



EAB

Snapshots of Utilisation Successes

Julie Thurston, Senior Director of Campus Planning and Facilities

- **Building name:** *F2 – Ghaf Offices*
- **Building 'type':** Administrative Offices
- **Footprint:** 840 sq. meters
- Former Campus Daycare space

What makes this building or space more 'optimised' than others on campus?

This is the first purpose-built hybrid work space on campus. The design supports 15-20% additional personnel compared to a standard office space by leveraging shared desks and offices. The suite has a total of 13 offices and 61 workstations.

What tactics or strategies has your team leveraged to enable that optimisation?

Flexible work spaces: bookable private offices, standing desks, zoom booths (individual and 2-person), open booths, high-table break spaces, locker storage, large pantry with seating, 2 small meeting rooms with tech, and one large conference room. All meeting rooms and bookable offices are managed on a shared booking system to increase (and evaluate) utilization.



Queen Mary University of London

Gareth Gillmer - AD Space and Workplace Transformation

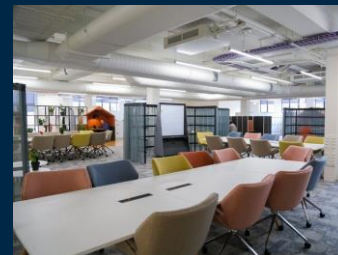
- **Building name:** Department W
- **Building 'type':** Professional Services offices
- **Footprint:** 5145m (NIA)

What makes this building or space more 'optimised' (however you define it!) than others on campus?

Designed during C-19 for 664 FTE and has seen a 54% increase to 1023 FTE now using the building. Area/FTE change from 7.75 to 5sqm. Utilisation levels increased from 38% to 55% upon initial occupation in Jan 2022.

What tactics or strategies has your team leveraged to enable that optimisation?

1. *Implementation of activity based working principles*
2. *Installation of smart sensors to monitor occupancy levels and inform periodic rebalancing of neighborhoods and work setting provisions.*
3. *Change management support, engagement, workplace experience surveys*
4. *Experience gained was used to develop activity based working pilots within academic office environments and facilitate further optimisation of the estate*



UCL Bloomsbury campus office consolidation



- Julie Whetton – Exec Director Estates Development
- **Building name:** *Bloomsbury campus – office hub (Maple House)*
- **Building ‘type’:** *Faculty / Dept and Research offices*
- **Footprint:** *5,000 Square metres*

What makes this building or space more ‘optimised’ (however you define it!) than others on campus?

Current utilisation rates in leased offices ave ~20%

Aim to enhance quality and utilisation/collaboration, create varied office environments, reduce leased space, drive value with partner landlord, flexible space to add/divest

What tactics or strategies has your team leveraged to enable that optimisation?

Challenging to align users – working group on office space with Joint Academic Board, visible leadership with Provost office relocation, long term plan to evolve office environments and enhance quality of spaces



Stephen Wells – Director of Estates and Facilities

Building Name: Park Building

Building Type: Central Plant, Workshops & Office Space

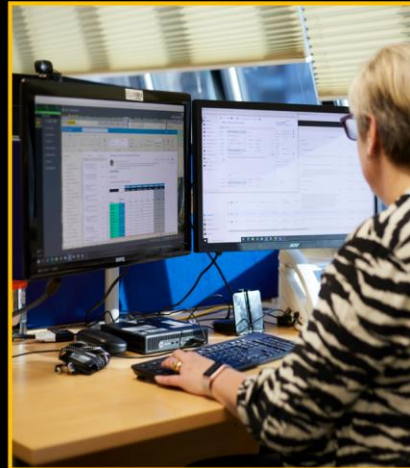
Footprint: 4,753 Gross Internal Area (GIA) in square metres

What makes this building or space more 'optimised' than others on campus?

Park Building was originally planned for central plant and estates operational staff, it now houses an open plan office for Estates and Facilities staff, ITCS, USS and strategic project teams.

What tactics and strategies has your team leveraged to enable that optimisation?

In the Park building there is hot desking, no cellular offices and as a result improved teamworking as different teams are in the same space. Improved efficiency on space utilization.



Helen Wood, Head of University Space and Property Management



THE UNIVERSITY
of EDINBURGH

- **Building name:** *Old College*
- **Building 'type':** *Mixed use (Professional Services, Academic, Events)*
- **Footprint:** *17,000m²*

What makes this building or space more 'optimized' than others on campus?

