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SPACE MANAGEMENT GUIDELINES

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SPACE MANAGEMENT GUIDELINES

2023

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*Background

The *Space Management Guidelines* forms part of a group of documents by Facilities Management which outlines Stellenbosch University's *(SU)* approach to development, maintenance and operations of its built environment.

Furthermore, the *Space Management Guidelines* is a framework that explains the criteria and factors influencing space allocation at *SU*. It therefore looks at the following questions:

- How do we allocate space?
- What is it based on?
- Is it aligned with SU's Master Plans?

The document is a tool largely used by the Development Planning & Design (DP&D) department to assist the institution in achieving it's 2040 vision and core strategic themes (more detail on the six core themes follows under 1.5).

Stellenbosch campus has several historical as well as new buildings. The *Space Management Guidelines* address both the older and the newer buildings. Note however, implementing the guidelines might not always be practical as the older property portfolio often translates into cost and design challenges.

The document applies to all four campuses that make up Stellenbosch University. They are:

- Stellenbosch
- Tygerberg
- Bellville
- Worcester

The guidelines look at the following factors in its allocation and design of space:

1. Principles of *SU* Space Management
2. Criteria for the allocation of space
3. Allocation of space to non-permanent staff
4. How space is measured
5. Space Standards & Norms
6. Office Space Categories – configuration guidelines
7. The impact of *Covid-19*
8. Space Allocation Process

1. Principles of *SU* Space Management

1.1. Space as a resource
Space should be regarded in the same light as scarce and expensive resources such as water and electricity. It should be used optimally and wisely.

1.2. Office space allocations
The nature and function of the work and availability of space are deciding factors for the allocation of office spaces.

1.3. Facilities Management – Development Planning & Design as custodian of all space
Space Management, which forms part of the DP&D department within the Facilities Management division, is the custodian of all spaces on campus – indoor and outdoor. No faculty, department, or any entity within the university "owns" space, it is an institutional asset.

1.4. Space allocations aligned with the vision; mission and financial sustainability of the university

All space allocations will be made to best serve the university's *vision statement* and *six strategic themes*. The themes are:

- a thriving university;
- a transformative student experience;
- purposeful partnerships and inclusive networks;
- networked and collaborative teaching and learning;
- research for impact;
- employer of choice.

1.5. Departures of Guidelines

Departures of the guidelines must be approved by the Director of *Development Planning & Design (DP&D department)* prior to any deviations being made. Disputes are governed in accordance with the *Delegation of Authority* document. The process for disputes to be followed is indicated below:

	Responsibility	Recommended	Approved
l.	Allocation and utilisation of existing spaces and facilities in consultation with the dean(s), departmental chair(s) or support-service environmental head(s) concerned	Line functionary	Director: Development Planning & Design
m.	Disputes about (l)	Chief Director: Facilities Management	Chief Operating Officer

Table 1: Extract – Delegation of Authority

1.6. Agile, multi-functional spaces

A balance between the university of the future and the current model must be evaluated on a continuous basis. Spaces must be interactive, agile and

multifunctional in anticipation of disruptions, bearing in mind the effects of a rapidly and forever-changing world.

1.7. Inclusivity

Space allocations should promote inclusivity. It must always strive to enable all users and contribute to a "welcoming culture". Facilities Management recognises the importance of access that the built environment should allow all users to have. Facilities Management works with the Disability Unit to address accessibility issues and to promote access-related projects.

1.8 Health & Wellbeing

Space allocations and design is aligned with *SU's Strategic Wellbeing Plan* (2021) by Campus Health. The Wellbeing Plan specifically references becoming an employer of choice which is one of the six strategic themes in SU's vision 2040. Ergonomics; outdoor spaces; ventilation; proper acoustics and light are amongst other examples of contributing factors to SU's people's wellbeing.

1.9. Outside Areas

Studies have shown the benefits of treating/classifying outside areas - such as open spaces between buildings and other general open spaces on campus - as classrooms/learning spaces as it contributes to innovation and collaboration. Such findings open the door to new possibilities for space allocation and design of SU's campuses.

1.10. Sustainability

Space planning and design are aligned with *SU's* sustainability goals and strategies. A primary consideration is the financial sustainability and viability of our space planning and design ideas.

1.11. *HEMIS* **(Higher Education Management Information System)**

All spaces must adhere to the minimum norms and standards as set-out by the *Department of Higher Education*. For more information on this "*The Department of Education's Building and Space Inventory and Classification*" manual will be made available on request.

1.12. Project Management Methodology

SU Facilities Management follows a formal project management methodology known as the *Gated Process - Project Management Methodology (PMM)* - for all projects.

Design Deliverables form a key part of the *PMM Planning and Budgeting phase*. *Gate 3 and 4 approvals* relate directly to the *DP&D* function. Space allocation and the maintenance of all *GIS (Geographical Information Systems) information* are part of the methodology in *Gate 2 to 6*. For the full *PMM-model,* the Projects Office in Facilities Management may be contacted.

1.13. Balance between efficiency & effectiveness

The *efficiency* of a space is considered as the optimisation of a space. It asks whether or not a space is used to it's full capacity, occupancy levels are maximised resulting in a decreased cost per person/m2. *(Academy FMSP Study Material 22.1).*

Effectiveness in space management terms refer to "making the most of *people*" *(Academy FMSP Study Material 22.1)*. It means that space should be used "to its full potential and has the right range and number of work settings for staff". *(Academy FMSP Study Material 22.1).*

Facilities Management (Space Management) strives to assign space that enables a balance between efficiency and effectiveness.

2. Criteria for the allocation of space

2.1. Compliance to national regulations as set-out by statutory requirements (*SANS* – South African National Standards)
The university has a responsibility to ensure that all its buildings and spaces adhere to all the latest statutory requirements and building regulations as amended from time to time.

2.2. One work station per person rule
No more than one workstation will be allocated to any staff member. Where a staff member is required to work in more than one space, they must make use of "hot-desking".

2.3. Post Graduate students
Post Graduate students will not to be allocated dedicated office work stations. This excludes specialised needs for specific research projects where motivation is provided. Sharing, hot-desking and space optimisation is encouraged.

