



University of Galway Space Strategy



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Buildings & Estates

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EXECUTIVE SUMMARY

The Space Strategy will be governed by the Strategic Space Planning Group (SSPG) and is currently (2024) made up of the following members.

- Sharon Bailey, Bursar
- Prof. Rebecca Braun, Executive Dean, College of Arts, Social Sciences & Celtic Studies
- Dr John Caulfield, Director of Strategy Implementation, President's Office
- Prof. Walter Gear, Executive Dean, College of Science & Engineering
- John Gill, Chief Operating Officer (Chair)
- Prof. Geraint Howells, Executive Dean, College of Business, Public Policy & Law
- Josephine Hynes, Director of Human Resources
- Prof. James Livesey, Vice-President, Research & Innovation
- Caroline Loughnane, Secretary for Governance and Academic Affairs
- Prof. Martin O'Donnell, Executive Dean, College of Medicine, Nursing & Health Sciences

The principal of the space management strategy

"Space is a valuable asset; all space is controlled by the University and is allocated on the basis of demonstrable need, taking into account strategic priorities."

The key decision making criteria in relation to the use and allocation of space will be:

1. The effective and efficient use of existing space.
2. The business and operational needs of the University.
3. Requirements relating to the physical infrastructure, time, resources, and funding.
4. Consideration of current and new of emerging work practices including the use of supporting technology.
5. Collaboration and engagement with other units/schools/colleges in relation to sharing space.

Definition of Strategic Space Planning

The University defines Strategic Space Planning as the process of:

- Identifying the space needs required to achieve University initiatives.
- Exploring appropriate options to meet those needs.
- Recommending the preferred option to be approved by the appropriate University Governance.

This process may result in the allocation of existing space, the acquisition or construction of new space or the disposal of existing space.

Strategic space planning takes into considers the consequences of Unit or College specific space allocation plans on University-wide space allocation, utilization, capacity criteria, and other factors, such as hybrid working.

To support a successful space strategy, there needs to be an acceptance that space has a significant cost and is scarce, and that acquiring, developing, or even fitting out additional space generally requires significant resources. Therefore, it is important that existing space is used effectively and efficiently by applying modern work practices such as hybrid working, hot desking etc.

The space strategy and accompanying policies (Appendix 1) are overseen and, where appropriate, recommended for approval to the University Management by the Strategic Space Planning Group. These documents contain advice and guidance to Buildings & Estates and they;

- Help identify challenges and risks during the strategic and business planning process for the individual colleges, schools, and units, by exposing shortfalls or excesses in the real estate portfolio.
- Reduce uncertainty by setting a direction of where growth will be accommodated or where infrastructural projects are needed to adjust the space inventory.
- Provide a structured and disciplined framework for decision-making, and help to prepare for changes in the University, College, School, or Unit.
- Reflect changes to the strategic space plan in the University's capital plan and budget, such as acquisition, development, significant refurbishment, or re-development.

Long Term Strategy Space Planning

The University requires a long-term space strategy to be developed and led by the SSPG that is informed by the University Strategic and other plans, that will demonstrate how the University plans the allocation and use of space to support its plans. It will outline how the University plans to expand, contract, or holding steady three or more years into the future.

This long-term plan will require inputs including:

- Unit and College (incorporating School and Research) long-term plans setting out projected staff and student headcounts, courses, research initiatives.
- Real estate market information.
- The capital budgeting plan.
- The assumptions underpinning the plan.

The long-term plan is likely to be identify significant requirements such as the prioritisation of new building development, the refurbishment of existing buildings, significant relocations or reallocation of space or indeed changes of use of existing facilities. Buildings & Estates will then need to assess and align the long-term plan with the current space portfolio and develop a plan to help the unit meet its approved plan. In short, the long-term plan aligns real estate decisions and occupancy allocations to the goals and objectives of the University.

For example, given a headcount forecast, planning must demonstrate how growth can be accommodated with several scenarios as options. Where the forecast suggests there will be a shortfall of space (a “space gap”). UMT/Deans and their managers create two scenarios:

- Scenario #1: Setting out what can be achieved without any need for physical expansion/additional space.
- Scenario #2: Setting out what can be achieved with the provision of new or refurbished space, or through a change of use of existing space.

Both scenarios should support the business requirements and enable the University to accommodate the forecast.

Tactical Space Planning

Tactical plans view how projects and operations are managed in the short and medium term (up to three years). This allows time for the development, implementation, and management of space planning projects and allows operations in buildings to continue. These plans allow tactical allocations to be made within the area addressed by the plan and progress can be reported on at quarterly intervals. All plans will be subject to the normal governance and control measures already in place at the University.

Tactical plans will be accompanied by a **migration plan**, this will set out details such as the enabling works required to relocate individual groups. A good example of this would be the plan that was implemented to make the site available for the Learning Commons. Details relating to space inventory, utilisation, and reporting are maintained at this level. In essence, tactical plans validate the input variables used in long-term and mid-term planning. Primary consideration will be given to the effective and efficient use of the existing space.

It is anticipated that plans will evolve over time to reflect changing business requirements. It is recommended that Colleges, Schools and other Units will be well served by creating a framework that establishes how and by whom changes in operational requirements will be reflected in the evolving plan. Buildings & Estates can provide advice and guidance in establishing such frameworks. This will enable the space plans to change in line with changes in College, School and Unit plans.

