



UNSW Future Higher Education Workspaces

re:imagine the way we work

March 2019 Version

Version 1.0 (Approved by Management Board 27 Nov 2019)



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VERSION CONTROL

This document is owned and managed by Estate Management...

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1. FOREWORD

UNSW Estate Management (UNSW EM) is dedicated to delivering world class environments that strategically enable people to achieve the ambitious goals set out in the 'UNSW 2025 Strategy'.

As a preeminent global institution, the experience we offer to our thousands of academic and professional staff and students needs to reflect our commitment to the core business of this university – excellence in research and teaching – while also acknowledging the importance of using our resources responsibly and sustainably.

Recognising the changing landscape of university life, we are leading the way by pioneering a new workspace ecosystem that keeps people at the heart of everything we do and creates a vibrant community of activity at our campus. Our new workspaces will be a sophisticated, high performance and driven by best practice.

Our aspiration is to deliver a positive user experience in world class environments to:

- Align with UNSW 2025 Strategy and ensure our environments enable people to achieve the Strategic Priorities
- Through design excellence, support the diverse activities undertaken across the university and make our campus somewhere we are proud to belong
- Address the space challenge presented by the positive growth at the university
- Future proof our campus by designing for adaptability, efficiency and flexibility
- Exemplify a more sustainable impact on the environment via responsible use of all our resources, including the built spaces we occupy during our professional lives.
- Attract world class talent to our university and continue to engage our people and partners in our work by providing attractive and functional places to work, research, teach and engage.
- Realign our space portfolio to the evolved levels of mobility demonstrated by the current academic, professional and aspiring workforce, with a focus on supporting the variety of activities undertaken across the University.
- Promote positive health and wellbeing of people using our workspaces.
- Evolve our engagement in the innovation ecosystem both within our campus, across the local area and through global connections.

This year, 2019, is a year of significant development for our campus and workspaces. UNSW EM will be creating a series of showcases as our first steps towards our new workspace ecosystem, and developing this Workspace Strategy iteratively towards a long-term strategy as we learn from our efforts through this process

In developing this strategy, we have consulted broadly across the university, with a selection of key leaders, academics, professionals and students and we are grateful for their openness and contribution to the evolution of our workspace environments.

We are also tremendously excited by the special support from senior executives at UNSW who have demonstrated leadership in workspace culture by embracing new workspace environments and leading their teams to work more openly as a collaborative community of scholars.

This Workspace Strategy is wholeheartedly endorsed by EM and we are thrilled to be able to partner with our colleagues across the University to evolve our workspace ecosystem and deliver high quality, high performance and sustainable workspaces for as many people as possible across our portfolio.

Sancha Cromie

Acting Executive Director, Estate Management

Jeff Peers

Deputy Vice-President, Finance & Operations

2. PURPOSE OF THIS DOCUMENT

The purpose of this document is to outline the approach to designing a new workspace ecosystem for UNSW. These strategies set the direction for designing new and refurbished workspaces. Over the coming years, Estate Management will be building a series of new workspace showcases and through this process will further iterate and refine these strategies.

In an environment of perpetual change, our workspaces need to be adaptable. Every user group is different, so one single type of workspace may not suit the needs of every group, team, School or Faculty.

Our new workspaces will step away from the legacy model of workspace design and refocus toward the future, providing higher quality and more diverse workspaces for more people, distributing our resources in a more sustainable way and providing spaces that match the needs of occupants and support the diverse activities undertaken at UNSW.

3. WORKSPACE PRINCIPLES

3.1 Section Purpose

This section outlines the principles by which we deliver workspaces across the campus, the lens we look through when considering any project, design or solution. These are applied to both new developments and refurbishment projects at UNSW.

3.2 Overview

UNSW Estate Management is pioneering a new workspace ecosystem that will enable our people to deliver on the goals of the UNSW 2025 Strategy.

New workspaces will be experience-focused and achieve design excellence by being:

Experience Focused	Providing more choices and higher quality spaces that are fit for purpose, for everyone to truly support the diverse range of activities people undertake in their work, both building a collegiate culture and responding to the need for deep thinking and concentration.
Adaptable	A consistent workspace platform which is highly adaptable, flexible and efficient, enabling many different uses of similar spaces depending on the needs and workstyles of the user groups.
Health + Wellbeing Focused	Workspaces will bring people together in safe, secure communities and support positive mental and physical health through physical and social design
Sustainable	Incorporating environmentally sustainable design principles and an attitude of respectful, responsible use of resources through shared space use and allocation
A springboard for innovation	Through 2019, a series of showcases will be developed to iterate how UNSW workspaces are designed, learning from each iteration and updating the workspace strategy in real time

3.3 Limitations and Exclusions

This document includes principles relating to the design of new and refurbished workspaces for professionals, academics and centres at UNSW. It excludes discussion about spaces planned at a campus scale, lab space, learning and teaching spaces, social, public, retail and residential spaces. These are addressed in other documents.

Workspace inclusions in this version:

- Team based workspaces
- Offices and project rooms
- Meeting rooms, workshops and open meeting spaces
- Individual Quiet or Focus rooms / phone rooms
- Kitchens, tea points and break out spaces
- Utility areas (printing and stationery)
- Tea rooms/kitchenettes
- Student engagement suite/consultation rooms

Note that campus-wide spaces are not included in this outline as they should be planned on a macro scale, not the scale of an individual workspace/floor

