

# Space Management Procedures

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## INTRODUCTION

The University currently occupies over 170 buildings and related infrastructure totalling over 120,000m<sup>2</sup>, distributed throughout campuses from Darwin to Alice Springs. Devising a framework for efficient space management is therefore of obvious importance and the matter of effective use of presently available space, is critical.

Every member of the University community accesses and utilises its spaces and therefore it is important that the use and management of space is understood and the value of the resource is appreciated. All members of the University community who are responsible for, or who use space, have a responsibility to ensure that it is utilised in the most effective way. Space management is a complex and emotive issue, which attracts significant operational and capital costs. The management, allocation and reallocation of space requires a transparent, collaborative and equitable framework to ensure the effective and efficient use of space to support the University's Strategic Plan. This is accomplished by ensuring that:

- Business outcomes are achieved;
- Operational overheads are kept to a minimum;
- Environmental management impact issues are minimised;
- All assets are utilised optimally;
- Reporting is accurate and transparent; and
- Training, teaching, administrative and research spaces are allocated and utilised efficiently and equitably.

## COMPLIANCE

This is a compliance requirement under the [Charles Darwin University Act 2003](#) part 3, section 15.

## INTENT

These procedures will provide the background information, planning, use benchmarks and procedures for the management of space at the University.

## RELEVANT DEFINITIONS

In the context of this document

**Commercial Tenant** means external parties that lease space on a University campus for a defined period of time;

**FMIS** means Facilities Management Information System, the University's electronic database used to assist in managing facilities, which includes space management;

**HDR** means Higher Degree by Research and includes PhD candidates, Masters by Research candidates and Research Professional Doctorate candidates;

**Hot Desk** means a multi-use work station which can be accessed by different people;

**Senior Executive** means a staff member of the University holding the position of Vice-Chancellor, Provost, Deputy Vice-Chancellor, Pro Vice-Chancellor or Chief Financial Officer or equivalent;

**Senior Manager** means a staff member of the University holding the position of Director or Head of School or equivalent;;

**Space** means an area or place on University land or that which is owned, leased or rented by the University either partially or in its entirety;

**Space Indicator Group** means a code which is allocated based on the amount of space allocated to a particular school, department or discipline;

**Staff member** means anyone employed by the University and includes all continuing, fixed-term, casual, adjunct or honorary staff or those holding University offices or who are a member of a University committee;;

**Student** means a person prescribed as a student of the University in By-law 2 of the [Charles Darwin University \(Student of the University\) By-laws](#);

**TEFMA** means the Tertiary Education Facilities Management Association that provides guidance on space management for tertiary institutions;

**University Community** means officials and individuals carrying out University business. This includes, but is not limited to, all staff members, researchers, peer reviewers, students, volunteers, consultants, agents and contractors.

## PROCEDURES

In formulating these procedures, "efficiency" must be defined by reference to the needs of academics, general staff, commercial tenants and students - seen both as individuals and as members of faculties, schools, divisions, business units etc. In particular, the importance of giving a physical dimension to the identity of disciplines or business units is recognised. As against this, it has to be accepted that pressures upon space will sometimes necessitate compromise in space allocation.

The University will ensure all of the resources are managed optimally, with operational priorities being to:

- Provide an appropriate physical environment that is fit for purpose and maintain it to high aesthetic, functional and safety standards;
- Provide high quality teaching, learning and research facilities, with particular attention to collaborating with business units over the needs of students, and improve utilisation by better management;
- Recognise the contribution that physical facilities make towards the University's carbon footprint and work towards applying standards that more effectively use space; and
- Review all existing spaces to ensure optimum utilisation.

Space allocations are determined directly on assessment of needs. In regard to teaching space, the Manager, Timetabling, Examinations and Results, Office of Student Administration will expect cooperation from faculties and schools in utilising all available hours and days of the week to enable optimal use of teaching space, including those teaching spaces available in faculties and schools. It is recognised that there are certain cases in which it is necessary to have specialised teaching space: however, this does not necessarily imply exclusive use of particular spaces.