It is also important that the SSPG aligns with the University Strategy. This will support the creation of a **Demand-Side Space Requirements**. All new requirements specified for a particular space planning initiative will be categorised as demand-side requirements. Demand-side requirements are an essential planning input to support:

1. Performing a gap analysis
2. Developing options and space utilisation scenarios.

Demand-side requirements are formulated at every business-planning phase, albeit with different levels of granularity.

At present each building, unit, college, school etc. has a Discipline Liaison person or persons who liaises with Buildings and Estates on a regular basis and their responsibilities include: (Refer to Appendix 1)

1. Maintenance Requests: logging and following-up on maintenance requests, such as leaks, power outages, carpentry requests etc.
2. Point of contact for disseminating information from Buildings & Estates to University staff, particularly in the case of emergencies or shutdowns etc.
3. Space management data: supporting Buildings & Estates in keeping space information up to date, i.e. providing us with updated occupancy reports when requested, and notifying Buildings & Estates of any changes to occupancy etc.
4. Ensuring that Buildings & Estates Liaison contact information is kept up to date, so that in the case of an emergency, or of works to be carried out, Buildings & Estates can send communications to the appropriate people for dissemination.

Key University Space Criteria

Space is a finite and premium resource. Efficient management of space provides opportunities for growth in student and staff numbers as well as research and innovation activity. When considering the sustainable operation and development of our campus, the effective and efficient utilisation of university facilities is essential.

Using space effectively and efficiently will ensure that new space is only constructed when and where required, thereby ensuring reducing associated energy and material use and the overall impact of the University estate on the environment.

- Where there is a requirement for space, such as a location/desk for a new staff member, the first consideration must be to look within the existing space allocation.
- Where a new course, offering, is being considered, the space requirement and associated cost must be considered as part of the business plan.
- Where new departmental equipment is being considered, the space requirement need must also be taken into account.

2a. Annual Head Count

The operating plan for each College, School and Unit across the University should contain an existing and planned staff headcount for the year. This will include a space plan to take account of the space requirements for any new hires planned for the year, and consideration as to how any new hires will fit into the existing space allocation. Ideally recruitment forecasting should predict 12 months, 24 months, and 60 months ahead.

Where possible, space will be managed to achieve appropriate flexibility, contiguity, synergies and overlaps within units and between complementary units, i.e. collaboration in use of space may be required. Sharing of space may be required to maximise use and achieve the overall objectives of the University.

2b. Recruitment

Any recruitment being considered must include a space plan by the Unit demonstrating that there is availability of space for the new head count/s within their allocated existing space footprint.

2c. Hot Desking / Remote Working / Space Share

Under the University of Galway Hybrid Working Policy (QA180), Substantial Hybrid Working is defined as staff who work remotely to complete a specific task on a regular basis, between 2 and 3 days per week. For full-time employees, it is envisaged that this would normally amount to no more than 3 days a week on average working remotely pro rata.

It is recognised that each College, School and Unit will address remote working requests based on their business requirements and the needs of the employee. However, for those availing of substantial hybrid working, the UMT expectation is that most staff would be attending campus a minimum of 3 days per week. Where an

application for a staff member to work remotely more than 2 days per week is recommended for approval by a line manager, this must be approved by their relevant UMT member. The University will not provide a dedicated workstation at the office for those availing of substantial hybrid working but instead will provide shared office access.

As part of the annual unit staff schedule, hybrid working practices of each staff member should be set out by the unit. This can then allow for the space utilisation to consider the options around hot desking and space layouts.

2d. Modern Office Space Practices

Where full-time office working was once the accepted norm, workspaces are now having to adapt, with employers adopting remote and hybrid working practices to meet the needs of their staff, in particular where staff recruitment and retention are of concern.

Most organisations still require and are committed to providing office space for their staff. However, changing attitudes have seen a decline in demand for personal, private space and an increase in demand for flexible workspaces that are adaptable and agile to the needs of modern organisations and working trends. While traditionally, space requirements could be calculated by allocating a pre-defined square footage per employee, this is no longer the case with increasing demands for flexible and agile workspaces.

The key objectives in the use of space across campus is the provision of an affordable, flexible, appropriately scaled and fit-for-purpose estate. At an operational level, space management activities include the following:

- Maintenance of room-level space data including annual audit of space use across the University.
- Carrying out utilisation surveys.
- Co-ordination and submission of the annual Higher Education Authority space utilisation survey returns data and comparative analysis of the University's estates performance against the sector.
- Modelling space requirements to ensure that the overall space supply and demand position is documented.
- Working with Colleges, Schools and Units to ensure efficient and effective use of space.
- Working with Colleges, Schools and Units to understand planned changes in demand for space and advising on measures necessary to address any gaps.
- Planning moves and occupancy changes and providing briefs for implementation projects.
- Assessing and making recommendations on space allocation changes originating from Colleges, Schools and Units .

Space Types & Definitions

3a. Teaching and Learning Space

In order to facilitate teaching it is necessary to have spaces and furniture that are adaptable and enable different configurations and teaching styles, supported by digital technologies as appropriate. On-going pedagogical changes, means that the University must respond to these needs with spaces for supported learning, reading, library and congregation spaces that facilitate both individual and group study, as well as integration of digital technologies to support collaboration, communication and personalised learning experiences where appropriate. Many of the current teaching spaces were constructed prior to modern teaching methods becoming mainstream and moving from the current layouts and configurations, in some areas, will take investment and time. It should also be noted that vacant possession of teaching spaces will be required in order for any significant changes to be made. There are works planned to improve accessibility in lecture theatres which is a positive start.

