digital storage, new projects will address the provision of adequate physical storage through design solutions. These may include:

- personal storage located at individual workstations and in enclosed offices;
 - shared, team storage/libraries located in areas adjacent to team clusters;
 - shared facility and resource hubs located through the total workspace;
 - shared security storage located where appropriate.
- For specific bulky property such as Art Collections, Academic Gowns, and other items, consideration should be given to appropriate offsite storage.

3.3 Space Management

Elements are responsible for maintaining an accurate record of who is occupying office, laboratory, or other spaces.

Space information including a statistical overview, floor plans, inventory, allocation, Group and Element locations and other information is provided in the SpaceAid application.

SpaceAid is used by Elements to allocate HDR students, staff, contractors, and visitors to rooms.

3.4 Space Reassignment

3.4.1 Reassignment of Teaching Space

Teaching space cannot be re-assigned to another function without the approval of the Provost and Chief Operating Officer. Any requests for such re-assignment must be supported by utilisation data from Campus Life and Exams and Timetabling, as appropriate.

3.4.2 Reassignment within a Group/Element

Group Pro Vice Chancellors/ Heads of Element (DVC's / VP's and equivalents) can reassign space within their portfolios.

3.4.3 Reassignment between Groups/Element

Groups and Elements can re-assign space between themselves to meet the needs of the Groups/Element.

Where a significant re-assignment of space is to occur on a campus between Groups, discussion between the Pro Vice Chancellors is required, followed by notification and discussion with the Head of Campus so that a campus overview is maintained. Where agreement cannot be reached, the Head of Campus will make a recommendation to the Provost for a decision.

From time to time, there will be competing demands for existing space due to growth in teaching, research, or engagement activities. This may require multiple Groups/Elements to resolve the issue and work to achieve a mutually acceptable arrangement.

It is expected that any space issue which requires a reassignment of space is brought to the attention of the relevant Group Pro Vice Chancellor/ Head of Element. The Group Pro Vice Chancellors/ Head of Elements are expected to achieve consensus by placing the University's overall needs first. Decisions should be data driven and be based on a determination of space utilisation and performance reporting

provided by Campus Life. Guidance may also be sought from one or more Deputy Vice Chancellor, as applicable.

3.4.4 Maintaining an accurate inventory post reassignment

Groups/Elements must inform the Director, Campus Life of any space reassignments and update the Space inventory in SpaceAid following any space reassignment.

3.5 Vacated Space

Where Groups/Elements no longer require space and vacate the space, they must update SpaceAid to reflect they have vacated the space and relinquished the allocation. In addition, they are required to inform the Director, Campus Life.

Vacated space that is not reassigned within a Group or Element is allocated to the Chief Operating Officer for relocation aligned with the strategic priorities of the University.

3.6 Sharing Space

Where a Group/Element agrees to share space with another Group, the Group originally holding the space will determine whether a formal Space Management Agreement should be implemented. Examples of Space Management Agreements are provided in SpaceAid.

3.7 Leased / Licensed Space

Where University space is leased or licenced, it should provide an economic benefit and / or wider academic/engagement value. These should be reviewed annually.

Where an Element proposes to lease/licence space to an external person/organisation, a risk assessment of the work intended to be conducted in the leased space must be undertaken by the Element. The risk assessment must be approved by the Group Pro Vice Chancellor's/ Head of Element and Human Resources and Safety prior to a decision being made on whether to grant a lease/licence to use the space.

University space may only be leased to an external person or organisation with prior approval of the Chief Operating Officer.

Normally, revenue from leases/licences to occupy tenanted areas is assigned to the central Capital Fund of the University unless otherwise directed by the Chief Operating Officer or the subject of a wider contractual agreement approved by the Chief Operating Officer. A proportion of revenue may be kept by the Group to pay for equipment or other costs. The Group/Element must outline these costs to the Chief Operating Officer when requesting a portion of the revenue.

3.8 Furniture and Equipment

Where new space is provided or existing space refurbished through the Capital Management Plan, the cost of furniture is met from the Capital Management Plan. In all other cases, replacement/upgrade of furniture is the responsibility of the Group/Element.

Where a Group/Division relocates staff on or between campuses requests are to be submitted via Facilities Assist.

Where furniture is being demolished, modified, or repaired, the space occupier must consult and co-operate with Campus Life to ensure any associated work is in accordance with WHS legislation regarding construction work.