## Principles

To improve University asset utilisation, it is essential that faculties, schools, divisions and individuals contribute to streamlining space management throughout the campuses through declaring or reporting on under-utilised/vacant rooms, buildings and facilities. Responsibility for space management decisions remain with the University through the Capital Development and Space Management Committee's recommendations to the Vice-Chancellor.

Periodic reallocation of space may be necessary to meet changing University priorities and variations in user demand.

Allocation of space not currently occupied by a faculty, school or other recognised unit will be undertaken by the Capital Development and Space Management Committee, which will also have the capacity to negotiate changing accommodation use as required in light of new academic and other developments changing existing needs.

In considering the allocation of space, every effort will be made to provide quality space for all users which meet regulatory compliance requirements, work health and safety standards and the appropriate environmental standards.

Requests for the allocation of space and the redesignation of type or function of existing space must be submitted in the first instance to the Director, Facilities Management.

### Office Accommodation for Academic Staff

The University is committed to the provision of suitable office space for all full-time and part-time academic staff. Appropriate spaces and offices will be provided to ensure business outcomes are achieved and this will include but not be limited to 'open plan' office space, single offices, shared interview or meeting spaces and 'hot desk' facilities.

General purpose teaching space will generally not be available for conversion to office space or other special purpose use.

A basic standard of office furniture and fittings will apply and will be provided as part of a new building if funds permit. Any departure from the standard appropriate to an office would be agreed to, only if a specific need can be established. In such cases, and for the provision of extra furniture, the faculty/school will be responsible for funding.

When refurbishing office space the cost of providing furniture is to be agreed through consultation during the initial planning phases of the project. Facilities Management will procure the required furniture to ensure that the standard of furniture provided is of a suitable quality, which can be maintained and purchased for the best possible price.

### Part-time/Casual Appointments

Staff who are employed on a part-time or casual basis who do not approach a full-time load, should be allocated a shared workstation or arrange access to shared office accommodation, if required. Part-time staff or casual appointments that are approaching full-time loads will be allocated appropriate space as determined by the business needs.

Casual academic staff will normally be provided with shared office accommodation and access to private office space when required.

## Utilisation of Resources

In pursuance of the University's commitment to achieving maximum utilisation of space, it may be reallocated. Such reallocation will be after negotiation with relevant stakeholders and upon the advice of the Director, Facilities Management to the Capital Development and Space Management Committee. Every effort will be made to minimise interference with operational activities. In any case, a minimum of thirty (30) days advance notice will be given to the occupier except in an emergency situation.

## Space Repurposing

In many circumstances the allocation or reallocation of space will require space to be repurposed, requiring a retro-fit, renovation or refurbishment. These projects can range in size from a minor new works to a major project and require significant planning and communication to achieve the outcome required. The [Space Repurposing Flowchart](#) will guide staff through this process.

If business units are considering a space repurpose, early consultation with Facilities Management is necessary to ensure the impacts of the many statutory requirements are understood and resolved in a collaborative way, these include:

- Current standards within the Building Codes of Australia;
- Changes to Fire, Life and Safety systems;
- Qualities and quantities of air through the mechanical Heating Ventilation Air Conditioning (HVAC) systems;
- Disability access; and
- Possible removal of hazardous materials such as asbestos.

In repurposing space and identifying the necessity to conduct minor or major works, the following critical issues need to be considered:

- **Budget** - All repurposing of space will attract a cost, normally these infrastructure requirements will be identified through operational planning and if successful will be funded through the University Capital Works Program. If this is not the case early engagement with Facilities Management will help identify and understand the costs involved and whose responsibility it will be to fund the different parts of the project.;
- **Furniture** - The furnishing of repurposed space is usually the responsibility of the faculty, school or business unit unless otherwise negotiated. Facilities Management can advise on types and styles of furnishings and can conduct the procurement process for furniture as part of the overall project; Exceptions to this issue will be through negotiation and authorisation by the Capital Development and Space Management Committee;
- **Project management** - The project management of all space to be repurposed is the responsibility of Facilities Management who will work with the client to deliver the required outcomes. Facilities Management will consult with the relevant head of school or division and provide appropriate notification for any works to be conducted;
- **Fixtures, fittings and aesthetics** - All fixtures, fittings and aesthetics will be in accordance with the design standards of the University; and
- **Environmental management** - Any works associated with space repurposing will be implemented and managed in line with key environmental, sustainable, design principles and procurement, as key drivers.