In addition to formal and informal centrally allocated teaching and learning spaces, Schools have requirements for specific spaces or technologies that can have more limited scope for shared use. These may include laboratories, core technologies, collections, computation facilities, digitally enhanced classrooms, and research analysis space. The allocation of these spaces will continue to be supported on an as-needed basis, where possible.

It is important to note that adapting, altering and developing an existing estate can present many practical challenges, and consideration must be given to the time and cost it takes to make alterations to existing spaces and to the creation of new spaces.

3.b Workspace

Workspace includes the general office environment space, formal and informal meeting spaces, informal breakout areas and other support and social spaces. The way people work, collaborate and interact is constantly changing, and this is primarily due to the use of modern digital work-tools. Traditional workspaces are being reimagined with the provision of more flexible and shared workspaces that cater for non-dedicated desks for co-working, private offices, and ancillary services in an integrated manner. Spaces to facilitate meetings with students, colleagues, and visitors (both private and informal) should be available within or in proximity to the shared workspace.

No one type of workspace meets the needs of everyone, therefore, workspaces are designed around the needs of faculty, researchers, staff and students while balancing the need for efficient use of space and design that considers environmental performance and impact. New work methods must be considered when assessing space utilisation.

3.c Research Space

As a research-intensive University, the provision of purpose-built appropriate research space is crucial to facilitate research and innovation. Opportunities for shared laboratories and research space will be explored where suitable, facilitating cross-disciplinary research and encouraging collaboration and new research areas.

3.d Social, Amenity and Informal Learning

Buildings are primarily designed considering how people study, learn and work. However, the importance of interaction, engagement, and time outside of these activities, and how our community can be engaged and supported is also taken into account at the design stage. Informal learning areas and spaces that encourage students and staff to spend more time in university buildings, socialising, relaxing and reading is a consideration in both new and refurbished spaces. Such areas can greatly improve the student experience and help to create a sense of community and belonging within buildings and different discipline areas.

Amenities such as cafes, shops, sporting, and performance arts facilities are an integral part of the University experience and are key on-campus resources. A vibrant sports location provides dedicated facilities to enable a holistic student experience across a wide variety of sports. The operation and use of the theatre spaces, including the O'Donoghue Centre and the Bank of Ireland Theatre are great facilities, the use of which should be explored.

3.e Third Party and Engagement Space

Space allocation is prioritised for activities that enable the functioning of the core business of the University. Collaborative partnerships with industry and other third parties are also essential parts of research and innovation and are facilitated when possible, and where these partnerships align with university strategy and policy.

In conjunction with university management, research, innovation, and impact guides the use of space for research ventures and partnerships involving third parties and will ensure alignment with University Strategy. Other third-party relationships commercial, sporting or otherwise must be sponsored by a School, College, or Unit. All proposals for allocation of space to third parties must receive approval from the University Management Team (UMT). A license agreement with the University must be put in place for all third-party allocations. The principle being that the use of university space is paid for by all third parties-party users, unless UMT approve otherwise.

University facilities are also essential for engagement with the local community. University facilities will continue to be utilised to host conferences, events, and functions, particularly outside of core teaching times. Engagement spaces are managed and organised to ensure alignment with university strategy and other spatial demands. All commercial use of space is managed and coordinated by commercial service.

3.f Residential Space

The University benefits from having significant on-campus residential accommodation, which greatly adds to the vibrancy, life, collegiality, and sustainability of the campus, as well as improving the student experience. The residential villages provide students with bespoke student accommodation in a safe and supportive environment.

All Residential Space is managed by Atalia.

Space Utilisation

The aim of space utilisation is to assess better ways to utilise our built environment and it will help reduce the environmental impact whilst addressing the needs of the University. This strategy addresses all space within university-owned and leased buildings, excluding residential and external space.

The University Space norms are available in Appendix 2.

The basis for modern space design has 6 governing principles:



Inclusive Design this addresses a number of considerations including inclusivity in relation to gender identity, religious beliefs, cultural differences, physical ability, age and size differences and should also consider involving staff in the co-authoring of their spaces.

Universal Building Design addresses considerations such as gender neutral facilities, modesty and ambulant/disabled facilities. It also considers prayer rooms, mother rooms and wellness/ relaxation rooms.

Signage will be bi-lingual (Irish and English) and experiential graphics should include braille. Reception and meeting areas should consider induction loops. Fixed Joinery and loose furniture settings should consider ergonomics and wheelchair access and Part M compliance.

Flexibility & Innovation

Neighbourhoods can be designed to be completely reconfigurable with fluid zoning/ allocation to teams to allow flexibility in occupancy and team sizing. Micro kitchens and staff restaurants can also be created as multi-purpose spaces to accommodate staff or training sessions if the technology is enabled appropriately and fitted with agile furniture solutions.

Fluid home to office movement can be addressed with in 3 ways –identifiable zoning, hybrid collaboration and meeting spaces with smart tech and furniture layout to support this new way of working.

Collaborative & Energising

Collaboration can happen in many ways. It can be virtual, hybrid, formal and informal and can employ both high-tech tools and traditional tools. Collaboration can happen in assigned informal meeting and formal meeting spaces and also in more multipurpose spaces like cafes.

The key will be to consider the teams activities and allocation, adjacency of spaces to maximise both organised collaboration and social interaction. Spaces can be energised by carefully curating the settings of these collaboration spaces with the correct mix of furniture, tech, and collaborative tools to animate and activate these spaces.

Lastly energy and connection can come from experiential design. This is where we embed the design with details, branding, experiential graphics, and materials that reflect the University's values and ethos. Design is a visual language that can be used to strengthen this connection to the University and its culture. This also provides an opportunity to promote the University Branding.