2.4. Vacant spaces
No department shall be allowed to occupy vacant office space without following the formal S*pace allocation procedure* as set out in *Annexure A* of this document. In cases where the correct protocol was not followed Facilities Management (Space Management) reserves the right to reassign the space.

In the instance of an environment "handing space back" – Facilities Management's space manager needs to be informed. The space manager will inform the *GIS department* who will update Facilities Management's spatial records.

2.5.   Store rooms & Archives

Store rooms and archives are to be kept to a minimum.   Where large quantities of items need to be stored it remains the department's responsibility to budget for off-site storage space. Space Management will assist with the sourcing and negotiations of such spaces. Laboratories and seminar rooms are not to be used for the storage of equipment or other such materials. Unused equipment and/or materials should be discarded in the appropriate way.

2.6.   Collaborative spaces

Collaborative and shared spaces are encouraged, however, the current health and wellbeing protocols as set out by SU will be applicable.

2.7.   Space Management – *OU Codes*

All SU departments must ensure that the correct *OU* (Organisational Unit) code gets assigned to the department's relevant spaces.

All institutional space gets verified and signed off on an annual basis by Facilities Management (*GIS* department).

2.8.   Spatial allocation aligned with Campus Masterplan

Allocation of all space to be done strictly as per the *Campus Masterplan* (i.e. aligned with the long-term academic planning of *SU*).

3.   Allocation of space to non-permanent staff

3.1.   Part time staff, visiting staff & external entities

Part time staff and visiting staff from other universities will not be allocated dedicated workstations, unless so approved by the director of *DP&D*. The same applies to staff who are only on campus for a set period of time. These groups will be assigned to hot desks, unless the nature of their core functions demand otherwise.

Space will only be allocated to outside companies where there is a clear benefit for *SU (academic or operational)*. A contractual agreement between SU and the external entity needs to be approved by Facilities Management prior to any occupancy of space by such an entity.

3.2. Retired staff

Retired administrative and academic staff will not be allocated dedicated office space unless they have received formal contract extensions.

4. How space is measured

Space Management as custodian of all spaces that belong to *SU* will measure all spaces. This data is entered on the Geographical Information System *(GIS)* that is managed by the GIS-unit within the Development Planning & design Department *(DP&D)*. No other internal or external entity's measurements of *SU* space will be used.

The following distinctions of space need to be made:

4.1. Lettable area

An area measurement of the total occupiable floor space taken from the inside surfaces of the exterior walls and/or the mid-line (middle) of any shared walls and excludes areas such as common staircases, toilets, lift lobbies, *etc.*

4.2. Total Assignable Space (Total *ASM*)

All space/rooms in a building that can be assigned to a Faculty or Department excluding passages, toilets, mechanical spaces, *etc.* Assignable Space is calculated by measuring the internal area (inside walls) of a Space/Room.

4.3. Total Gross Square Metres (Total *GSM*)

Gross Square Metres is measured from the outside external wall skin for a floor. The accumulated total area for each floor makes the Gross Square Metres of a building.

4.4. Defining an office *vs* circulation area

In recent years the trend has been to design collaborative, interactive working spaces. This leads to more open plan environments. As a result, disputes or uncertainty may arise with regards to differentiating between office space *vs* circulation space. Below follows the principle that will be used to define these two areas:

Circulation areas are defined as areas that are shared by more than one environment. They may also be defined as areas that are physically separated from workstation areas by means of partitioning or drywalling. The determining factor here is the presence of a clear boundary. In the absence of any physical boundary the entire area is classified as open-plan office space.

5. Space Standards & Norms

Note that the norms that follow should serve as guidelines and will be followed in as far as each situation allows. Some flexibility is required and deviation from the norms are sometimes inevitable. This is especially relevant with regards to the architecture and structure of older buildings. The nature of specialised functions within certain disciplines make deviation from the norms inevitable.

5.1. Teaching space norms

In as far as possible, lecture halls are there for all faculties to use. Availability of venues are accessible to all staff and students on the *My.Sun* portal *(Timetables*; *Lecture Hall Timetable & Request a Venue Bookin*g). Examples of lecture halls that are on *SU's* central booking system include the seminar facilities inside the *Jan Mouton Learning Centre* and some of the lecture halls inside the *Schumann Building.*
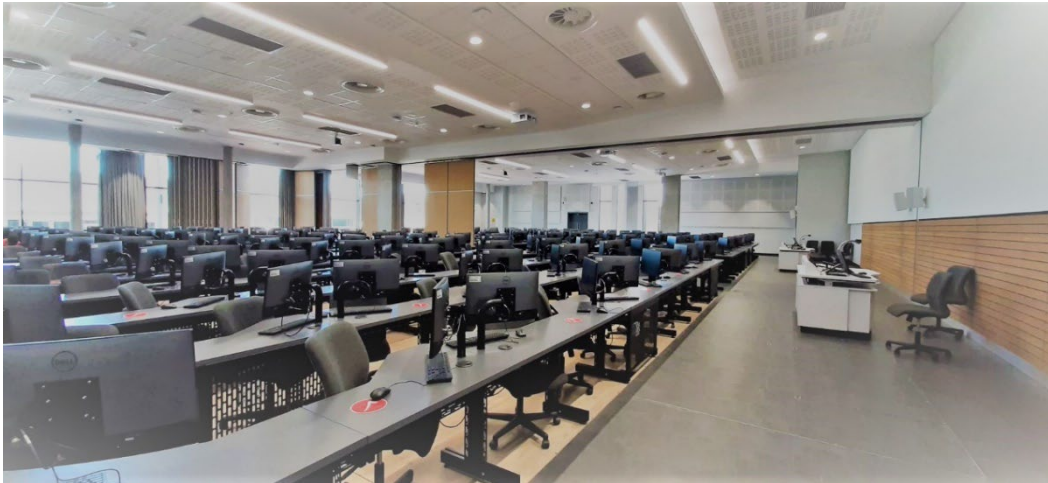

Figure 1: Lecture Hall inside the Jan Mouton building

Figure 2: Lecture Hall inside the Schumann building

Figure 3: Lecture hall inside the Schumann building

Online teaching is becoming part of *SU's* reality. *SU* no longer follows a "100% contact learning" model. Instead, it follows an augmented and hybrid model of some contact teaching and some online teaching - enabling the sharing of teaching facilities to a greater extent.