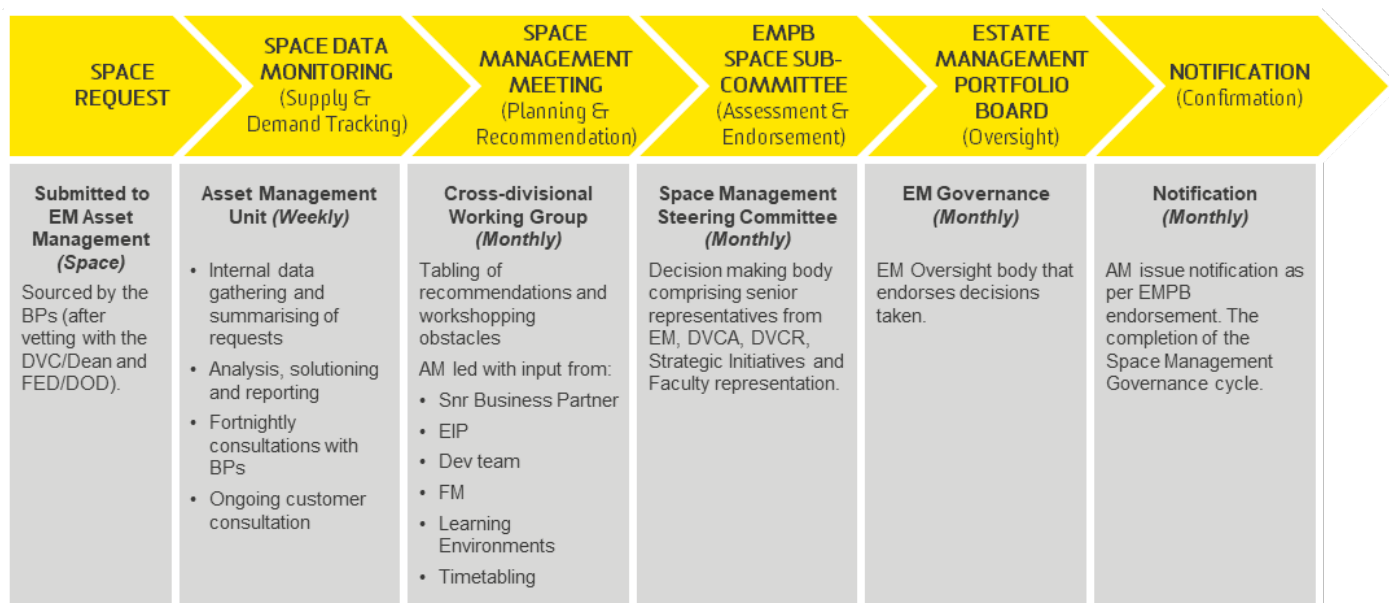
3.4 Guiding Specifications

All spaces are owned by the University and managed by UNSW-Estate Management. It is not intended that any spaces be owned by individual Faculties, Schools or Centres. The university acknowledges that some spaces need to be managed by Schools or Divisions due to WHS needs. Additional space allocation can be requested through Estate Management via process outlined in the diagram below.

Acknowledging that some people may have multiple places of work around the university, including in different buildings or in labs. Moving forward, individuals will need to identify a primary location and will be allocated a workspace there. While working in other locations across the university, they will be able to take advantage of vacant or shared workspaces on an ad-hoc basis. Secondary spaces will only be allocated where a different use is required, for instance lab or office.

Once space is vacated it is returned to the UNSW space supply. Estate Management is to be notified of vacated spaces as soon as possible, and they will be made available for reallocation via Estate Management. A make good and exit policy applies to the vacating party; this is currently being developed.

Space Management Process



3.5 The New Workspace Ecosystem: The Starting Points

The new workspace ecosystem proposes a kit of parts that can be used in multiple ways by different user groups, all of which draw upon these starting points as a foundation of what our workspaces need to achieve.

All new and refurbished workspaces are designed according to these starting points to enable future adaptability and the highest performing workspaces for UNSW:

Optimise connectivity	Our work environments are for teams as well as individuals, creating a sense of belonging and connectedness is one of the key goals, therefore team contiguity will be encouraged, and where possible built spaces located inboard and away from windows on the perimeter – in order to maximise access to natural light and aspect for the majority of people (base building layout permitting).
Drive for modularity	All built enclosed spaces will be modular to allow for adaptability and flexibility over time. The exact module will be driven by the building layout and structural grid in each circumstance, but ideally is on multiples of 1.5 sqm – this ‘multiple’ scales well from smaller to larger modules and creates spaces that are highly functional that align well with base building elements (such as ceiling tiles). Enclosed spaces should be BCA compliant for the intended use. The intended use could change over time for example a single space could be a quiet enclosed space (6sqm), office or dual office (12sqm), project / meeting room (12sqm, 18sqm, 24sqm), or larger studio space. The layout should enable easy addition or subtraction of walls when restacks are required to upsize or downsize enclosed spaces.
Strategic consistency	Strategic consistency can drive more sustainable and more responsible procurement practices. Furniture provisions will be standardised and consistent across all new workspaces. Individual workpoints are to be 1600mm x 750mm benches throughout. Personal storage may be either lockers or pedestals, depending on the needs of the user, but planned for ease of incorporation of lockers in the future.
Aligned technology	It is acknowledged that work can happen in a number of locations across the university during the day, and that the provision of a range of worksettings is only a part of the picture – technology equally supports a high performance work experience. Technology provision will be standardised and consistent across all new workspaces to enable a plug-and-play style mobility to happen easily – that is laptops, mobile phones and wireless connectivity. Over time, certain groups may wish to explore using their space more flexibly than one person per seat, by implementing a sharing ratio. The provision of laptops, mobile phones and wireless connectivity will be essential in this case. Laptops require monitors, monitor arms, standard chargers and at times a keyboard and mouse set up – all of which will be provided as part of the workspace design.
Future workforce Mobility	Space utilisation studies have shown us that across the campus there is a relatively mobile workforce today, people of all kinds are already moving a great deal during a normal workday. It is not expected that this pattern will change dramatically over time, considering the increase in global research work and teams, better mobile and virtual collaboration technology it might be hypothesised that mobility will increase marginally yet consistently into the future. Therefore, all new and refurbished workspaces are to be designed for a mobile future workforce. Specifically, all new workspaces should enable a model where people are not allocated an individual desk in the future, even if they are allocated on day one. This means that a range of alternative worksettings need to be built

	into the new spaces. These settings will also support people to work in a more open environment: • Quiet focus points and/or small enclosed rooms for quiet focus/phone calls • Unbookable meeting spaces (e.g. booths) • Personal lockable storage (lockers) • Writable/pinable walls and shared book/display shelves in the team workspace • Team lockable storage in a centralised location.
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3.6 Planning and Allocating Space

Working with Estate Management (EM), new occupants will be invited to contribute to key decisions about how space is allocated in their workspace. Based on the building layout and workstyle population of a group of occupants, the total enclosed buildable area will be set at a range of 20-35%. The enclosed spaces are defined in section 4.6, 4.7 and 4.9.

The range of enclosed space indicated here has been determined by the combination of insights into how people work today, the amount of time different work profiles spend doing tasks, and the future aspirations of the University for work into the future. Additionally, the technical limits of any building, considering the 9sqm per seat, as well as sustainability and goals for access to natural light drive a cap to enclosed space within the range.

The first 20% of space is the minimum requirement to supply an appropriate range of shared built areas, and occupants can work with EM to determine the proportion of shared settings in this zone.

Depending on the Workstyle Profile, an additional 10-15% of space on a floorplate may be built for enclosed premises, such as dedicated offices and project rooms, subject to appropriate approvals by Estate Management.

4. A NEW WORKSPACE ECOSYSTEM

4.1 Section Purpose

This section outlines the new workspace ecosystem, including the space types / 'kit of parts'.

4.2 Summary

The new workspace ecosystem provides a variety of different settings to support the range of activities undertaken by people at UNSW. Every environment will have a balance of these three typologies that is appropriate to the principles of design set down in the Workspace Strategy (i.e. sustainable, healthy, responsible, collaborative), and teams working in them.

