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1 PURPOSE

- 1.1 This procedure provides guidance and expectations for managing CQUniversity spaces in a sustainable manner.

2 SCOPE

- 2.1 This procedure applies to the whole CQUniversity estate including all facilities and buildings utilised by the University, whether on-campus, off-campus, owned or leased.

3 POLICY STATEMENT

- 3.1 The University is committed to the effective and efficient use of space resources to ensure:
- a high quality, safe and accessible learning and working environment for students and employees
 - effective management of space to meet the strategic needs of the University, enabling current and next generation pedagogy
 - space that supports the pursuit of research excellence, academic and student success
 - cost effective utilisation of space in line with the values and needs of the University, and
 - sustainable practices.

Principles

3.2 When managing spaces within the University, the following must be adhered to:

- All space is considered University space - space is a University asset and is developed, maintained and managed by the Facilities Management Directorate (DFM). Periodic reviews of space occupancy and utilisation may result in the reallocation of space to maximise use and meet University priorities. Consultation will be conducted by DFM with affected business areas and any impacts on campus master planning will be shared.
- Space reflects University priorities - space management is essential to long term University planning, and decisions around use of space are made, in alignment with the University's [Strategic Plan](#), to support growth and respond to emerging situations, including development of new courses and research priorities, new recruitment, and new capital and commercial commitments. These priorities will change to meet the needs of the University and space allocations will reflect these changes.
- Space is integral to the student experience - learning and teaching spaces reflect the University's pedagogy, enable teaching practices that demonstrate the University's commitment to flexible education, and maximise the student learning and engagement experience, including formal teacher-led spaces as well as reflective, social, virtual, collaborative, indoor and outdoor spaces.
- Requirements for specialist teaching spaces, such as laboratory, studio, workshops and simulation learning spaces, must:
 - promote health and safety, and risk minimisation strategies
 - allow for student work that spans across a time period (weeks or months)
 - provide adequate storage, and
 - align with current teaching and research plans, including equipment requirements and usage across multiple campuses.
- A campus must meet or exceed a teaching space booking rate average of 60 per cent per week from the annual audit prior to consideration of acquiring additional space. The exception being where an approved business case for specialist space requires the acquisition of additional space.
- Space is an asset which will be shared and utilised in a flexible and effective manner that achieves the most efficient use for the University.
- Where possible, on a given campus, employees will be located to provide the optimum effectiveness to the University and each business area.
- Consideration will be given to refurbishment of old space prior to building new spaces.
- Business areas will review the use of storage space on an annual basis to identify items for disposal and minimise the need for increasing storage across campuses.
- Off-campus storage is not permitted.
- Any change of space usage requires a business case from the business area and must be developed in consultation with DFM and other relevant stakeholders.
- Changes required by areas other than DFM will be funded by the business area, unless already captured in an approved project, and delivered by DFM and/or the Digital Services Directorate (DSD) as applicable.
- Where a new position is added to the organisational structure, suitable accommodation must be identified by the relevant head of business area and approved by DFM Space, prior to recruitment activities commencing. This space approval will include involvement with the relevant Associate Vice-President (AVP) as required. This must also follow any additional recruitment approval workflows for the creation and appointment of a new position.
- The AVP may approve like-for-like replacements and individual employee relocations, in consultation with appropriate head of business area. These must be reported back to DFM within five business days for record keeping.
- Where an employee wishes to terminate an approved work from home arrangement and return to campus, suitable accommodation must be identified by the relevant head of business area and approved by DFM Space prior to the employee returning to campus. This will include involvement with the relevant

Associate Vice-President, as required. As per the Flexible Work Guidelines, assigned space on campus is surrendered when work from home arrangements exceed 50 per cent of working hours off campus.

- DFM will use the University's Facilities Management System (ARCHIBUS) to manage and identify space use across the University estate portfolio. This will be available for employees to review. The management and allocation of all space resources within the University is at the discretion of the Vice-Chancellor and President or the Chief Operating Officer.
- The University has responsibility and operations across numerous campuses and States within Australia. A consistent approach will be taken across the entire estate in managing space, however consideration will be given to unique circumstances justified through a detailed business case.
- The operational and daily management of space across the University encompasses the provision, allocation and utilisation of these resources, and will be managed through a matrix network outlined in the [Appendix](#). DFM has an overall role and involvement as it is the business area that functions in this area across the University.

4 PROCEDURE

Employee space allocation

- 4.1 Office space is allocated as per the table below. The University may allocate and repurpose space outside of the below table, as determined, with consideration of factors such as regular use of the space or office. Where space already exists and it is practical and more efficient to do so, an office may be allocated to employees based on the guidelines in this document.