## Negotiations for Space

Pro Vice-Chancellors are encouraged to negotiate with each other to achieve solutions to accommodation problems. However, final approval for any change must be referred to Facilities Management (Space Management) to ensure currency of the University's space management system and to refer the matter to the Vice-Chancellor when appropriate.

## Space Management System

A space management system is required to provide a space management inventory from which to achieve accurate space planning. Any system adopted by the University will include:

- Space inventory;
- Space reporting; and
- Space planning.

The system requirements in relation to room type, room function, Space Indicator Groups (SIG) and space codes will be in accordance with the [TEFMA Space Planning Guidelines](#).

## Space Planning

In planning space, there are some basic guidelines which are used in making any decisions about standard sizes of space allocated. However, it must be remembered that these are **guidelines** only and while useful as a starting point, there are many reasons that variations to them may be necessary.

In planning any space the following terminology should be understood:

- **GFA (Gross Floor Area m<sup>2</sup>)** – is the sum of fully enclosed area and unenclosed covered area;
- **UFA (Useable Floor Area m<sup>2</sup>)** – is the floor area measured from the inside face of the walls and deducting common use areas such as corridors and non-habitable areas such as lifts;
- **EFTSL (Equivalent Full-Time Student Load)** – is a value representing the student load;
- **ACH (Actual Contact Hours)** – is the value representing Vocational Education and Training students and is calculated to equal EFTSL to aid planning; and
- **FTE (Full-Time Equivalent)** – is a value for measuring general staff resources.

Before considering space requirements the following planning ratios should be understood:

- 14-15m<sup>2</sup> GFA/EFTSL is the Australian university average;
- UFA is typically 60-70% of GFA;
- Car parking space is 1 bay for 5 EFTSL or equivalent;
- Library space is typically 0.5m<sup>2</sup>-1.5m<sup>2</sup> UFA/EFTSL or equivalent; and
- Cafeteria main dining area is typically 1m<sup>2</sup>-2.4m<sup>2</sup> UFA.

The aforementioned guidelines can be expanded further to assist in space planning. The Facilities Management space management tool can assist in this.

## Space Allocation / Reallocation

Allocation of space is based on delivering best practice outcomes to satisfy business and operational needs at any given time and may, out of necessity or changing needs, be altered from time to time. In allocating space, the University has to work within the current building envelopes, which means space, sizes and types will vary, space planning guidance is available from Facilities Management.

In allocating or reallocating space the Space Allocation/Reallocation section of this document is to be followed and the respective Space Request Form completed. Every request is to be submitted to the Space Management Office, Office of Facilities Management and will be actioned within five (5) working days of receipt. All applications will be treated equally and prioritised based entirely on the business needs. The applicant will be kept informed of each stage of the process to ensure communication of outcomes, negotiations or consultations are conducted as appropriate and outcomes are advised.

In requesting space the following critical issues are to be considered:

- **Master Plan** - All space allocation or reallocation is to be in support of the University and individual Campus Master Plans;
- **General Purpose Teaching Space** – To allocate or reallocate this kind of space a strong justification will need to be presented to the Space Management and Capital Development Committee after prior consultation with the Manager, Timetabling, Examinations and Results;
- **Vacated Space** - Where space has been vacated due to retirement or change of employment and there is no immediate plan to replace the staff member, this space is available for reallocation. If there are planned, long periods of absence through approved leave or professional development the spaces vacated can be retained for up to six (6) months. However, these spaces may be temporarily reallocated and in such event, the respective business areas will be closely consulted;
- **Additional New Staff** - Accommodation for additional new staff must be approved through the Space Allocation procedures listed in this document prior to any recruitment action. The details of space accommodation for additional new staff are to be included in the request for recruitment action, which is submitted to the Strategic Recruitment Review Panel;
- **Grouping of Faculties, Schools and Business Units** - Where possible and in accordance with the University Master Plan, areas will be grouped and allocated to faculties, schools and business units where appropriate. Responsibility for the day to day management and utilisation of these spaces is the responsibility of the relevant Senior Executive as appropriate, with the assistance of the Director, Facilities Management if necessary;
- **Common Space** - Spaces such as tea/lunch rooms, corridors, toilets, shower rooms or informal meeting spaces are designated common space and are not allocated to one faculty, school or business unit. As such, all occupants of the spaces have right to equal use;
- **Storage Space** - The use of office and/or teaching space for storage is discouraged and other strategies are to be employed for the controlled storage of equipment and/or records, in the first instance. Facilities Management can offer alternative solutions to storage, this will depend on the nature of what is to be stored, the length of time it is to be stored, accessibility. This may include such things as artworks or paper records which may require a controlled environment or the use of archive services for long-term records storage for compliance requirements, in contrast to storage of equipment for functions or events which requires more regular access;
- **Postgraduate Candidate Space** - The space for postgraduate candidates is to be allocated in accordance with the University [HDR – Minimum Resources for Candidates Guidelines](#) and [HDR - Candidate Orientation and Induction Procedures](#). Where these procedures do not cover individual specific needs or there is insufficient space for the candidate, faculties are to liaise with Facilities Management to resolve the space issue; and
- **Second Offices** - Staff who are required to work at two or more campuses are to have an appropriate space at their primary site of work and any second workstations should be a shared/bookable workstation or 'hot desk'. Under no circumstances should a second office be allocated for the sole use of any staff member.

## Reporting and Auditing

There are many metrics used to measure and reports generated on space utilisation. These will be undertaken by and available from, the Space Management unit within the Office of Facilities Management. All University reporting will be compared with [TEFMA benchmarking guidelines](#).

Conducting room audits is an integral part of measuring space utilisation and provides an indication of the current use of facilities and the effectiveness of space utilisation. The following performance indicators are used:

- **Room Frequency (RF)** - the number of hours the room is actually used (not timetabled) divided by the number of hours the room is available;
- **Room Occupancy (Occ)** - the average number of students in the room when it is in use compared to the total room capacity; and
- **Room Utilisation (U%)** - the combination of  $RF \times Occ = U\%$ .

In assessing efficient utilisation of space, TEFMA benchmark the teaching day as follows:

- Typical daytime session – 8.00am to 5.00pm;
- Typical evening session – 5.00pm to 9.30pm; and
- Typical overall week of 67.5 hours.

These timings and overall hours may be adjusted to suit the University's typical week as necessary. TEFMA also provide targets for space utilisation as a Key Performance Indicator and these are set out below:

Space type	Target RF	Target Occ	Target (U%)
Lecture theatres	75%	75%	56%
Teaching (large flat teaching areas, classrooms, tutorial rooms (non-theatre) )	75%	75%	56%
Computer laboratories	75%	75%	56%
Specialist Laboratories	50%	75%	37.5%
Workshops (engineering, metalwork, woodwork, psychology, children's studies)	50%	75%	37.5%
Studios (architecture, painting, drawing, sculpture, ceramics, textiles, dance, drama)	75%	75%	56%
Practice rooms (music, dance)	80%	75%	60%
Meeting rooms	45%	75%	34%

## Space Audit

The audit of space is a key activity in assessing the actual utilisation of space, particularly teaching space. The audit process will take place bi-annually and will be conducted in accordance with the *Space Audit Flowchart*.

All spaces within the University will be audited and outcomes recorded within the FMIS. The spaces audited will be broken down as follows:

- General teaching space – spaces controlled through the Manager, Timetabling, Examinations and Results;
- Specialist teaching spaces – spaces dedicated to a particular faculty or school for a specific teaching purpose; and
- Remaining space – includes offices, common space etc.