5.1.1. <u>Norm:</u>

The norm is determined by the standard norms as set out by *HEMIS* in their classification for *CESM (Classification of Educational Subject Matter).*

5.2. Meeting space norms

Boardrooms on the central booking system of the university may be booked via registered room coordinators. Meeting rooms are assigned exclusively to a department only if Facilities Management (Space Management) approves the allocation. Aligned with using space optimally, smaller, informal meeting spaces are encouraged to enable small groups of people to have

private discussions. These spaces assist in minimising the need for cellular offices and offices with private boardrooms.

5.2.1. <u>Norm:</u>

Different capacity meeting spaces are provided in support of academic services based on the quantity of people on a given floor. The following ratio is typically followed:

Capacity of meeting space	Area/person allowed (m2)
2 – 4 persons	1,5 - 2
4 – 8 persons	1,5 - 2
8 – 12 persons	1,5 - 2
12 – 20 persons	1,5 - 2
More than 20 persons	1,5 - 2

Figure 4: Example of an informal meeting space

Figure 5: Example of a formal meeting space

5.3. Shared space/Common areas

Common areas such as bathrooms and kitchens shall be provided to all facility occupants. These shall be allocated according to the occupancy density-floor-area-ratio. Shared space allocation must adhere to the *SANS* building- and health-and-safety regulations. Passages, lift lobbies, waiting areas, locker rooms and outside areas form part of "common areas".

5.3.1. Norm:

As a rule the same ratio/person applies as per the norm applied to "meeting spaces" – refer to 5.2.1.

Figure 6: Example of a kitchen (common space)

Figure 7: Example of bathroom (common space)

Figure 8: Example of a waiting area (common space)

5.4. Laboratories

Laboratory space constitutes a large portion of space on both *SU's* main campus as well as the *Tygerberg Medical* campus. Within laboratory space there is a wide variety of different types of space - the range includes dry-laboratories; wet-laboratories and teaching laboratories for different applications for *e.g.* for Chemistry; Electrical Engineering; Chemical Engineering, Bio-medical *etc*. Other functions within a laboratory environment typically includes cellular offices; write-up space (open plan); communal areas such as kitchens and bathrooms and circulation and sit-down areas.

The varied nature of laboratories makes it difficult to implement a blanket set of guidelines. The *Space Guidelines* document therefore calls for a design brief to be formed on an individual case-by case basis.

The example below is an extract from one of SU's latest and biggest laboratory spaces built – the Bio Medical Research Institute (BMRI) that is situated on Tygerberg medical campus. The example looks at how the space norms and principles are implemented on one floor of the BMRI.

Note - This document does not deal with technical aspects such as services (electrical, plumbing, gas, networks etc.) which is especially important within the domain of laboratories. For more information on the specifications of laboratories and other types of spaces refer to Facilities Management: Design Standards & Specifications.

5.4.1. <u>Norm:</u>

The following table provides the areas/person ratio typically allowed:

Laboratory space	6sq m pp
Office/Write-up shared	4sq m pp
Office cellular	9sq m pp

The norm will be determined by the standard norms as set out by *HEMIS* in their classification for *CESM (Classification of Educational Subject Matter).*

Figure 9: Example of a laboratory (open plan write-up space)

*Project Example of how the space norms are applied: *BMRI* **(Bio-Medical-Research-Institute)**
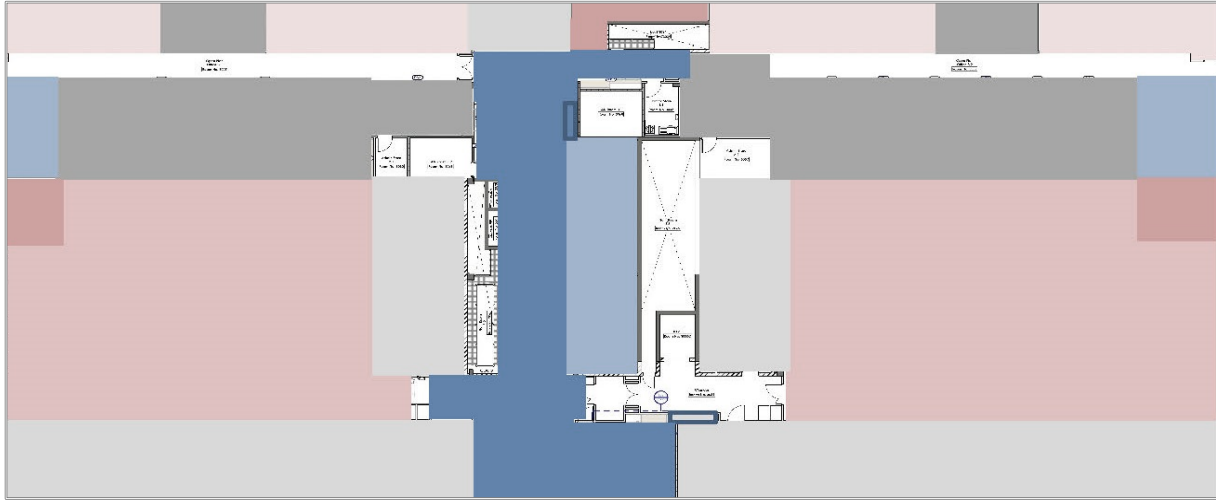
Figure 10: Third floor – BMRI