The new workspace ecosystem comprises three types of spaces:

a. Team based workspace (TBW)

Type: community workspace designed for teams/groups of like-minded individuals to work together, providing a sense of belonging and community

Positioned: configured in "team pods" with direct access to natural light and aspect (ability to see out)

Designed: can be designed to the ideal size of teams, providing dedicated (or in the future be transitioned to non-dedicated) work-points, incorporating some built elements to buffer between teams, open/semi enclosed collaboration spaces and focus points within fingertip reach of the team

b. Enclosed spaces (ES)

Type: There are two groups of enclosed spaces:

- the "business premises" for funded or established research projects, supporting dedicated teams of 2-15 people. These take the form of dual offices or multi person research studios.
- The range of shared enclosed meeting spaces, in sizes to suit groups of 1-2 for focus work, or a range of meeting sizes (2-4 people, 6-8 people, 10-12 people)

Positioned: planned within a pre-determined "spine" of built space that will optimise the use of energy resources as well as planning flexibility over the long term. The 'spine' is a fixed area of built space on a floor that cannot be exceeded if UNSW is to achieve highest level sustainability and operational excellence.

c. Community shared spaces (CSS)

Type: integrated social and gathering spaces for specific activities, kitchen, informal social and workshops or other occasional use cases. Enclosed meeting spaces will be adjacent where rational planning allows.

Positioned: the "heart" of the community, will be clustered into an area that is the most accessible for all occupants and visitors – such as in the centre of the floor, or close to the lift or stair entry – in order to create a 'heart of the home' feeling and enable the easy implementation of security if required

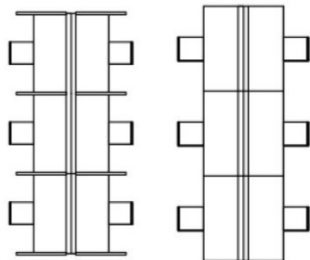
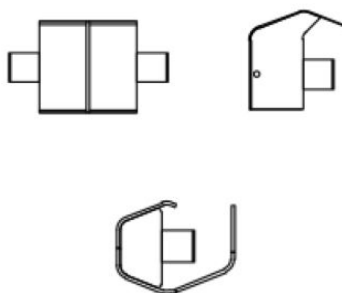
Designed: driven by the floorplates and extent of refurbishment, e.g. if only one floor or area is being reconfigured, a small kitchen might be provided, whereas a multi-floor refurbishment may employ destination planning and provide one large communal kitchen/café to bring people together as a broader community.

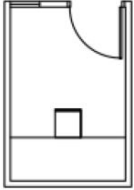
4.3 Guiding Specifications

The unit of sqm below excludes circulation and fit factor, which should be added to the overall calculation. The circulation and fit factor should be 40%. The built space modules will be driven by the building grid (likely between ~10-12sqm) and are indicated simply as 'modules' below.

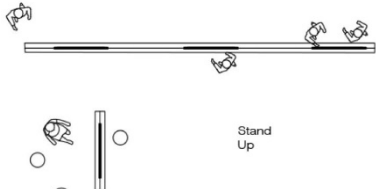
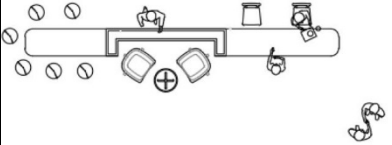
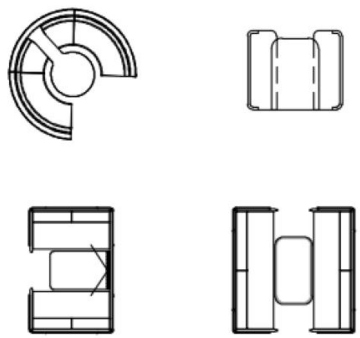
The following spaces are specific to a workspace and respond to the activities undertaken at UNSW.

4.4 Team Working Spaces

Individual workpoint (Primary) Allocated Provide one per person. ~3sqm per unit	A team table of workpoints of approximately 1,600mm x750mm per person, intended for performing individual tasks in a team environment yet not requiring full acoustic or visual privacy. Consider height adjustability for some settings. Suggest team table groupings for 6-8 people. A number of furniture options will be provided by UNSW. For maximum flexibility, select tables with no delineation to comfortably enable more seats at the table in future. If dividers are required, maximum height of 1.2m from floor.	 Team tables with dividers Team tables without dividers
Full Focus Shared Provide one for every 8 people For use by 1-2 people ~4sqm per unit	A workpoint semi-enclosed behind screening for use by one person performing highly focussed tasks requiring a good degree of visual and acoustic privacy achieved by minimising visual and audible distractions. A diversity of forms (e.g. differing furniture solutions) may suit personal choice. Settings to be placed around the perimeter of the floorplate with access to natural light. Consider adjustable height settings for some. Partition height not to exceed 1.5m.	
Individual Quiet Focus Shared Provide within a range:	A small enclosed quiet room to do individual private or confidential focus work or take phone calls. The room requires a good degree of acoustic and visual privacy (consider curtains) with	

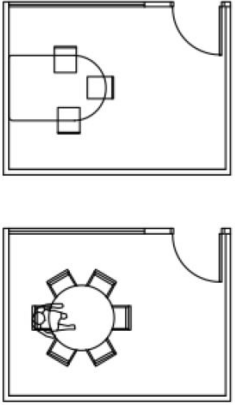
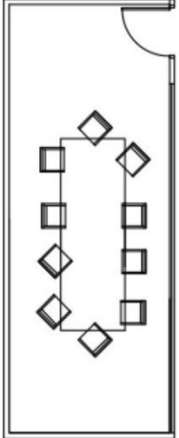
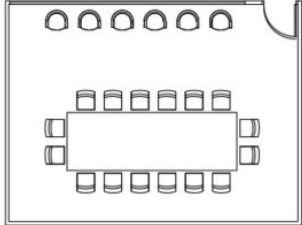
One module per 25 people OR Half a module per 12 people (where small enclosed spaces on modular grid may be partitioned)	access to power and data. The workpoint must be ergonomic to allow users to use the setting for longer periods of time. NOTE: individual quiet room is the same size as the small meeting room OR halved by an acoustically appropriate partition.	
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4.5 Open Collaboration Spaces

The Stand Up (optional) Team adjacent Provide one for every 8 people ~3sqm per unit	Team adjacent zone for short stand up team collaborations; project reviews, visual management boards and updates. The setting maximises the use of vertical space with double sided magnetic whiteboards to share insights about projects and feedback, while allowing teams to share work in progress and create a team identity. Teams decide how these are used. They can alternatively be non-collaboration spaces. Consider that these provide a good buffer between team tables in open environments.	
Drop-in / Charge Bar Shared visitor setting Provide one per floor ~10sqm per unit	A standing height bench to support visiting adjuncts, casual staff and visitors who have dedicated workspaces elsewhere at the university, with standard 1600x750 bench seating to support 6-8 people, including access to data and power to allow working from a laptop for up to half a day. Provide ergonomic chairs appropriate to the height of the bench.	
Breakaway Shared ~6sqm per unit Provide one per 30 people generally. For groups with higher than average collaboration (e.g. professionals customer facing), provide one per 20-25 people.	Semi-enclosed spaces for informal meeting or break out discussions; accommodating approx. 4-6 people in either a soft seating or table setting. Maximise display screens wherever possible. Consider a mix of standing and seated height settings, consider soft booths for acoustic comfort and semi privacy. Ensure the table is always working height (no low cafe style tables).	