### **Access to Audit**

Whilst the Office of Facilities Management has access to all spaces, prior notification/arrangements will be made with the relevant faculties, schools or business units as necessary. The audit teams will attempt to minimise any disruption or inconvenience any activity in the course of their audits as far as practicable.

Any area due to be audited should comply with any requests from the Office of Facilities Management to conduct a space audit and assist the Office of Facilities Management staff to carry out their work if possible. If prior consultation was not able to be undertaken with affected staff and/or an audit would cause significant disruptions to the activities being conducted in the area at the time, the relevant parties affected may make arrangements with the Office of Facilities Management to return to conduct the audit at a more convenient time.

### **Audit Accuracy**

Audit teams will fulfil their role and conduct their audits with diligence, impartiality and accuracy.

### **Audit Team**

Audit teams will be coordinated through the Space Management Office within the Office of Facilities Management and through the Manager, Timetabling, Examinations and Results in the Office of Student Administration.

### **Reporting Obligations**

As a result of good space management practices and through the use of the FMIS, various reports are available to be produced to assist in assessing the most efficient use of University space. The Space Management Office operate this system and input data from their audits, and can provide ad hoc reporting as requested.

The Space Management Office will also provide the following standard reports:

- Annual space management plan for quarterly review at Executive Leadership Group;
- Annual space management plan for review at Capital Development and Space Management Committee meetings;
- Space Utilisation reports to Executive Leadership Group in May (as at Semester 1) and October (as at Semester 2);
- Space Information for TEFMA Benchmarking Survey;
- Space Information for Sustainable Campuses Group Survey; and
- Space Information for Capital Asset Management Survey (CAMS).

### **Space Issues Dispute and Resolution**

As a result of the space management process, conflicts may arise from time to time between various areas within the University community over allocation/reallocation of space due to competing business needs.



In the event this occurs, the Space Management Office will provide space analysis reports, in relation to the areas of conflict, and advise the Capital Development and Space Management Committee. The Committee will review this advice and make recommendations to the Vice-Chancellor. The Vice-Chancellor will have the final say on any disputes over space.

In the event of a possible conflict, the Conflict Resolution form is to be completed and the Resolution Procedures Flowchart is to be followed.

## **ESSENTIAL SUPPORTING INFORMATION**

### **Internal**

[HDR - Candidate Orientation and Induction Procedures](#)

[HDR – Minimum Resources for Candidates Guidelines](#)

[Space Allocation/Reallocation Procedures Flowchart](#)

[Space Audit Procedures Flowchart](#)

Space Conflict Resolution Form

Space Issue and Resolution Procedures Flowchart

[Space Management Policy](#)

[Space Repurposing Procedures Flowchart](#)

[Space Request Form](#)

### **External**

[TEFMA Space Planning Guidelines](#)

## Document History and Version Control

<b>Last amendment:</b>	15 Dec 2017	<b>Next Review:</b>	Mar 2014
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Version	Date Approved	Approved by	Brief Description
1.00	2 Oct 2007	Vice-Chancellor	Creation of original document and upload to CDU website.
2.00	21 Mar 2012	Vice-Chancellor	Major review of document including converting document from process to current procedure template and changing name from Process for Space Allocation to Space Management Procedures.
2.01	22 Jul 2013	Governance	<ul style="list-style-type: none"> <li>• Assigned document number</li> <li>• Converted document to current template</li> <li>• Updated and added hyperlinks</li> <li>• Minor changes to wording, grammar and formatting</li> </ul>
2.02	15 Dec 2017	Governance	<ul style="list-style-type: none"> <li>• Conversion to new template due to new University branding</li> <li>• Updated definitions</li> <li>• Updated hyperlinks</li> <li>• Added Sponsor, Deputy Vice-Chancellor, Operations</li> <li>• Amended Coordinator, Examinations and Timetabling to Manager, Timetabling, Examinations and Results</li> <li>• Amended Offices of Student Administration and Equity Services to Office of Student Administration</li> <li>• VCAG replaced with Executive Leadership Group</li> </ul>