Legend

Room
- Open plan Laboratories
- Spesialist Laboratories
- Open Plan Offices (Write-up space)
- Cellular Offices
- Passages
- Stairs
- Central sit-down & circulation
- Common Areas
- Formal Meeting Space
- Unspecified areas (LAN rooms, shafts, internal walls)
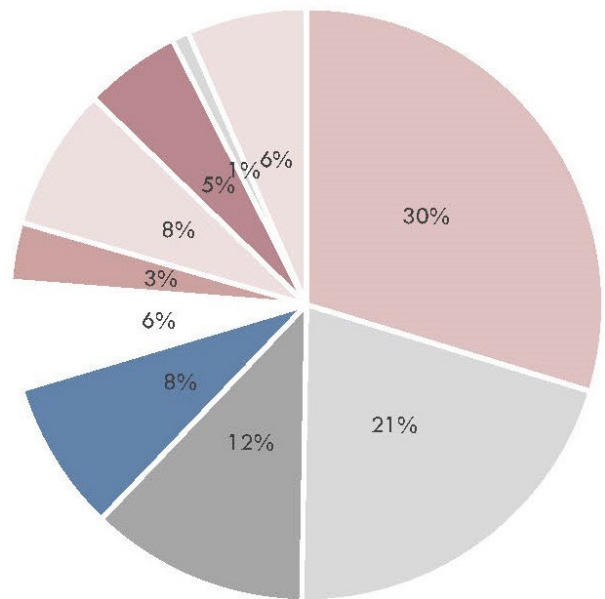
Figure 11: Space distribution of third floor

5.5. Rest rooms for external workers

The university employs several external/contract workers on a semi-permanent basis. *Servest – Cleaning Solutions* is an example of a company that does contract work for the university. The staff of these companies require spaces that facilitate tea breaks or brief periods of rest.

As is the case with *6.3. - Shared/Common spaces* – the layouts and configurations of these areas will be based on the occupancy density-floor-area-ratio. Likewise, space allocation must adhere to the *SANS* building- and health-and-safety regulations.

5.5.1. Norm:

Note that a norm will not be enforced for these spaces, but guidelines and typical examples are provided in Annexure B. Function and availability of space will be the key determining factor in the allocation and planning of these spaces.

6.   Office space categories – configuration guidelines

Figure 12: Example of a typical cellular office

Norm:

The following table is a guide for the area/workspace allowed based on the office category:

Category	Office space guideline	Area/Workspace	Type of office
A	Executive Management	20-30m2	Closed
B	Senior Management (E.g. Chief Director; Senior Director; Dean)	15-20m2	Closed
C	Management (E.g. Director; Professor)	12-15m2	Closed
D	Middle Management (Manager; Lecturer)	10-12m2	Open/Closed
E	Personal Assistant	6-10m2	Open
F	Junior/Admin Function/Post-doctoral students/Open plan write-up space	5-6m2	Open

6.1. Furniture & office specifications:

The type of space and functional requirements of the space will determine the furniture specifications and standards. The furniture and office specifications will be done in accordance with the *DP&D Standards Specifications Guidelines* document in collaboration with *SU's* Procurement department. An approved *Furniture schedule* will be completed and signed off by *DP&D* (director/delegate) prior to any purchasing and installation.

6.2. Layout:

The following section deals with *cellular* office configurations as this is still a requirement in some cases. It is important to note however, that multi-functional (agile) environments that stimulate interaction and collaboration will be encouraged as far as possible.

Agile spaces may be defined as a spatial concept that offers a variety of flexible and productive spatial configurations. The idea is that by offering a range of different work areas staff members are allowed to have freedom and flexibility regarding how and when they perform their tasks. Studies have proven that providing staff with agile or "activity-based work" environments productivity, collaboration and job satisfaction levels are increased *(Academy FMSP Study Material 22.1)*. This type of workspace offering is also considered as more cost-effective than traditional office spaces.

Below are some visual examples of agile work environments.
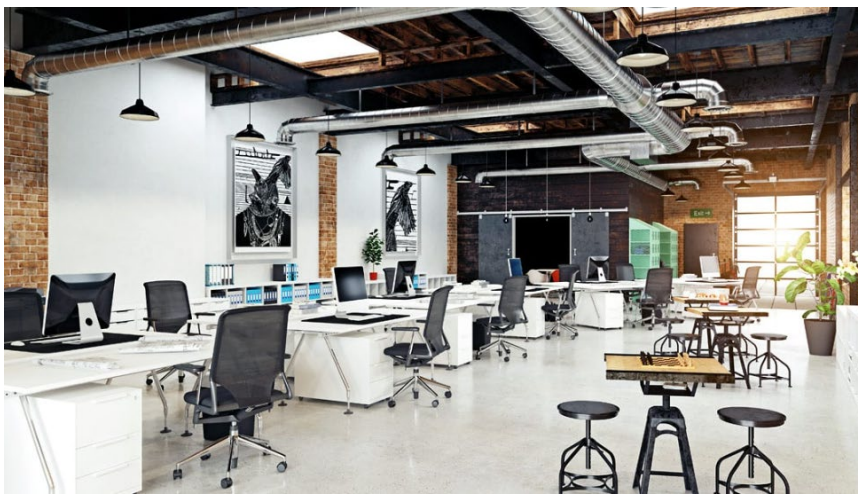
Figure 13: Agile workspace

(Image source: https://smartway2.com/blog/5-ways-to-create-the-perfect-agile-working-experience-2023/).

Figure 14: Agile workspace

(Image source: https://zenbooth.net/blogs/zenbooth-blog/an-ode-to-agile-workspaces-why-you-should-transform-your-office-now