4.6 Enclosed Collaboration Spaces

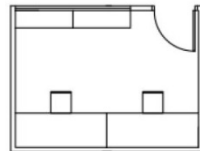
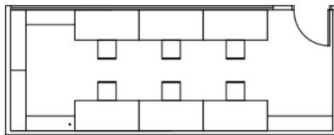
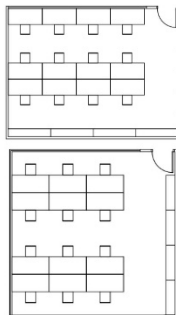
These spaces are included in the 'spine' of built space on the floorplate and combined, will be at least 20% and not exceed 35% (max) of built space. The enclosed spaces are built on the modular grid suitable for the building, the nominal standard where possible being 6sqm modules, which drives the guideline below. The occupants and EM will work together to agree the proportion of spaces. Note that a decision to create dedicated premises takes away from the potential for shared enclosed spaces.

Small Meeting Rooms Shared; provide one per 25 people 1 module	Enclosed space with a glass front for 3-6 people. A mix of bookable and unbookable spaces with technology, at a minimum display screen (or projector), whiteboards, speaker phone and data points, high degree of acoustic privacy also a strong consideration. NOTE: small meeting room is the same size as the individual quiet room, so the enclosed spaces are easily interchangeable with furniture.	
Medium Meeting Rooms Shared; provide one per 80 people 2 modules	Enclosed meeting room with a glass front allowing enough space for 8-10 people, consider flexible furniture options to allow mixed use and reconfiguration. Technology will be required, at a minimum display screen, whiteboards, speaker phone and data points, high degree of acoustic privacy also a strong consideration. NOTE: modular design principles are driving meeting room sizes. 1x medium meeting room is the same size as 2x small meeting rooms or individual quiet rooms.	
Large Meeting Rooms Shared; provide one per 150 people 4 modules	Meeting room allowing enough space for 15-20 people; consider flexible furniture options to allow mixed use and reconfiguration. Technology will be required, at a minimum whiteboards, display screen, speaker phone and data points, high degree of acoustic privacy also a strong consideration. Video conferencing facilities to be provided in selected rooms. NOTE: modular design principles are driving meeting room sizes. 1x large meeting room is the same size as 2x	

	medium meeting rooms or 4x small meeting rooms or individual quiet rooms.	
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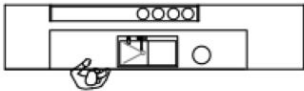
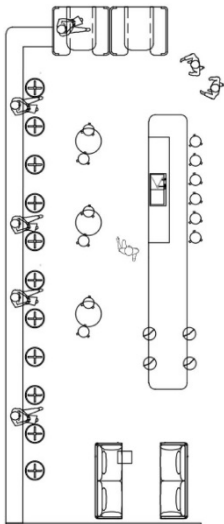
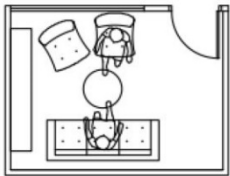
4.7 Enclosed Dedicated Spaces

The following spaces have the same high-level specifications as the enclosed collaboration spaces in terms of grid modularity and size. However, they are intended as individual workspaces and project/team/research spaces rather than for collaboration. The rooms themselves should be interchangeable simply by changing furniture.

Small Dedicated Premises (offices + dual offices) (Primary) Allocated for 1-2 people 1 module	Secure enclosed dedicated "business premises" for 2 people. Located away from the perimeter, layout permitting, with glass fronts. Includes ergonomic workpoints (bench style 1600x750) with access to power and data, writable walls, and personal/team storage. Premises can be branded by the team or project for the duration of their occupation.	
Medium Dedicated Premises (Primary) Allocated, for 4-6 people 2 modules	Secure enclosed dedicated "business premises" for 4-6 people. Located away from the perimeter, layout permitting, with glass fronts. Includes ergonomic workpoints with access to power and data, writable walls, and storage. Premises can be branded by the team or project for the duration of their occupation.	
Large Scale Dedicated Premises (Primary) Allocated, for 8-12 people 4 modules	Secure enclosed dedicated "business premises" for 8-12 people. Located away from the perimeter, layout permitting, with glass fronts. Includes ergonomic workpoints with access to power and data, writable walls, and storage. Premises can be branded by the team or project for the duration of their occupation.	

4.8 Community Shared Spaces

Community Shared Spaces should all be considered as multi-purpose spaces providing additional resources for café-style working and informal or ad-hoc meetings throughout the day.

Kitchen teapoint ~20-50sqm Suggestion of one per floor	Simple functional teapoint to get a drink and store food in fridges. Cupboards to include mugs, glasses and cutlery/crockery to support each floor in addition to the shared kitchen social hub. Standing height kitchen table for 8-10 people adjacent or close by to teapoint to provide setting to eat away from individual workpoints. Table can also function as an informal place to connect and meet.	
Kitchen Social Hub 100-300sqm Destination planning will determine both the size and location.	A destination for people and the heart of the office - one large central hub for all teams. The kitchen social hub is somewhere to get a hot/cold drink and prepare food. It includes fridges, dishwashers and warm-up facilities. Cupboards to include general drinking glasses and crockery/cutlery. The hub incorporates a mix of alternative settings for people to meet informally and connect. NOTE: this is a blend of work and social space, position on natural circulation paths and 'bump' zones (e.g. stairs) to optimise use by as many people as possible.	
Utilities 1 module Provide one per floor	Shared area for printing (follow you), binding, stationery, secure / recycling bins and some storage to be shared between teams. Ideally semi-enclosed to protect near neighbours from noise with provision to adequately ventilate printing equipment but can also be in open pedestrian areas if appropriate to the design.	
Student Engagement Suite / Student Consult Room Varying sizes: one module rooms for 2-4 people group discussions and half a module rooms for 2 people to work side by side.	Enclosed space for up to 2-4 people. The room will require a high degree of acoustic and visual privacy for consultations with students (glass frontage for future flexibility, positioned away from public view or with sheer	

	curtains for full visual privacy when required). Include working height meeting table with access to whiteboard wall, display screen, data points and power.	
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4.9 Storage

The overall need for storage should be considered through a storage audit and the need for onsite versus offsite storage needs to be identified early. If it is required to be onsite, the following options are available within the workspace.