Objective 1

Considerations in regard to workspaces are set out in the *Guide to the Safety, Health and Welfare at Work (General Application) Regulations 2007* at the link below. Academic office space makes up around 20% of total university non-residential useable space and enables the University to carry out its teaching and research activities. As the University has grown it has become apparent there are disparities across the institution. The aim is to ensure clarity, fairness, and reasonable allocations of space to allow teaching and research to take place, by using guiding principles to provide a norm of space allocation that will enable the effective and efficient management of space by unit managers,. This will also allow the University to understand the context behind requests for additional academic space.

https://www.hsa.ie/eng/publications_and_forms/publications/general_application_regulations/gen_apps_workplace.pdf).

Applying these guidelines could lead to the following:

- i. A reduction in the provision of over-sized, 15m² or larger, single occupancy offices through the introduction of greater sharing of space as and when opportunities arise.
- ii. Addressing the need to ensure that workplaces are compliant with workplace regulations (11m³ per workstation).
- iii. The planning of new major buildings to feature greater shared, open plan and flexible spaces, and allowances for single occupancy offices to be defined (and those offices allocated a reasonable level of space).

Timescales

If approved by the Strategic Space Planning Group and UMT, implementation of the standards will commence. Periodic review of the current policies and standards will be conducted on at least an annual basis with a view to incorporating any changes to the *standards*.

Objective 2

The implementation of *Agile Working Practices* across all schools, colleges and units following approval by the heads of schools, colleges and units. A new programme entitled *The New Ways of Working Programme* aims to introduce agile working practices across the professional service units. This will be informed by the University Strategy and will address any expansion plans resulting from the University and Unit plans. Much of the current office space allocated to all schools, colleges and units will be considered in conjunction with the hybrid working policy and the work practices of staff. The programme may result in a reduction in the total amount of space allocated per FTE professional staff member. It is anticipated that once the programme is complete, there will be a greater ability for staff to work from any location. This will align with the University hybrid working policy, allowing staff to work from various locations and leveraging the ability to attend meetings using technology.

Objective 3

Maintaining sufficient teaching space capacity

The University experiences challenges to provide appropriate teaching space as the number of students access different courses change, the University grows and teaching programmes evolve and change. It will be important for the University to carefully manage how it accommodates these changes within existing and new spaces.

Utilisation of teaching space is expressed as the percentage of actual occupancy versus booked or reserved occupancy. Management of utilisation ensures that steps are taken to best match up the needs of the University timetable by scheduling, and through the observed usage of those rooms.

The University reports on utilisation by undertaking regular audits of the centrally managed teaching spaces. These audits are now a reporting requirement of the HEA who have requested that regular space utilisation surveys be conducted and findings issued to them for consideration.

The target level of utilisation for any single year is 40%, composed of an overall frequency of 70% and an occupancy level of 50%. As the variables affecting utilisation change, these levels of utilisation may be exceeded or not from time to time. Examples of such variables are; new or refurbished buildings being brought on stream, changes in student numbers taking a programme and the introduction of new programmes.

Space Forecast

Each operational area of the University will conduct office space analysis setting out office space use by the end of 2026. This will support the illustration of requirements at June 2024, June 2025 and March 2026, linked to forecasts of staff numbers, supported by the overall business plan and verified by finance and HR.

Perform a Space Gap Analysis

A space gap analysis will give each college/school an accurate picture of the gap between demand-side space inventory and supply-side space inventory within their existing footprint. It should be possible to present the gap analysis graphically so that the gap can be viewed over time to illustrate variations in total space capacity, percentage of space allocated, and total area allocated. Each team should be able to review this information with their knowledge of to day-to-day operational use and factors such as hybrid work practices.

A space gap analysis is an extremely useful exercise during budget or project planning and would be particularly useful in the following scenarios:

- Immediately after, creating a baseline scenario consisting of existing supply-side space inventory and required demand-side space inventory for the school, college, project, department being considered for growth or expansion.
- To test proposed changes to an existing environment and enable an assessment of the best possible allocation options that meet the demand-side requirements.
- Following the creation of proposed scenarios for a project, to enable an evaluation of variations in space gaps associated with each scenario and the costs and resources would be expended to fill each gap.

A space gap analysis should quickly reveal any insurmountable challenges to developing desired courses, services, projects. For example, a gap analysis may reveal that there is insufficient available lab space in a particular location and consequently there may be a requirement to collaborate with another section.

During a mid-term planning phase, an unexpected increase in a headcount forecast may cause an unanticipated increase in the space gap, and this can be flagged to UMT seeking a temporary solution or alternatively the introduction or expansion of hybrid work practices. A space gap analysis will highlight any deficit in space required to support an initiative.

In the near-term tactical planning phase, a space gap analysis will assist the group to make smaller but necessary adjustments to space allocations on a floor or office basis. For example, formalising a hybrid operation, such as a number of team members who work from home into hot desking to free up a number of spaces for new hires.

Office space becomes more complicated when the internal spaces (inventory) are not substitutable. We might think of office cubicles as fairly homogeneous and substitutable, and in businesses with fairly generic and flexible

space, there is less friction in adjusting to the needs of workers with different levels of specialization and authority.

In operations with more structured authority or specialisation and less flexible space, there will be higher transaction costs to adjust space resulting in space inventory supply friction. In this case, the optimal space model becomes a summation of several sub-space optimisation models, each with its own inventory of space and its own demand.