Figure 15: Agile workspace

(Image source: https://www.newdayoffice.com/blog/what-is-an-agile-workplace

6.3   Cellular office categories

6.3.1. Category A: Executive Management
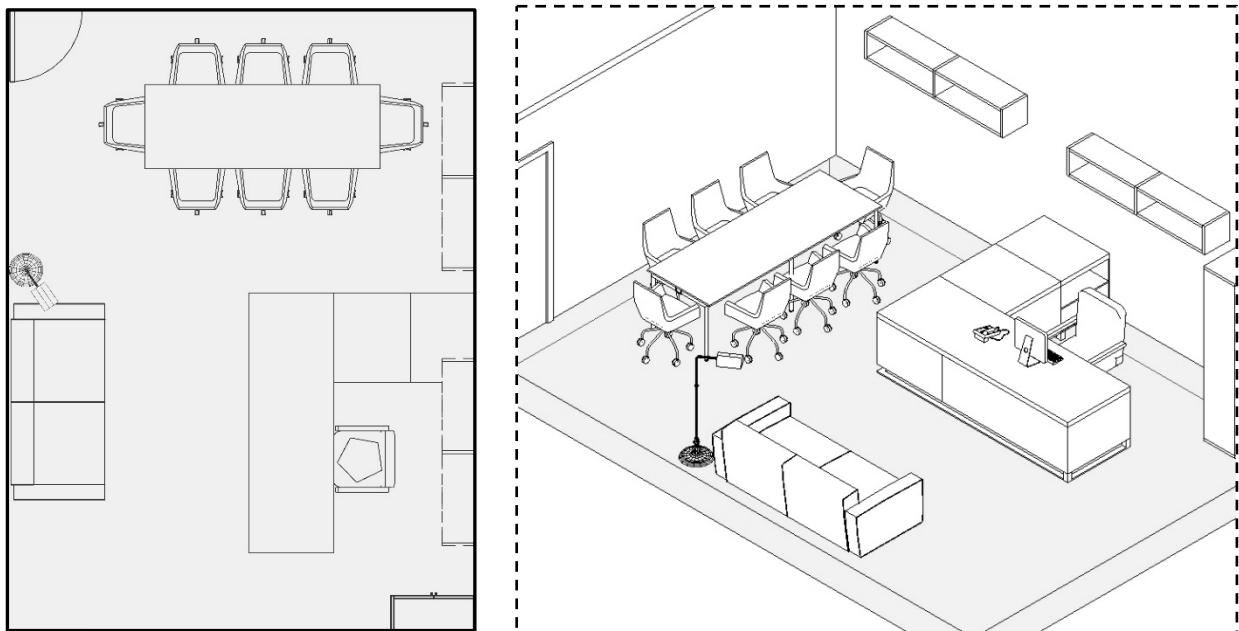
Figure 16: Executive Management Office

Norms & Furniture:

- Area allocated for office: 20m2-30m2
- Office type   Closed
- L-shaped desk but may be custom
- Couch   Optional
- 8-Seater meeting room table
- Storage units   Flexible
- Glass frontage where possible
- Plug points   x2 double (dedicated)
- Network points   x1 (not more than x2)

6.3.2. Category B: Senior Management (E.g. Chief Director; Senior Director; Dean)
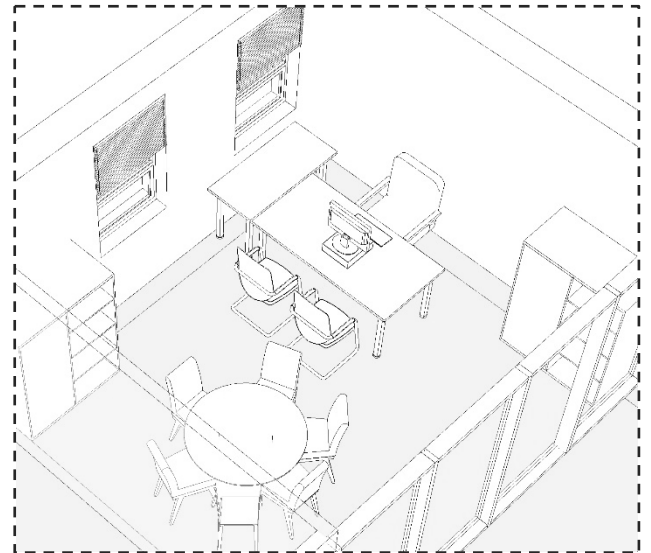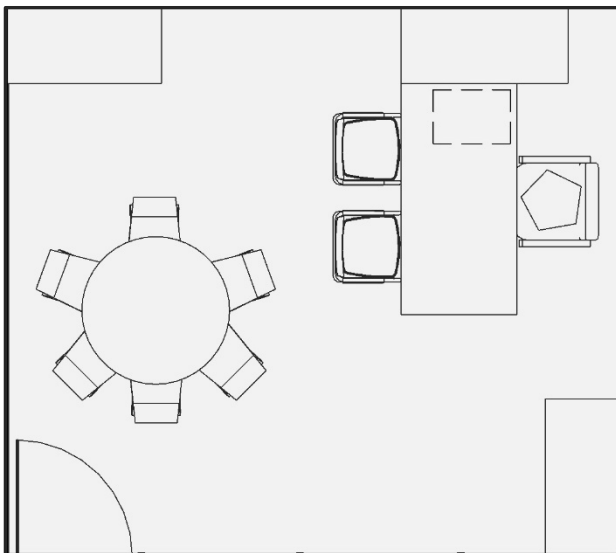
Figure 17: Senior Management Office

Norms & Furniture:

- Area allocated for office   15m2-20m2
- Office type   Closed
- L-shaped desk but may be custom x   1800w x 900d x 730h & 1300w 600d x 730h
- x2 Visitors chairs   Optional

- 6-Seater meeting room table   1150dia x 730h
- Storage units flexible   x2 Cupboards; x1 Filing
  cabinet
- Loose pedestal on castors   420w x 600d x 650h
- Combo storage unit   1200w x 573d x 1500h
- Glass frontage where possible
- Plug points   x2 Double (dedicated)
- Network points   x1 (not more than x2)