Space Description	Type	CQUni ¹	TEFMA ²
Vice-Chancellor and President	Office	35	35
Chief Operating Officer; Vice-Presidents	Office	25	25
Director of Division; Dean of School; Associate Vice-Presidents	Office	14	20
Deputy Director (e.g. Research Development, Research Students)	Office	14	20
Academic Employee Levels C to E; Research Fellows; Senior/Principal Research Fellows; Professorial Research Fellows	Office	14	14
Academic Level A – B; Research Officer, Senior Research Officer; VET Educational Employees (e.g. teachers; tutors; generally non-professional employees)	Open plan	12	12
Casual and Sessional Academic Employees	Open plan	12	12
Professional Senior (HEW 8-10); VET Professional Employees AO7-AO9 or equivalent	Open plan	12	14
Professional (HEW 1 – 7); VET Professional Employees AO2-AO6 or equivalent	Open plan	10	10
Research Higher Degree Student	Open plan	6	4
Student, Postgraduate by Coursework	Open plan	2	2

- 4.2 Where a campus has all office accommodation filled and a business area recruits an employee that may require an office, as per the allocation table above, then that business area must release an office in the campus that it is already being occupied, otherwise the business area cannot recruit to that campus.

¹ CQUni maximum office space allocation (m²)

² Tertiary Education Facilities Management Association (TEFMA) maximum office space allocation (m²)

Space allocation guidelines

Office space is used dynamically

- 4.3 Space design and development reflects the University's commitment to maximise utilisation, minimise operational costs, and promote collaborative and diverse use. This allows more than one employee to utilise a particular space. For example, while office space may be allocated to individuals, that space may be made available for use by others or perhaps in other ways, if and when it is vacant.
- 4.4 Office space may also accommodate more than one employee at any time (with consideration of a minimum of six m² per permanent employee).

Office space is allocated according to job function

- 4.5 Office space allocation allows individuals to perform their primary role, does not have to reflect seniority and is dependent on the available space at each campus/location.
- 4.6 Allocations will be considered on a case-by-case basis and will reflect the work to be performed. For example, an educator or professional employee with a higher-level classification (academic profile or HEW) will not necessarily take precedence for office space allocation over a lower-level classification.
- 4.7 The relevant head of the business area will liaise with the Director Facilities Management over any complex or contested decisions. Final approval is by the Director Facilities Management or the Chief Operating Officer.
- 4.8 When existing office space is allocated, other employees will need to operate from open plan spaces regardless of classification level.

Space supports different types of working

- 4.9 The University supports remote working where appropriate and approved by the relevant head of the business area. Casual or sessional employees are not automatically entitled to a dedicated workspace but will be accommodated at hot desks or shared workspaces.
- 4.10 Hot desks are available on all campuses for visiting employees, managed through a booking system, operated by the Associate Vice-President, and where possible, includes personal storage and technology devices, such as monitors and/or docking stations.

Space is aligned with industry standards

- 4.11 Construction of new space and renovation of existing space will be in line with environmentally sustainable development and will allow for consistent and standardised office space.
- 4.12 Alterations, additions, or modifications to space are coordinated by DFM and may be required to be funded by the business area, unless already captured in an approved project or DFM budget allocation.

Space allocation exceptions

- 4.13 Exceptions to any of the above guidelines may be approved by the Director Facilities Management, in consultation with the relevant stakeholders.
- 4.14 To help prioritise and manage the requirement for an office to be allocated to a role, the following are considered:
 - Employees will be allocated space as per the table in section 3.2 above.
 - If an office is required (a special request), the following factors regarding the position will be considered:
 - is a permanent or long-term contract employee of the University
 - manages a team (10 or more)
 - needs regular (daily) confidential conversations/meetings

- main duties of the role are as per the current position description
- need to undertake work of an extremely confidential nature in a regular basis, and
- other relevant information.
- The special request for space must be completed by the head of the business area or [Senior Executive](#) and contain enough information to properly assess the allocation of an office. The Director Facilities Management will review the special request and provide recommendation to the Chief Operating Officer for approval.
- Offices are only available as per current availability across the campuses at the time. If no office is available, then open plan space must be used.
- If an office becomes available an assessment of current candidates (wait listed) will be undertaken by DFM Space and recommended to the Director Facilities Management for approval.

Alterations to space

- 4.15 Alterations, additions or modifications regarding space will be made in accordance with this procedure. Works must be performed and coordinated by the DFM.
- 4.16 Unplanned and adhoc changes required by areas other than DFM should be planned for and included in the DFM capital budget. DFM will allocate a certain budget each year for such works. However, once capital allocation is spent, each business area will need to fund its own requirements.