The University has traditionally employed a space allocation model based on the institutional hierarchy rather than demonstrated need. In some instances this has resulted in much more required space per person simply because of the lack of substitutability or configurability of space. While this model may have served the University well in the past, it now needs to evolve in order to meet the needs of the future.

The less substitutable the space, the higher will be the summed average space per worker in the operation, all other things being equal. One can also envision the effects of turnover on optimal space decisions. It should apply that the lower the level of turnover the easier it is to plan for space needs.

A critical issues arises when new staff are being considered for employment without the appropriate planning for their space needs. Also the introduction of new courses, or the creation of additional spaces on existing courses etc. without consideration of the space requirement.

While the University has been forward thinking in its introduction of flexible, remote and hybrid working, as yet, there has been no discernible change to the office or desk policy. This has resulted in many workstations not being used. There have also been incidents of offices being maintained as storage areas where some staff have claimed that they require the office to store books. Similarly, a lab of high quality remains vacant and used for storage, while other units may have a requirement to use this space.

Each College will be required as part of their annual business plan and budget to project its future space demand based on the business strategy, growth plans, and market trends. The plan should consider how planned activities, workforce, and student/staff expectations will change over time and the effect on space requirements. Using tools such as scenario planning, benchmarking, or forecasting models to estimate the amount and type of space required in short, medium, and long term should be appended to the plan and budget. The plan should also account for the uncertainties, risks, and opportunities that may arise in the future and how they will impact on the plan.

Based on the forecast plans from each College, the Buildings & Estates team can then engage and compare the current and future space needs to identify the gaps, surpluses, or other discrepancies.

Assessing the feasibility, cost, and benefit of different options is essential for bridging the gap or optimizing the surplus. With the support of Finance and HR, and utilizing tools such as gap analysis, cost-benefit analysis, or

optimization models an evaluation of the trade-offs and impacts of various options can be assessed. This can lead to expanding, contracting, or relocating work space; redesigning, renovating, or upgrading it; adopting flexible, agile, or hybrid work models; sharing, leasing, or returning space; as well as outsourcing, insourcing, or co-sourcing space.

Funding

Any project that requires the input of the buildings and estates group must be submitted to the assessment team <https://www.universityofgalway.ie/buildings/projects/initiate-a-project/>.

The team will engage and advise on an estimate of cost and time frame for the project subject to tender, University governance process and statutory approvals, processes.

The Bursar has issued a process in August 2024 setting out the process for funding. It is a requirement of any works/project that the UMT member has approved the project and the UMT member will take the project forward through UMT/CPC/FRC for approval if over €1m and if under €1m will submit a request via the Bursar process.

Bursar process for funding as issued on 29th July 2024.

Management of Capital budget requests 2024/25

1. UMT members to identify their prioritised list of capital requirements within values of €10K - €1M.
2. Each item must identify funding required from this call and any match / other funding available e.g. College Surpluses, External grants and Philanthropy.
3. Research equipment is not eligible for this call as it has separate potential funding sources such as HEA research Equipment Grant, Research funder grants, College overheads, VPRI strategic funds.
4. Projects which involve infrastructure or technology must be discussed and order of magnitude costs and timelines agreed with B&E and ISS respectively prior to submission to central panel to evaluate.
5. Central evaluation panel to be set up comprised of:
 - o Deputy President and Registrar (Chair)
 - o Chief Operating Officer o Bursar o A College Executive Dean
 - o Dean of Students / Dean of Graduate Studies
 - o A Vice President
6. Maximum budget available annually €4.5M funded from the HEA devolved grant, Academic resources small equipment fund and University investment of reserves.
7. Criteria for prioritisation:
 - o Eligibility within range of works of HEA devolved grant
 - o Ability to complete the project by 31st August 2025 deadline

- o Projects essential to comply with regulatory requirements
 - o Projects essential to comply with health and safety requirements
 - o Projects which will have a broad reach across student and / or staff cohorts
 - o Projects in support of the delivery of the University's strategic plan
 - o An ability to support ongoing costs from existing resources
 - o Projects which have no alternative source of funding
8. This will be reported to UMT, CPC, FRC and Governing Authority as part of the budget approval process.

Small ad hoc mid-year items

9. A further €0.5M will be set aside annually for small ad hoc items that occur throughout the year. Each item must meet the definition of 'Capital' and have an individual value greater than €10K. The President has the authority to approve these items and make choose to do so or may bring them to UMT for approval.
10. UMT will designate five meetings per annum, at least four weeks in advance of each CPC meeting, where such items may be tabled for noting or approval (as per the President's decision).
11. CPC will be advised at their next meeting of the UMT's funding decisions.

Large Capital projects

13. Large capital projects are those defined as greater than €1M.
14. Each autumn the University Capital prioritisation list will be reviewed to ensure that items on the list should still be prioritised projects.
15. UMT members may raise new initiatives supported by a full business case.
16. Each item must identify funding required and any match / other funding available e.g. College Surpluses, External grants and Philanthropy.
17. Projects which involve infrastructure or technology must be discussed and order of magnitude costs and timelines agreed with B&E and ISS respectively prior to submission to central panel to evaluate.

18. Central evaluation panel to be set up comprised of:

- o President (Chair)
- o Chief Operating Officer
- o Bursar
- o A College Executive Dean o Dean of Students / Dean of Graduate Studies
- o A Vice President

19. Criteria for prioritisation: o Availability of funding

- o Projects in support of the delivery of the University's strategic plan
- o Projects essential to comply with regulatory requirements o Projects essential to comply with health and safety requirements
- o Projects which will have a broad reach across student and / or staff cohorts o Projects which have strong philanthropic appeal
- o An ability to support ongoing costs from existing resources
- o Projects which have no alternative source of funding

20. The updated prioritised list of projects will be presented to UMT and CPC at their next meeting.

21. To initiate a prioritised project a paper must be presented to UMT by the project Sponsor, which then depending on value will be brought through CPC, FRC and Governing Authority as appropriate.