6.3.3. Category C: Management (Director; Professor)
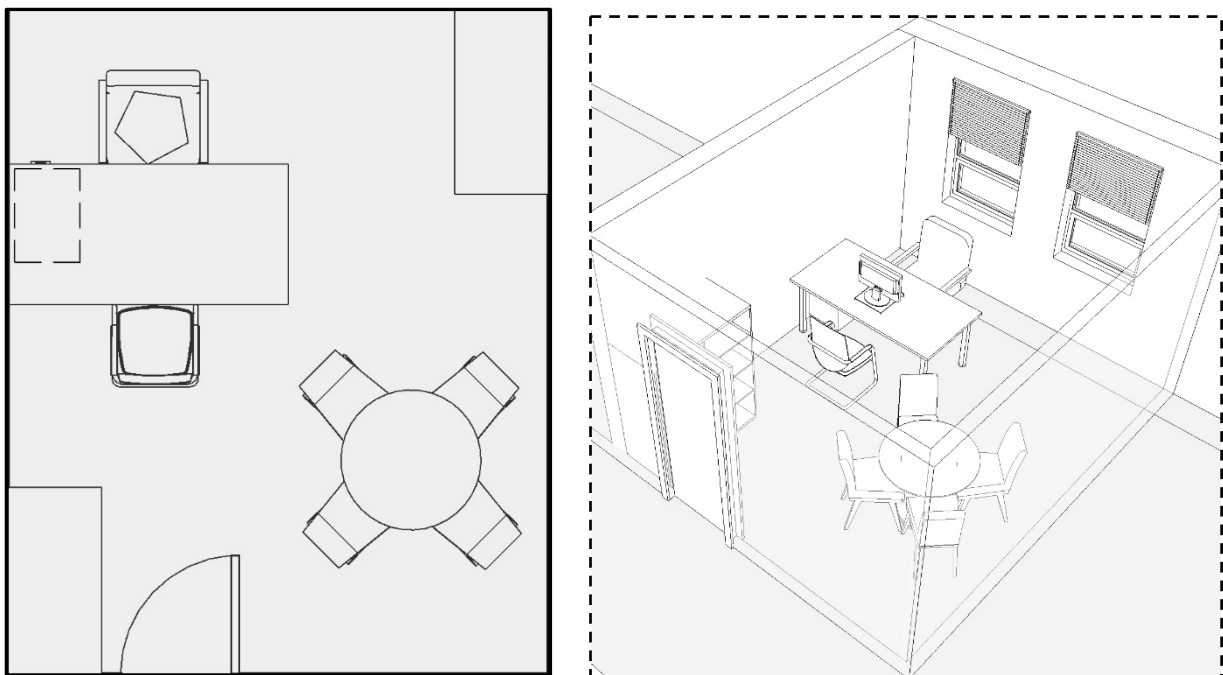
Figure 18: Management Office

Norms & Furniture:

- Area allocated for office   12m2-15m2
- Office type   Closed
- Desk   1800w x 900d x 730h
- x1 Visitors chair   Optional
- 4-Seater meeting room table   1500dia x 730h

- Storage units flexible cabinet

  x2 Cupboards; x1 Filing

- Combo storage unit

  1200w x 573d x 1500h

- Loose pedestal on castors

  420w x 600d x 650h

- Plugs

  x2 Double (dedicated)

- Network points

  x1 (not more than x2)

6.4.4. Category D: Middle Management (Manager; Lecturer)
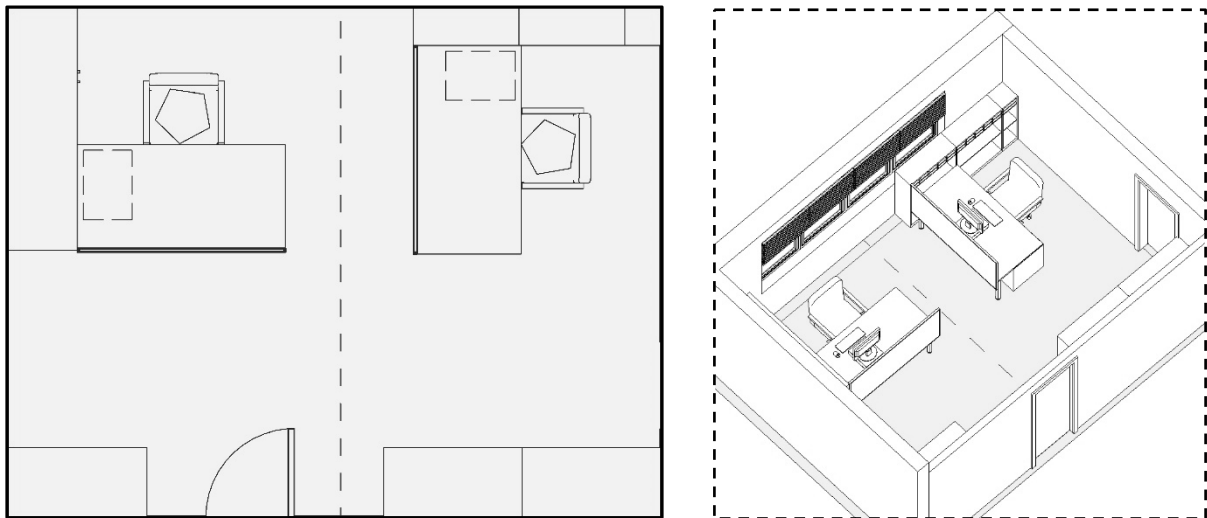
Figure 19: Middle Management Office/workspace

Norms & Furniture:

- Area allocated for office:

  10m2 -12m2/person if shared

- Office type partitions

  Shared with movable

- Desk

  1800w x 900d x 730h

- Loose pedestal on castors

  420w x 600d x 650h

- Combination of Combo storage units and custom units at desks

  Flexible

- Common meeting rooms may be scheduled for meetings

- Plugs

  x2 Double (dedicated)

- Network points

  x1 (not more than x2)