Personal Storage Lockers (Allocated) ~0.5sqm each Provide one per person plus additional for visitors (best practice) In the near term, a hybrid of lockers/pedestals is allowable, where occupants may be allocated a pedestal but spaces for future lockers should be nominated.	In all new buildings and refurbishments, lockers are either provided on day one, or if occupants are using pedestals, a space should be nominated for the future inclusion of lockers to enable adaptability. Typical allocation by team of 8-10 people, consists of a cluster of lockers for personal storage dispersed around the floor close to team tables, rather than planning as a large group in central zone. This allowance includes the provision of one locker of 500mm x 1,000mm per person in an efficient configuration.	
Team Storage ~5sqm per unit Provide 1 per 8 people	Typical allocation by team of 12-15 people, this zone can consist of open shelving for files and resources and hanging space for jackets/coats and umbrellas. Can be incorporated into locker banks to ensure storage is within arm's reach of the team table.	

Storage Room One module Provide one per floor	Secure storage and file room for files, ICT and equipment etc NOTE: Recommend a storage audit to determine the correct requirements and allocation of storage.	
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4.10 Technology for the New Workspace Ecosystem

Technology is a key enabler for mobility in more open environments. Staff being mobile results in choice and control around where they work. This can have a marked impact on their ability to concentrate and get into a state of “flow” with their work. It also has a positive impact on their overall engagement and sense of personal productivity.

To realise the full potential of the new workspace ecosystem, IT mobility through laptops is required to be enabled across all groups. Schools need to consider mobile technology as the preferred option in all future procurement of personal and team technology. In the near term recognising that each school has a different technology requirement, the workspace will be designed to accommodate existing technology and migrate to mobile technology in the future with no physical upgrade requirements.

Personal IT

For people working in new team-based workspaces, mobile technology is a minimum required commitment from the Faculty. This means that all staff using the space will be issued, or enabled to bring their own;

- Laptop computers (which are faculty and division funded, not project funded)
- Mobile phones or soft phones (headsets for softphones to be faculty and division funded, not project funded)

Team Workspace IT

The following IT is provided in new team-based workspaces;

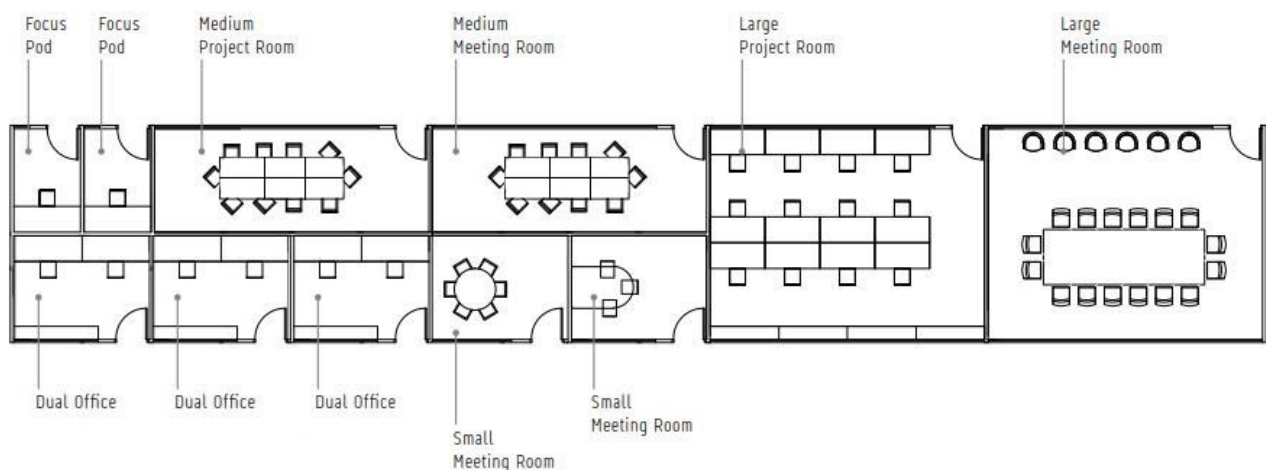
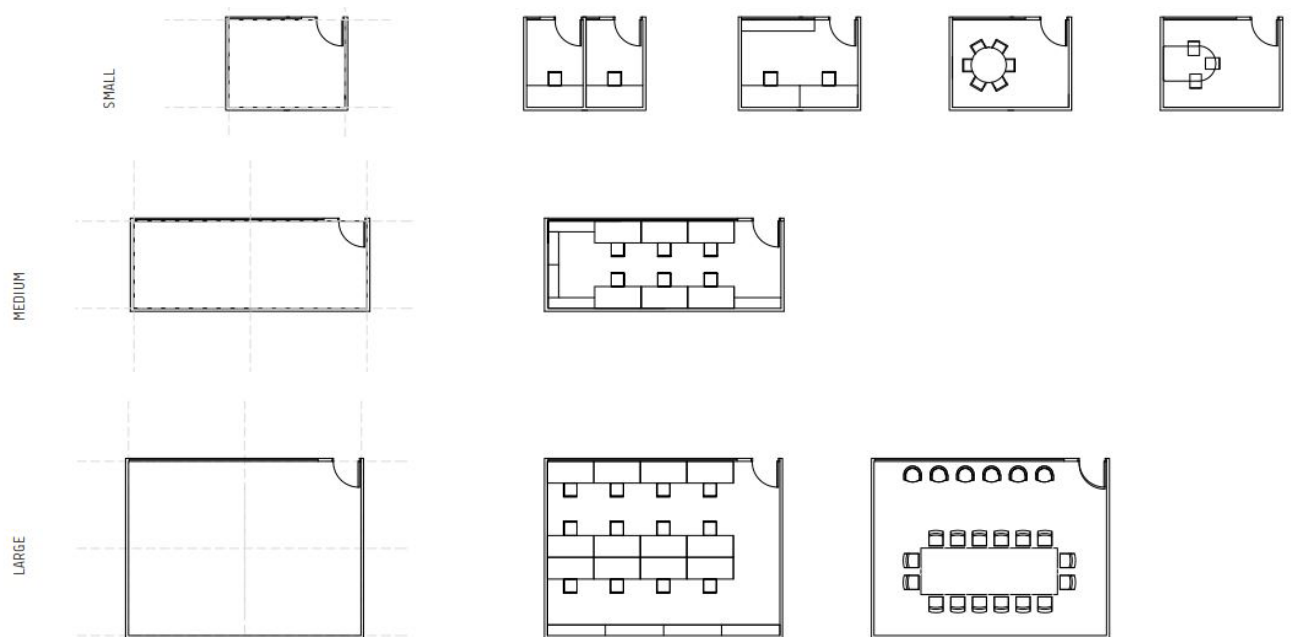
- Plug and play monitors at 100% of allocated desks, and at 50% of unallocated desks
- Plug and play shared screens in meeting rooms
- All enclosed meeting rooms will provide Teleconferencing facilities
- Video conferencing facilities will be supplied on an as-needs basis after consultation with the Faculty, generally in larger meeting rooms
- Low tech open meeting spaces contain whiteboards only
- “Follow-me” printing in new buildings (currently in development with IT)
- Power bar on desks
- Wifi

4.11 Workspace Planning

Modular planning

All built spaces are to be designed on the modular grid best suited to the base building. Ideally, a grid of 1.5m will be available to produce efficient modules, but others are also feasible.