22. Projects with an overall budget of €5M or more will require a separate CPC meeting so that the business case may be presented by the Project sponsor.

Appendix 1: Space Policies and Procedures

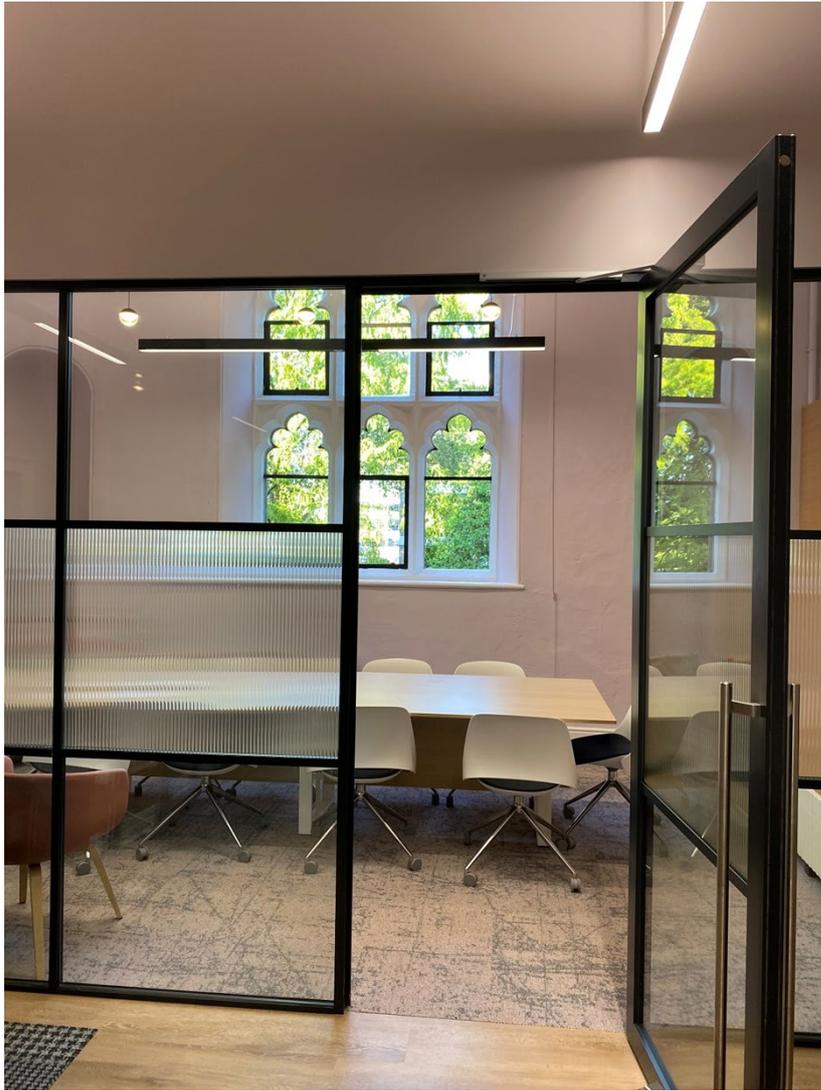
<https://www.universityofgalway.ie/buildings/policies-procedures>

- QA162 Overall policy
- QA171 Acquisition of property or land (not publicly available)
- QA172 Application for space allocation
- QA173 Booking of centrally managed space.
- QA174 Modifications to existing space
- QA175 Office space relocations
- QA176 Return of space on termination of legal agreement.
- QA177 Space management in the event of an emergency
- QA178 Use of University space by third parties for events (23 this year, incl. 6 in prog.)
- QA179 Rental of space to third parties

Appendix 2







1. Single Office Typologies

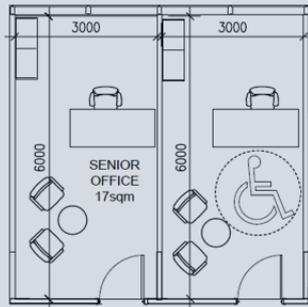


Fig. 01 Large Office
17sqm

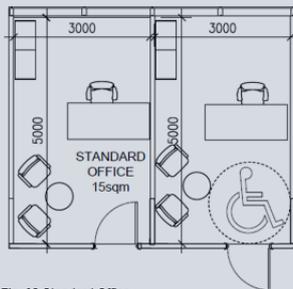


Fig. 02 Standard Office
15sqm

Reddy Architecture +
Urbanism

2.

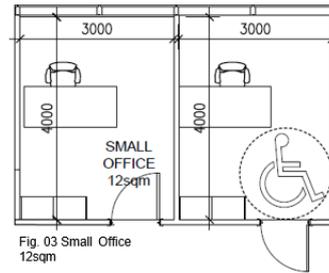


Fig. 03 Small Office
12sqm

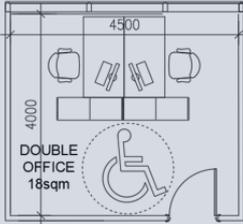
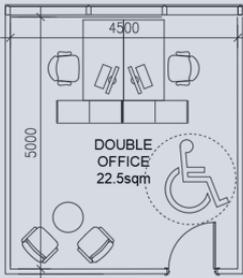
Working to a 1500mm Grid the above cellular office typologies allow for :

- a. Large, Medium and Small sized offices
- b. Offices with and without an internal private meeting spaces for HR purposes etc.
- c. Offices with Wheelchair Access
- d. Office with storage up to 1300w x 450d x 1200mm high
- e. Desks 1600mm suitable for a double flat screen
- f. Acoustic separation of 48-50Db Rw. between rooms with doors set as far apart as possible to mitigate sound transfer between rooms.
- g. Doors min 850mm clear open and 300mm leading edge. Vision Panels or side lights as required.
- h. Natural ventilation where possible and natural daylight to 1 aspect.