Furniture

- 4.17 Where areas are being developed (refurbished or new), the cost of furniture will be included and allowed for in the project costs.
- 4.18 Upgrade and replacement furniture costs are the responsibility of the business area.
- 4.19 Provision of furniture and equipment for new employees is the responsibility of the business area.

Equipment

- 4.20 Equipment costs are the responsibility of the business area.

Cleaning

- 4.21 Employees are responsible for keeping their rooms, work areas and research space tidy and clean beyond the cleaning which is carried out by cleaners. This includes the need for an annual review and clean of storage spaces.

5 RESPONSIBILITIES

Compliance, monitoring and review

- 5.1 The Director Facilities Management is responsible for implementing, monitoring, reviewing and ensuring compliance with this procedure.

Reporting

- 5.2 DFM will undertake an annual teaching space audit, and provide a report to the Strategic Planning and Projects Committee, via the University Management Committee.

Records management

- 5.3 Employees must manage records in accordance with the [Records Management Policy and Procedure](#). This includes retaining these records in a recognised University recordkeeping information system.

5.4 University records must be retained for the minimum periods specified in the relevant [Retention and Disposal Schedule](#). Before disposing of any records, approval must be sought from the Records and Privacy Team (email records@cqu.edu.au).

6 DEFINITIONS

6.1 Terms not defined in this document may be in the University [glossary](#).

7 RELATED LEGISLATION AND DOCUMENTS

[Flexible Work Guideline](#)

8 FEEDBACK

8.1 Feedback about this document can be emailed to policy@cqu.edu.au.

9 APPROVAL AND REVIEW DETAILS

Approval and Review	Details
Approval Authority	Vice-Chancellor and President
Delegated Approval Authority	N/A
Advisory Committee	University Management Committee
Required Consultation	N/A
Administrator	Director Facilities Management
Next Review Date	18/02/2025

Approval and Amendment History	Details
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Notes	This document was formerly known as the Space Management Principles (last approved 29/08/2011), and the Space Management Procedure (last approved 05/01/2021).

10 APPENDIX – STAFF RESPONSIBILITY MATRIX

Employee accommodation spaces

	Intercampus Transfer	Relocation on campus	New positions	New employees	Work from home	Return from work from home	Promotion	Internal transfer	Restructure
Description	Same business area (between campuses)	Same business area (either same campus or between campuses)	Recruitment for new role (not including RHD students)	Recruitment for replacement of existing role (also includes RHD students/ employees)	Employees wishes to work from home	Employees wanting to return to campus from an approved work from home situation	Employee received a promotion	Transfer/movement between business areas (includes secondments)	Organisation restructure of team or business area
Nomination of space to be identified by	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP and DFM	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area In consultation with AVP	Supervisor/ Head of business area
Prime responsibility (for approval and allocation of space)	DFM/ Chief Operating Officer	AVP	DFM	AVP	Supervisor/ AVP (per Flexible Work Guideline)	DFM/ Deputy Vice-President/ Head of business area	Business area	Business area/AVP	DFM/PAC/ Business area
Clarifications / Consultation	AVP, PAC Business area involved	DFM, PAC and Business area involved	AVP, PAC and Business area involved	DFM, PAC Business area involved	DFM to be notified	DFM - If it is more than a hot desk required	DFM – unless an office is required or in contradiction to this procedure	DFM – unless additional space/office equipment is needed	Should be considered as part of proposal

Other spaces

	Laboratories	Teaching spaces	Meeting rooms	General spaces	Storage	Workshops	Non-formal student spaces (including Libraries)	Clinic spaces	Specialised spaces	Retail
Description	All laboratories (including Research, Nursing Science etc)	All formal teaching spaces	All meeting rooms	General spaces such as foyer, toilets, kitchen etc	Storage rooms and buildings	Workshops for teaching or for required University business activities	Spaces created in various campuses for students for informal sessions, breakout and libraries	All clinic spaces	Residential College, Gym, Ovals, Stadium, Bird Cage etc	Formal retail spaces and other spaces formally leased as required
Prime responsibility (for approval and allocation of space)	School/College – as allocated	All	All	DFM	DFM/allocated business area	Business area – as allocated	Associate Vice-President/DFM – general spaces DSD/DFM – Libraries	School – as allocated	Business area – as allocated	DFM
Clarifications/ Consultations (any modifications, subletting, extended use by non CQUni, repurposing etc)	DFM	DFM	DFM	DFM	DFM	DFM	DFM	DFM	DFM	DFM