Equipment such as computers, scientific instruments etc. are the responsibility of the Group/Element in both new and refurbished space.

Digital Solutions has responsibility for the audio-visual equipment in General Teaching spaces.

Installation or upgrade of equipment is funded through the Electronic Infrastructure Capital Plan component of the Capital Management Plan. Campus Life and Digital Solutions are required to liaise closely in relation to the scheduling of any work to be carried out in General Teaching Spaces.

3.9 Space Reporting

Space Reports, which monitor space inventory and utilisation, will be provided for review by the Executive Group, as detailed in the table above.

	Space Inventory Overview	Offices (Staff)	Offices (HDR)	General Teaching (Centrally Timetabled)	General Teaching (Group Timetabled)	Specialised Teaching (CCTV)	Specialised Teaching (Non-CCTV)	Common Computer Rooms	Learning Centres	Libraries	Research Facilities	Tenanted Areas
Campus Life	Annually	Quarterly	Quarterly	Post T 1, 2, 3		Post T 1, 2, 3					Annually	Quarterly
Academic Groups					Post T 1, 2, 3		Post T 1, 2, 3				Annually	
Digital Solutions								Post T 1, 2, 3	Post T 1, 2, 3			
University Librarian										Post T 1, 2, 3		
	Hard Copy											
On-line	On-line											
Notes:												
General Teaching Spaces are those rooms or group of rooms which are used for lectures and tutorials, computer assisted training or learning as part of the normal teaching program of the University and which are only available to elements of the University through the central room booking system managed by the Exams and Timetabling Section of Student Life. General Teaching Space includes Common Use Computing facilities.												
Specialist Teaching Spaces are those rooms or groups of rooms assigned to Academic Groups for the purpose of teaching specific skills. These spaces generally require specific equipment and room layouts. These spaces are managed by the relevant Academic Group. Some spaces may be used by one or more Academic Groups.												

The Executive are encouraged to use these reports to:

- improve the overall efficiency and performance of their assigned space;
- assist in determining whether space should be reassigned to another Group/Element; and/or
- determine additional space needs or refurbishments as part of the capital planning process.

3.10 Material Change

Groups/Elements must inform Campus Life whenever the function or use of a building or space needs to change. For example, moving a space from teaching to research or administrative support (a functional change), or moving from a meeting room to an office (a change in room type).

Examples of potential impact include:

- increasing the amount of equipment in a space;
- changes or modifications to equipment that exceed the designed floor load, or
- changes or increases to equipment which require changes in the services infrastructure (i.e. hydraulics, gas, power, HVAC or others).

Groups/Elements must inform Campus Life whenever the capacity of a space is increased (for example, where more desks are added into a space). This allows Campus Life to determine that the increase in capacity continues to comply with the Building Code and Fire Certificate, and that the HVAC system continues to have the capacity to service the space.

All material changes must be approved by the Director, Campus Life.

4.0 Definitions

For the purposes of these guidelines and related policy documents, the following definitions apply:

Capacity is the maximum number of occupants a room can accommodate.

General Teaching is a category of rooms which provide space for all academic and general university use, e.g. seminar room, lecture theatre.

Specialised Space is a category of rooms purpose built with specialised features/equipment, e.g. laboratories, studio.

Room Types describe the space in a detailed way, indicating the nature of the space and the primary architectural function of that space.

Room Functions describe the kind of activities held within the room and how they support the primary functions of the institution.

INFORMATION

Printable version (PDF) Downloadable version (Word)

Title	Space Management Procedure
Document number	2023/0001184
Purpose	The purpose of this procedure is to establish the processes for management and allocation of University Campus space to ensure that space is provided to support the University's strategy.
Audience	Staff
Category	Operational
Subcategory	Campuses, Facilities and Assets
Approval date	25 August 2021
Effective date	25 August 2021
Review date	2026
Policy advisor	Associate Director, Facilities Management
Approving authority	Director, Campus Life

RELATED POLICY DOCUMENTS AND SUPPORTING DOCUMENTS

Legislation	N/A
Policy	Facilities Management and Campus Access and Use Policy Work Location Policy
Procedures / Plans	Campus Access and Use Procedure Capital Management Plan University Strategic Plan
Local protocols	Capital Planning
Forms	N/A