Reddy Architecture +

3.

2. Double and Treble Office Typologies

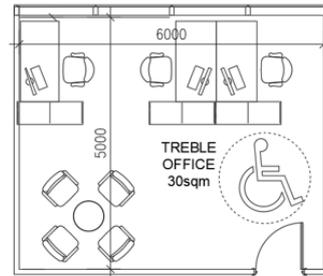
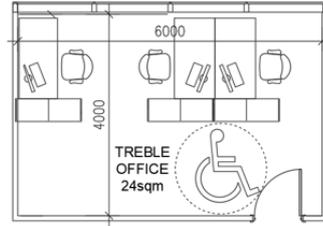


Working to a 1500mm Grid the above cellular office typologies allow for :

- a. Large, Medium Double and Treble Capacity offices.
- b. Offices with and without an internal private meeting spaces for HR purposes etc.
- c. Offices with Wheelchair Access
- d. Office with storage up to 1300w x 450d x 1200mm high x 2-3 units

Reddy Architecture +
Urbanism

4

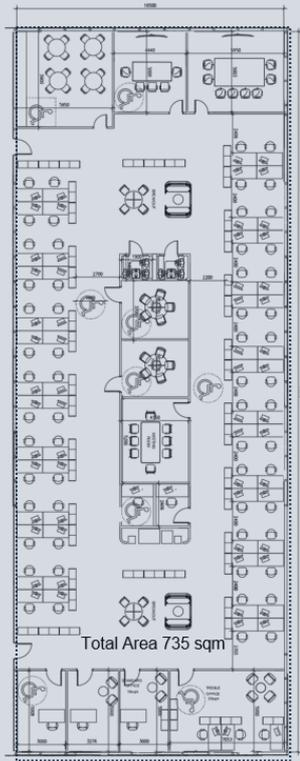


- e. Desks 1600mm suitable for a double flat screen
- f. Acoustic separation of 48-50Db Rw. between rooms with doors set as far apart as possible to mitigate sound transfer between rooms.
- g. Doors min 850mm clear ope and 300mm leading edge. Vision Panels or side lights as required.
- h. Natural ventilation where possible and natural daylight to 1 aspect.

Reddy Architecture +
Urbanism

5

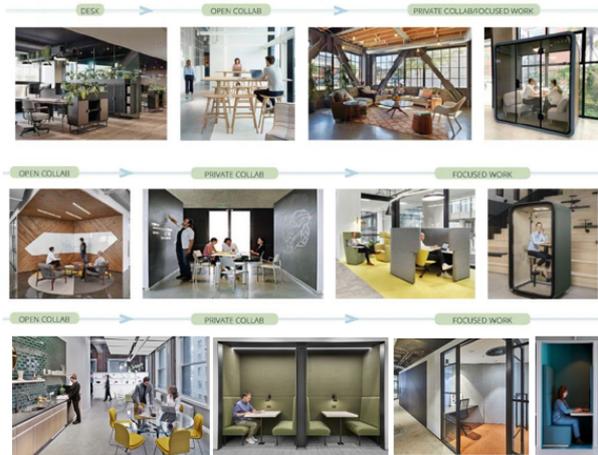
5. 50+ Open Plan
Typology



Total Area 735 sqm

Reddy Architecture +
Urbanism

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Working to a 1500mm Grid this 50+ Staff capacity open plan office typologies allows for :

- a. 1-2qt Zoom Rooms + 1-2qt 4P Booths i.e. 1 per 12 staff members – 2.7sqm -5 sqm each
- b. 2.2 – 2.4mt desk row spacings
- c. Offices 3-5 various sizes – see section 1
- d. 1600mm desks in 4-6P clusters with 2.6mt w x 450d x 720-1200mm h storage units
- e. 1 x 6P Meeting Room 15 sqm
- f. 1X 8P Meeting Room with ability to set landscape for hybrid meetings. 22sqm
- g. 1x 10-12P Meeting Room 30sqm
- h. 2 x Open Plan breakout spaces with write on wall/AV
- i. Selection of Single Use and Shared Offices
- j. Acoustic separation of 48-50Db Rw. between rooms with doors set as far apart as possible to mitigate sound transfer between rooms.
- k. Wheelchair Access to % of rooms as recommended by DAC consultant
- l. Doors to be min 850mm clear ope and 300mm leading edge. Vision Panels or side lights as required
- m. Natural ventilation where possible and natural daylight to 1 aspect.