6.4.5. Category E: Personal Assistant
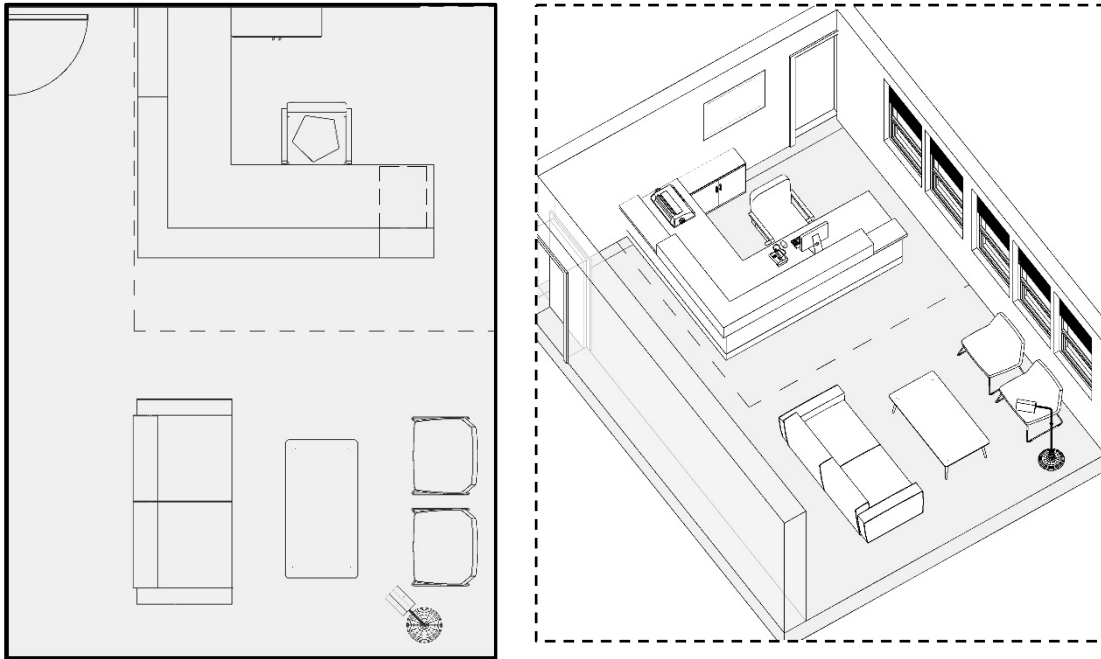
Figure 20: Personal assistant Office/workspace

Norms & Furniture:

- Area allocated   6m2-10m2 (excl. waiting area)
- Office type   Open
- Desk   Varies
- Loose pedestal on castors   Varies
- Storage units   Flexible
- Plug points   x2 Double (dedicated)
- Network points   x1 (not more than x2)

6.4.6. Category F: Junior/Admin Function/Post-doctoral students/Open plan write-up space
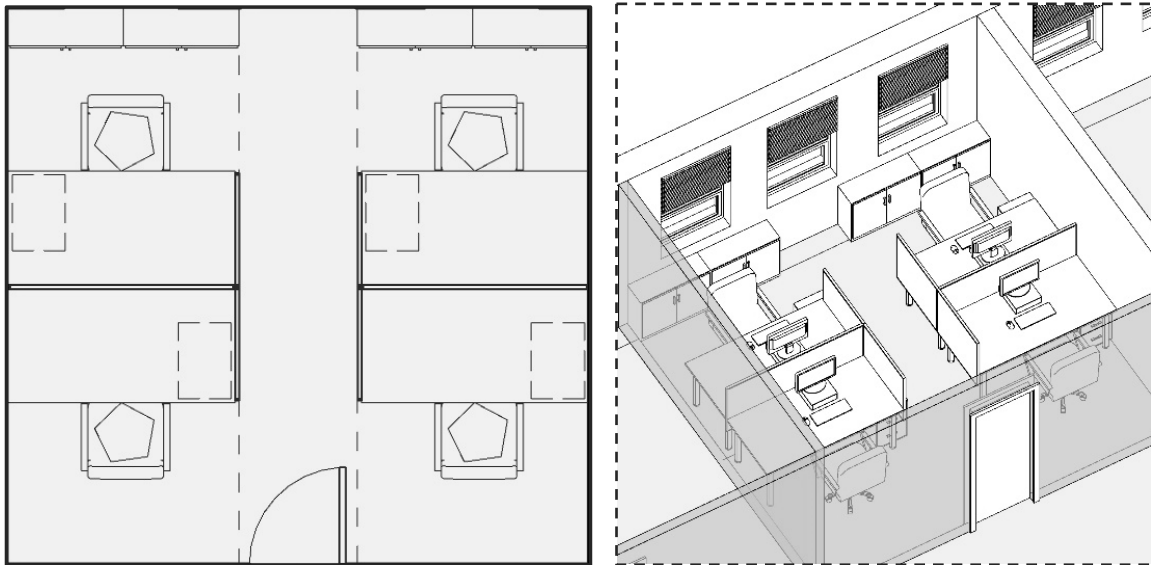
Figure 21: Junior/Admin/Post-doctoral students/Open plan write-up space

Norms & Furniture:

- Area allocated   5m2-6m2 each
- Office type: Open
- Desk   Varies
- Loose pedestal on castors   420w x 600d x 650h
- Storage units   Flexible
- Plug points   x2 Double (dedicated)
- Network points   x1 (not more than x2)

7.   The impact of *Covid-19*

The world as we knew it changed dramatically since the outbreak of *Covid-19* towards the end of 2019. On 15 March 2020 President Cyril Ramaphosa declared South Africa a "state of disaster" and on 27 March 2020 the country was placed under severe lock-down.

As the country continues to battle the effects of the ongoing virus, universities alike are forced to relook at existing space guidelines and standards.

The new *Space Management Guidelines* include guidelines and principles indicating how *SU* is moving away from the model of primarily contact learning to a more hybrid approach where the principal of "everywhere learning" will become the norm.

Balancing space efficiency, effectiveness (refer to paragraph 1.8) and health- and wellbeing (refer to paragraph 1.13) factors in the planning of our spaces have been reiterated by the outbreak and spread of Covid-19 as a global pandemic.

Bearing in mind the disparity amongst the South African population because of the country's complex history, the document aims to use the learnings from the pandemic as an opportunity to benefit all users of the university. The new *Space Management Guidelines* therefore strive to promote inclusivity and increase accessibility. Another goal is to decrease operating costs and instil the notion of space as a scarce resource.