Some configurations for small, medium and large modules are shown below to demonstrate the adaptability of spaces for efficient churn.

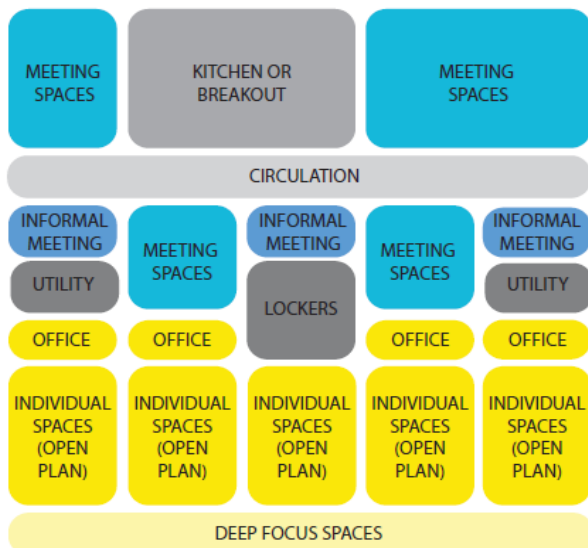


Zoning

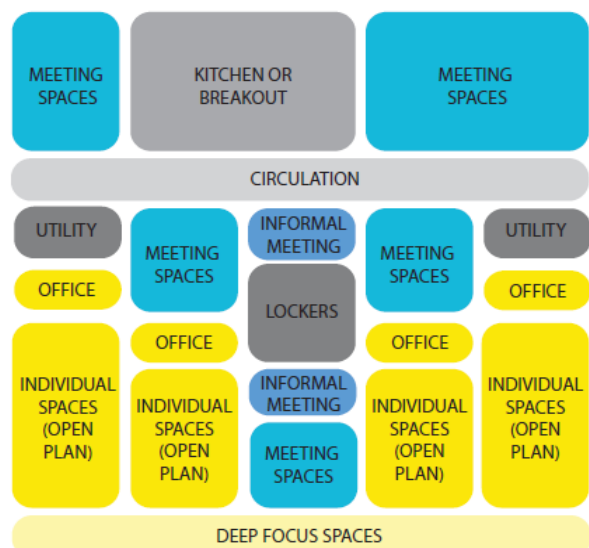
The zoning of spaces on the floorplate needs to be logical and cognisant of the gradation of activity, noise and security throughout

- The most active spaces are located at the entry to the floorplate.
- Locate built spaces in areas that are not suitable for long-stay workpoints.
- Where more built spaces are required, they may be built to the core, or at logical points in the team zone to buffer between team areas and create a sense of intimate team groups without enclosing spaces.
- Some built areas are accessible outside of the security perimeter.
- Semi enclosed, informal and breakaway spaces are a buffer between workpoints and high activity areas, easily accessible by teams
- Quiet focus workpoints are appointed to the perimeter

Scenario 1



Scenario 2



4.12 The workspace planning process

A simple process for engaging stakeholders in the design and change process for their new workspace is outlined below.



5. WORKSTYLES AT UNSW

5.1 Section Purpose

This section outlines the workstyle profiles at UNSW, indicates their unique requirements and proposed work environment.

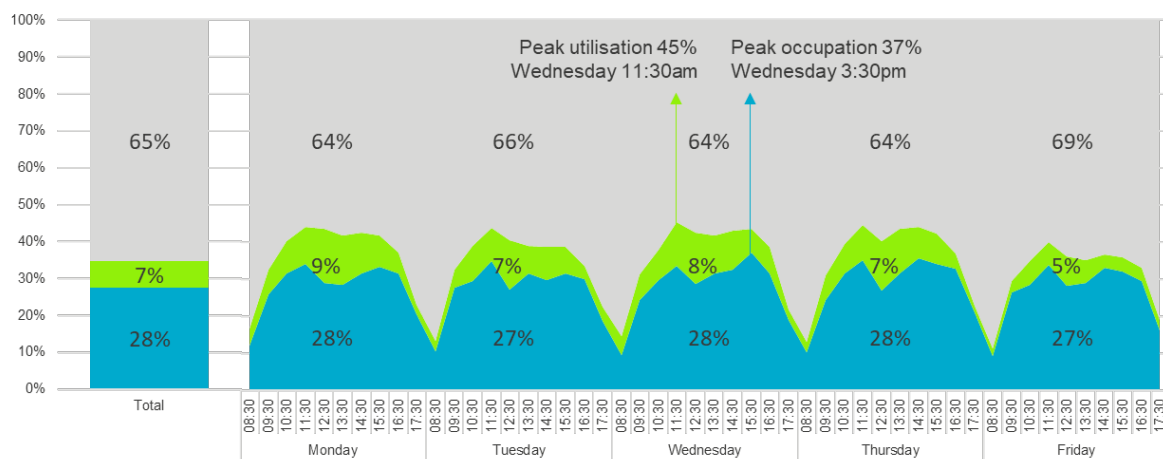
5.2 Summary

Our new kit-of-parts workspace, with selected variations depending on a groups' workstyle profile, can suit the majority of workstyles at UNSW. While a general physical and technology platform can suit most users, the important difference will be in how occupants choose to use their workspace.

To understand this variation, Estate Management explored the workstyles of people working across the University, including diverse faculties, centres and professional groups. The engagement included interviews (30 people), an online survey (327 responses) and a time-utilisation study (over 50,500 individual observations across 1010 data points).

Space Utilisation

Across the portfolio of spaces and workstyle profiles, looking at the range of different profiles, average occupancy (utilisation plus signs of life) is 34%. The average peak occupancy was 45%, meaning that at any given time, 55% of spaces are empty.



Space Utilisation Study in March 2019 across 6 Faculties in 9 different buildings

Ideally, workspaces in the future would meet a higher utilisation than is currently demonstrated. Designing to the current profiles may result in an under-supply of the range of support spaces required to be adaptable to meet future ideal demand.