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Urbanism

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5. Example Layout – UG International Office

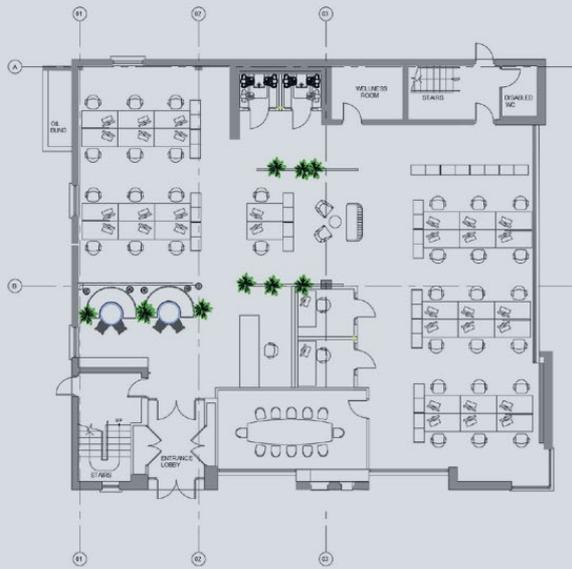


Fig. 05 Ground Floor – Test Fit

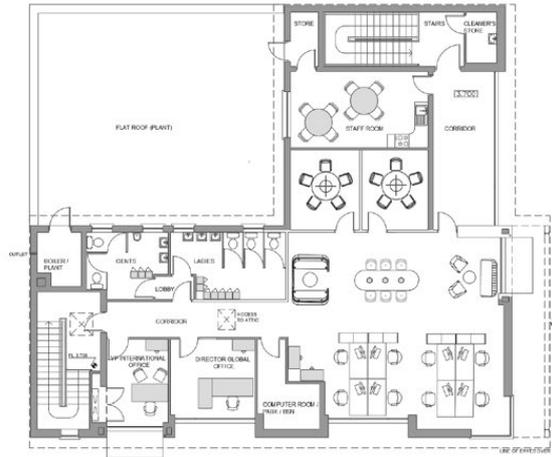
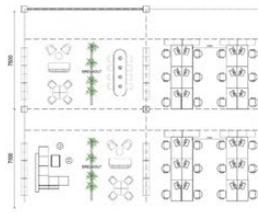


Fig. 06 First Floor – Test Fit

TYPE A

100% OPEN COLLAB



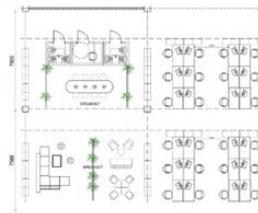
RESC

OPEN COLLAB



TYPE B

75% OPEN / 25% PRIVATE COLLAB STYLE

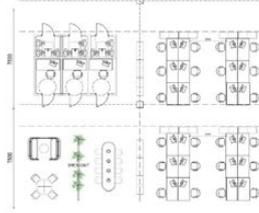


PRIVATE COLLAB/FOCUSED WORK



TYPE C

50% OPEN/50% PRIVATE COLLAB STYLE



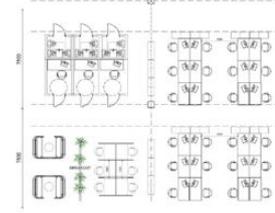
OPEN COLLAB

PRIVATE COLLAB



TYPE D

100% PRIVATE COLLAB/FOCUSED WORK



FOCUSED WORK



Related Documentation

https://www.hsa.ie/eng/publications_and_forms/publications/general_application_regulations/gen_apps_workplace.pdf

Procedures for Space Management (multiple)

Discipline Liaison Group

<https://www.universityofgalway.ie/buildings/service-helpdesk/helpdesk/>

University Health & Safety Policies and Procedures (multiple)

<https://www.universityofgalway.ie/health-safety/policies-&-procedures/>

QA100 Procurement Policy <https://www.universityofgalway.ie/media/procurement/QA100->

Procurement-Policy-v2.1-Dec-2020.pdf

Signing Authority and Approval Policy (QA350) (not publicly available)

4.5. QA123 Event Management & Safety Policy

[https://www.universityofgalway.ie/media/buildingsoffice/files/policiesandprocedures/QA123-EventManagement-and-Event-Safety-Policy-\(EMESP\).pdf](https://www.universityofgalway.ie/media/buildingsoffice/files/policiesandprocedures/QA123-EventManagement-and-Event-Safety-Policy-(EMESP).pdf)

4.6. Guidance document on Space Norms (Awaiting Approval)

4.7. QA180 Hybrid Working Policy

[https://www.universityofgalway.ie/media/humanresources/publicdocuments/policiesprocedures/HybridWorking-Policy-\(UMT-Approved-December-2022\).pdf](https://www.universityofgalway.ie/media/humanresources/publicdocuments/policiesprocedures/HybridWorking-Policy-(UMT-Approved-December-2022).pdf)

4.8. QA510 Management of the Research Funding Lifecycle

[https://www.universityofgalway.ie/media/staffsub-sites/researchoffice/files/Management-of-the-ResearchFunding-Lifecycle-\(QA510\).pdf](https://www.universityofgalway.ie/media/staffsub-sites/researchoffice/files/Management-of-the-ResearchFunding-Lifecycle-(QA510).pdf)

4.9. QA 204 Academic Year Scheduling and Timetabling Policy

<https://www.universityofgalway.ie/registrar/policies>

4.10. QA140 University of Galway Retired Staff Policy

<https://www.universityofgalway.ie/media/publicsub-sites/retiredstaff/files/QA140->

Retired_staff_policy_beartas_o_gaillimh_do_chomhalta_foirme_scor.pdf

4.11. QA158 Hosting Conferences at University of Galway

<https://www.universityofgalway.ie/media/nuigalwayie/content/files/businessindustry/QA158-HostingConferences-in-NUI-Galway.pdf>

4.12. New Project Request

<https://www.universityofgalway.ie/buildings/projects/initiate-a-project/>

4.13. New Equipment Request (form – not publicly available)

4.14 Buildings & Estates Capital Management Procedure