8.   Space allocation process

The following diagram illustrates the process to be followed for space allocations.
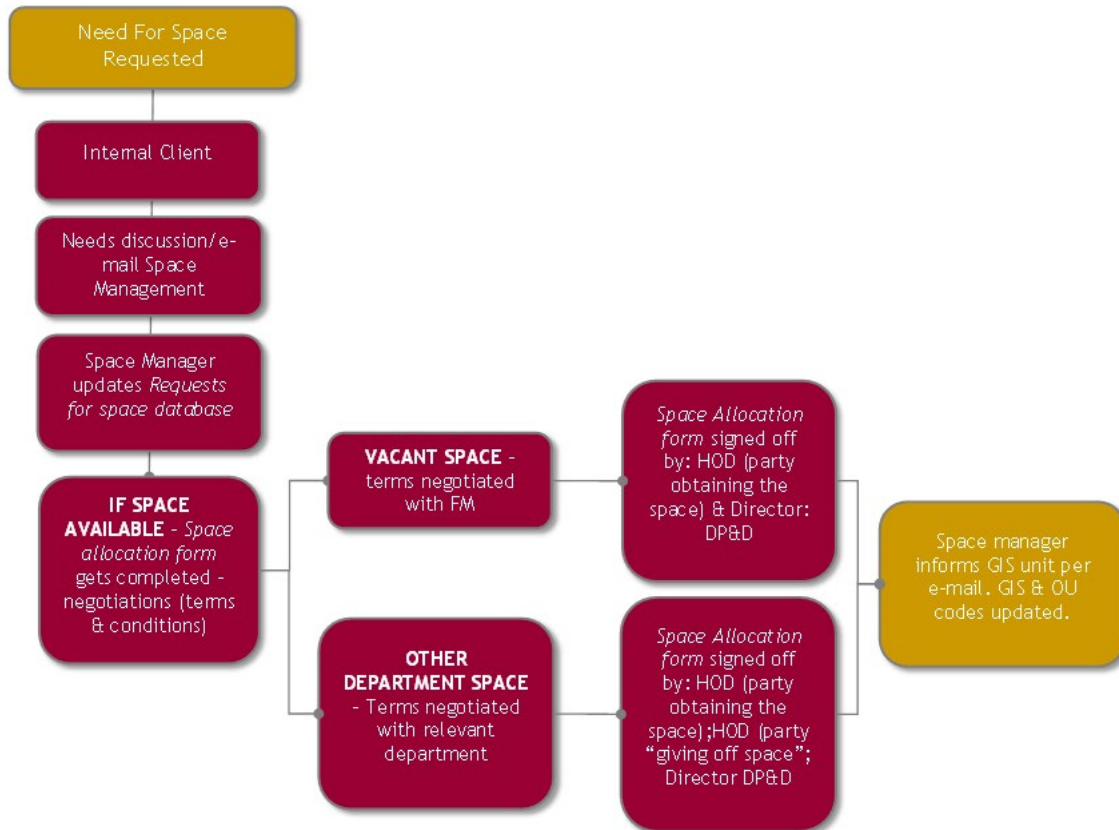
Diagram 1: Space Allocation Process

8.1.   Internal Clients (users of *SU* space)

Internal client for the purposes of space management is defined as any person employed by SU. It includes academic departments and support service environments.

The Space Management unit within *DP&D* assigns and allocates all space on all *SU's* campuses. Where there is a need for space, the space manager is to be contacted. The space manager registers the need on the *"Requests for Space Database"*. In the case of a vacant space being available, Facilities Management's *Space Allocation Form* is completed and signed off as per the parties mentioned in the *Space Allocation Process* (refer to *Diagram 1*).

In the instance of space not being available, the space manager will do an assessment of the need compared to the need of other internal clients that occupy space in the vicinity of the request for space.

The following factors are the deciding factors in cases where space gets re-allocated from one department to another:

- Principles of SU Space Management (refer to paragraph 1, specifically 1.6);
- Criteria for the allocation of space (refer to paragraph 2);
- Space standards and norms (refer to paragraph 6).

In the event of a dispute regarding the reallocation, the dispute will be governed as set out in the *Delegation of Authority document* (refer to paragraph *1.5 Departures of the Guidelines*).

8.2. External Parties (users of SU space)

External client/party for the purposes of space management is defined as any person/entity not employed by SU. Partnerships with academic departments within SU; businesses; NGO'S and NPO'S are all categorised under this definition.

Space Management must be included and must approve *all* arrangements of space with external parties as it impacts on the master planning (long term academic planning) of the university.

No space is available for commercial or other opportunities and no lease agreements or *MOU'S* or *MOA'S* may be entered into without the prior written approval of Facilities Management (Space Management).

Where there is no lease agreement in place that has been approved by Facilities Management (Space Management) the use of the space is not valid.

Facilities Management - (Space Management) as custodian of *all SU spaces* - reserves the right to take these spaces back. This point is reiterated in the *"Longer term lease policy" of SU*.

Space Management will assign space to any entity within the university that wishes to conclude an agreement regarding the use of SU space – should Space Management approve the space as available for this purpose. Once the *Space Allocation Form* has been signed off as per the process illustrated in *Diagram 1,* the entity wishing to conclude a lease agreement with an external party may do so. Any alterations to SU's facilities must be approved by Facilities Management.

Appendix A: Space Allocation Form

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Development Planning and Design | Ontwikkelingsbeplanning en Ontwerp

Space Allocation Form

The allocation of space remains the responsibility of Facilities Management (Contact: fcswart@sun.ac.za or rhlozek@sun.ac.za tel. 021 808 4834/9323), in consultation with the relevant faculty/environment.

IMPORTANT NOTICE:
In the case of space being occupied without the proper procedure being followed – these occupations are seen as invalid. SUFM will immediately take occupation of such spaces and consult the relevant faculty/party on the matter.

Faculty/Department/Division that requires space	
Building ID; Building Name; Room Number, OU code	
Date on which space is required	
Time period for which the space will be required	
Terms of agreement	
Space gets signed off as per agreed conditions by party that is "providing" the space	Name of Department/Division: Name: ………………………………………………………………….... Sign: ………………………………………………………………….... Date: …………………………………………………………………....
Space is received as per agreed conditions by party that is receiving the space	Name of Department/Division: Name: ………………………………………………………………….... Sign: ………………………………………………………………….... Date: …………………………………………………………………....
Approved: Development Planning & Space Management (Director):	Name of Department/Division: Name: ………………………………………………………………….... Sign: ………………………………………………………………….... Date: …………………………………………………………………....

Manager: Development Planning & Space Management
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forward together
sonke siya phambili
saam vorentoe

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STELLENBOSCH UNIVERSITY
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Appendix B: Rest rooms for external workers – typical   example