Self-reported workstyles

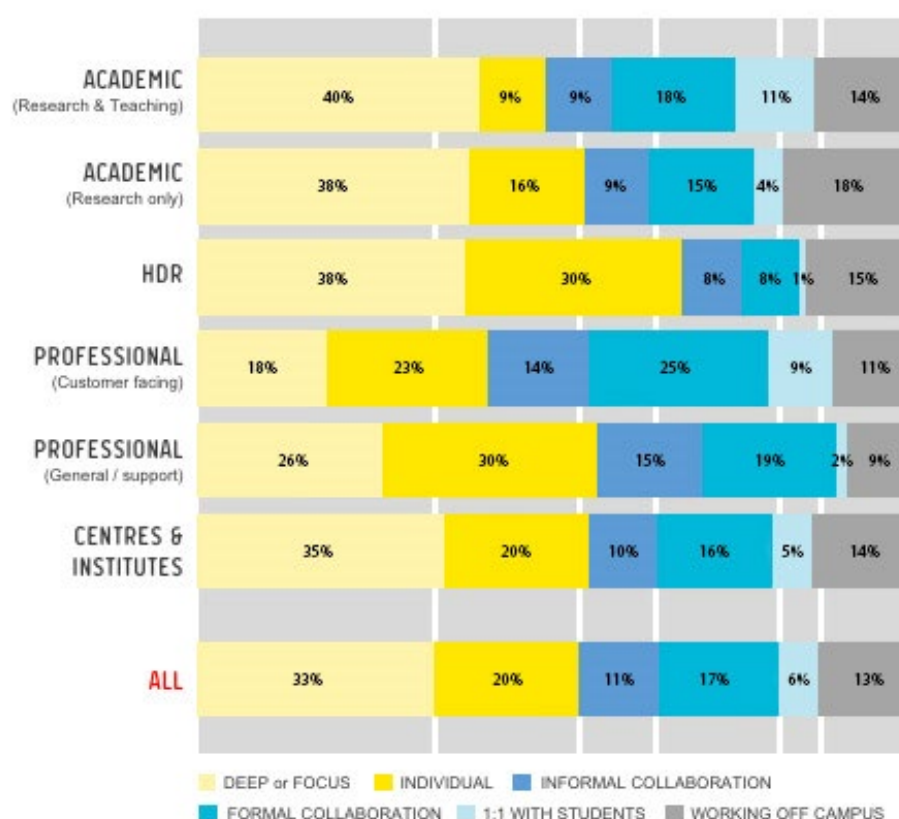
Six workstyle profiles were investigated through an online survey to understand the variety of activities that need to be catered to, and in which proportion, in the UNSW workspace ecosystem. 327 responses were received.

- Academics (Research + Teaching)
- Academics (Research only)
- Higher Degree Research Students (HDR)
- Professionals (Customer Facing)
- Professionals (General / Support)
- Centres + Institutes, which are a mix of all the above and closely represents the average

Based on self-reporting, people indicated they are working away from campus between 8% to 18% on average per week (between a half day and a whole day per week).

When on campus, all workstyles include some individual and some collaborative activities. In general, when on campus (ie removing the 'working elsewhere' portion from the graph below), people report spending around 60% of time on individual work and 40% of time working collaboratively, with two notable variations (HDR's with more individual work and Customer Facing Professionals with more collaboration).

Overall workforce in the cohort time spent at each activity.



Source: Workstyle Survey February 2019, work patterns over the course of a week

Principles for the proposed work environments for each workstyle are outlined on the following pages, with a short summary of the workstyle, unique requirements and proposed work environments.

Understanding the workstyles

It is not uncommon that in surveys about workstyles, people may over-report the amount of time they spend doing individual work at their primary workpoint. This is reflected in the difference between survey results (average 53%) and space utilisation findings (average 34% utilisation, with a peak of 45%). While a higher utilisation may occur at different times throughout the year, the results of this study are not uncommon for a university setting.

Translating workstyles and activities to design

UNSW space workspace strategy aspires to create a best practice, high performance and sophisticated workspace for all users. Designing for the current low utilisation may underprepare the workspace for the future, in which an ideal scenario would be to achieve higher utilisation of the space.

Rather than design to current utilisation, an ideal utilisation scenario of 80% is adopted. This means that when 80% of allocated people are in, the support settings will be sufficient to support their workstyle throughout the day. This number is selected because behaviourally, the utilisation of the workspace equalises around 70-80%, as people start to feel it is “too busy” at this level and choose to work from alternative locations.

Designing for the ideal utilisation also lends a level of adaptability for the portfolio, providing the opportunity for teams to naturally expand and grow, or additional teams to be moved into buildings that appear to have lower utilisation, without needing to add new settings post build.

The space tool and principles assume designing to best practice for the range of activities undertaken, providing settings to match the task at an appropriate proportion to support the range of activities across the day. Where a group may be under-supported by particular elements, such as focus settings or built meeting spaces, a need for higher provision would be triggered in the space tool.

The following profiles demonstrate the current activity profiles and the ideal settings required on the work floor to support the user group. Note, however, that a group of stakeholders would be a mix of these profiles and would naturally tend towards the ‘average’ which is reflected in the ‘centres’ profile.

5.3 WORKSTYLE PROFILES

5.3.1 ACADEMICS | RESEARCH + TEACHING

WORKSTYLE CHARACTERISTICS

- Both research and student facing
- Somewhat dynamic, can tolerate some noise
- People need to do deep thinking and focused work, with time critical deadlines for teaching
- There is a component of team based work, aligned with teaching tasks
- Collaboration is both formal and informal
- Often moving to different tasks
- Reliance on physical papers (marking exams and assignments) means there is a need for a dedicated home base to return to throughout the day

WORKSPACE SETTINGS

Primary: A dedicated table in team environment or research studio

Additional Support Spaces:

- Student engagement suite for confidential conversations, without constant disruption
- Access to recording studios for online lesson/content preparation
- For environments with majority academic staff, consideration should be given to more enclosed quiet rooms for quiet focus at critical times.
- Lockable storage space for large volumes of exam and assignment papers during marking time.
- Drop in tables to host visitors for short periods of time, or when in other areas of the campus

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
9%	Individual	A dedicated workpoint in the team environment, or in a research studio, with personal lockable storage.	Dedicated	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
40%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
9%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
18%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
11%	1:1 student	Student engagement spaces outside workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
14%	Off campus	Working off campus ~0.75 days per week		

5.3.2 ACADEMICS | RESEARCH

WORKSTYLE CHARACTERISTICS

- Researchers are desk-based, the majority of work is deep thinking/focused work
- Frequently work from home on deep thinking/focussed work
- Field work offsite and analysis onsite can be 'lumpy' across the year
- While work is completed within a team, work is generally autonomous and not dependent on others
- Value adjacency with other researchers/ supervisors on their projects
- Collaboration is formal and scheduled, but there is also a need for informal collaboration.

WORKSPACE SETTINGS

Primary: A dedicated table in team environment or research studio sized for core research team

Additional Support Spaces:

- For environments with majority academic staff, consideration should be given to more enclosed quiet rooms for quiet focus at critical times.
- Consider adjacency with labs where relevant
- Drop in tables to host visitors for short periods of time

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
16%	Individual	A dedicated workpoint in the team environment, or in a research studio, with personal lockable storage.	Dedicated	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
38%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
9%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
15%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
4%	1:1 student	Student engagement spaces outside workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
18%	Off campus	Working off campus ~1 days per week		

5.3.3 HIGHER DEGREE RESEARCH (HDR)

WORKSTYLE CHARACTERISTICS

- Desk-based, the majority of work is individual work requiring a quiet environment
- While work is completed within a team, work is generally autonomous
- Collaboration is formal and scheduled, but there is also a need for informal collaboration and socialising. Collaboration is often side by side with research supervisors.
- Many HDR's are working in open environments.
- High requirement for social support and value the sense of belonging to a supportive community

WORKSPACE SETTINGS

Primary: Depending on role, either:

- a dedicated table in team environment or research studio, or
- Membership to a dedicated team table, where the whole table is shared among a small group
-

Additional Support Spaces:

- May use student engagement suite for confidential conversations from time to time

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
30%	Individual	A dedicated workpoint in the team environment, or in a research studio, or a seat at a shared team table with personal lockable storage.	Shared, or dedicated case by case	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
38%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
8%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
8%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
1%	1:1 student	Student engagement spaces outside workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
15%	Off campus	Working off campus ~0.75days per week		

5.3.4 PROFESSIONAL | CUSTOMER FACING

WORKSTYLE CHARACTERISTICS

- Work closely with a range of internal and external customers (students, peers, reps from other schools/faculties, consultants, service providers, business partners, reps from other units)
- Project based work, working with multidisciplinary, complex teams to deliver outcomes
- Away from the desk in meetings much of the day
- Dynamic, active work environment requiring bursts of engagement and concentration, and where discussion/phonecalls in the open is acceptable

WORKSPACE SETTINGS

Primary: A dedicated table in team environment, or membership to a dedicated team table where the whole table is shared among a small team of colleagues

Additional Support Spaces:

- Student engagement suite for confidential conversations
- Where professionals are working in an environment alongside academics, either a selection of quiet/phone/meeting rooms adjacent to the open workpoints, or appropriate acoustic buffers are required.
- Drop in tables to host visitors for short periods of time, or to use when in other areas of campus

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
23%	Individual	A dedicated workpoint in the team environment, or in a research studio, with personal lockable storage.	Dedicated	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
18%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
14%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
8%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
25%	1:1 student	Student engagement spaces outside workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
11%	Off campus	Working off campus ~0.5days per week		

5.3.5 PROFESSIONAL | GENERAL SUPPORT

WORKSTYLE CHARACTERISTICS

- This workstyle reflects a support/assistant role
- The constant central point of contact for a team/centre/group
- Desk based for majority of day, with frequent interruptions
- Collaboration often at workpoint

WORKSPACE SETTINGS

Primary: A dedicated workpoint in team environment, or membership to a dedicated team table where the whole table is shared among a small team of colleagues

Additional Support Spaces:

- Where professionals are working in an environment alongside academics, either a selection of quiet/phone/meeting rooms adjacent to the open workpoints, or appropriate acoustic buffers are required.
- Drop in tables to host visitors for short periods of time

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
30%	Individual	A dedicated workpoint in the team environment, or in a research studio, with personal lockable storage.	Dedicated	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
26%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
15%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
19%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
2%	1:1 student	Student engagement spaces outside Workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
9%	Off campus	Working off campus ~0.5days per week		

5.3.6 CENTRES + INSTITUTES

WORKSTYLE CHARACTERISTICS

- Every centre has a unique mission, culture and workstyle and needs to be consulted to understand their unique requirements
- Many centres have a significant public profile with a role in policy setting, media advice or other industry/social agenda
- Centres are made up of the full range of profiles and their activity profile and workspace requirements represent the 'average' of all users

WORKSPACE SETTINGS

Primary: A dedicated workpoint either in a team environment or research studio sized for the core research team; or membership to a dedicated team table where the whole table is shared among a small team of colleagues

Additional Support Spaces:

- Recording studios and places to be interviewed/filmed that adequately showcase the brand of the centre and UNSW as appropriate
- There may be additional space requirements unique to particular centres
- Drop in tables to host visitors for short periods of time

ACTIVITIES + SETTINGS

% of time	Activity	Settings (refer to Section 4 for further details)	Allocation	Applicable Space Type
20%	Individual	A dedicated workpoint in the team environment, or in a research studio, with personal lockable storage.	Dedicated	• Individual workpoint • Enclosed dedicated spaces • Personal storage lockers
35%	Deep or Focus	At the desk, focus setting or enclosed focus room	Shared	• Full Focus • Individual quiet focus
10%	Informal collaboration	A semi enclosed breakaway space near the team zone	Shared	• Open collaboration spaces
16%	Formal Collaboration	A small, medium or large meeting room	Shared	• Enclosed collaboration spaces
5%	1:1 student	Student engagement spaces outside workspace	Shared, outside workspace secure line	• Student Engagement Suite • Student consult room
14%	Off campus	Working off campus ~0.5days per week		

6. GLOSSARY

6.1 Shared Spaces

Security badges should enable access to all doors to enable booking and utilisation management of bookable spaces. Shared spaces are accessible by anyone with Security Badge Access to the designated area.

Non-bookable shared spaces	Within the secure workflow, a contingent of non-bookable non-allocated spaces will be provided. The management of these as non-bookable, non-allocated, shared spaces is the responsibility of the Faculty or School. These spaces include: • enclosed meeting spaces for <6 people • enclosed quiet rooms, • open booths for breakaway conversations and ad-hoc meetings. • quiet focus workpoints
Meeting Spaces - bookable	Bookable meeting spaces will be either within the workspace (i.e. behind whole-of-floor security) or outside the workspace. Meeting spaces outside the workspace will be bookable through Outlook to be available for all of UNSW, even if branded for localised marketing reasons. Note that staff will be able to book rooms via the centralised email/calendar system. Meeting spaces for 6+ people are required to be available for all staff to book.
Breakout Spaces, kitchens, tea rooms, utility areas	These spaces have the ability to help foster collaboration and interaction across disciplines and should be allocated at no more than 1 per floor. Planning should be cognisant of nearby duplicate functions and consider building and/or precinct wide spaces rather than single faculty or division use. Design should consider the multiple possible uses of breakout spaces across the day, for example, for individual work or ad hoc informal meetings.
Signature spaces such as themed lounges, coworking spaces	Themed working lounges and coworking spaces are accessible to approved groups via Security Badge Access.
Student Engagement Suite (concept)	The Student Engagement Suite is a grouping of accessible settings suitable for student consultations with academics. These should be accessible by all staff and their students without security barriers. The space should include spaces for 1-4 people to talk in open settings, semi-enclosed booths and enclosed rooms. Any enclosed rooms are centrally bookable through Outlook for purposes beyond student consultation. Consider the possibility of this being at the entry to a work floor from the elevator/stair or combined with breakout facilities. This requirement could be met on each floor or as a single destination in a building. This Suite can support: • Schools and academics with an "open door" policy, by providing a concierge system (e.g. a phone extension or messaging system) for impromptu consultations, with the range of settings to suit open or private conversations • Academics with set consultation hours, enabling them to book a consultation room, or sit in the open areas during nominated times for students to visit on an as-needs basis • Scheduled 1:1 consultation