Implemented future workplace principles, within a Grade A listed building. Moving senior leadership and other teams from single cellular offices, to share workplace setting. Greatly increased number of staff, using the same footprint (shared desks, collaboration spaces, pods etc). Also allowed for a chain of moves, that ultimately freed up a building for academic / student use. Positive impact and benefits to 'team', resolving challenges etc

What tactics or strategies has your team leveraged to enable that optimisation?

Changes to space supported by, technology and behavioural / cultural change. Strong vision from leadership, focus on experience. Supported by space principles and framework of change.



Mr. Juha Waulu, Head of Premises and Security Services

- **Building name:** *Linnanmaa Campus, RV2*
- **Building 'type':** *Office*
- **Footprint:** *223 Square metres*

What makes this building or space more 'optimised' (however you define it!) than others on campus?

The Idea is to create a versatile work environment where employees could choose from various space options that best suit their current needs.

The area is located in the middle of the campus and is easily accessible, and any lay-out change hadn't been done before since 1975. The main starting points for the project were: Disturbance-free, Community, Choice. The project area is designed for approximately 30 people.

What tactics or strategies has your team leveraged to enable that optimisation?

The goal of the project is to encourage research groups to follow modern office space principles and to increase the sense of community among researchers and teachers, as well as the campus's attractiveness, which enhances the university's appeal



Andrew Bevan – Director of Estates

- **Building name:** *Britannia Mill*
- **Building 'type':** *Academic, including studio space*
- **Footprint:** *6539m²*

What makes this building or space more 'optimised' (however you define it!) than others on campus?

Significantly improved utilisation of a building previously described as "hot and empty", driven by culture change and TRAC data implications

What tactics or strategies has your team leveraged to enable that optimisation?

Use of automated systems (people counting, attendance monitoring, AV/PC usage, access control readers) to feed a data warehouse which in turn is translated, via PowerBI, into live data-dashboards for PVC Dean/Deputy Dean.

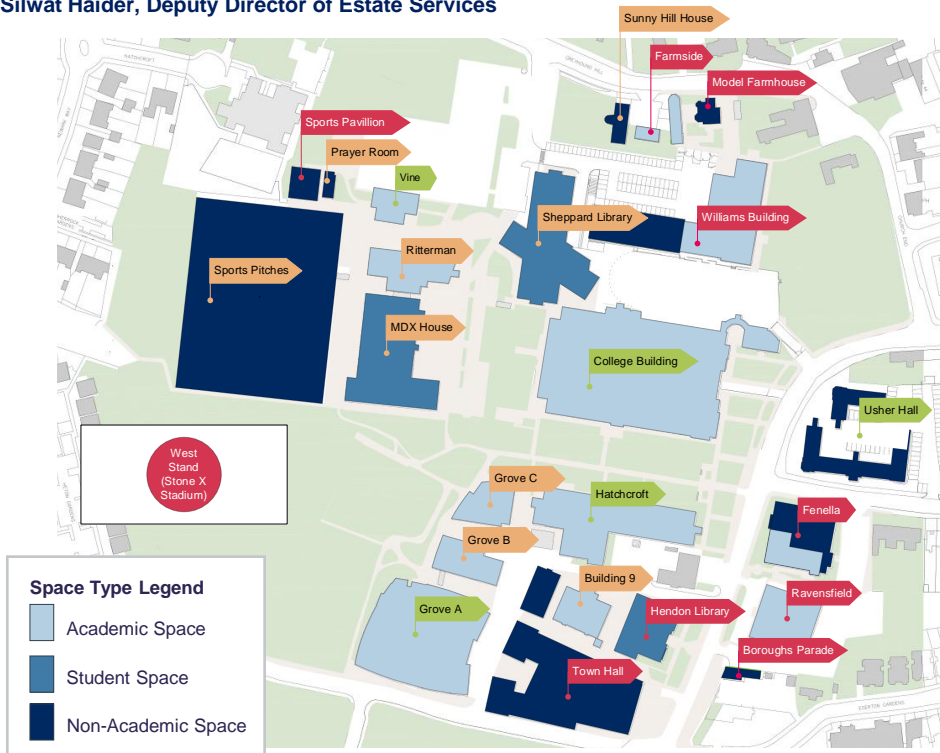
Addresses issues of non-delivery, over-booking of rooms and claimed "self-study" .



HENDON CAMPUS SPACE OPTIMISATION: A STRATEGIC “WIN”

Zuzana Botkova, Director of Estates and Facilities

Silwat Haider, Deputy Director of Estate Services



Smaller, Smarter and Sustainable: Our Evolving Estate Vision

We are rethinking how we use space at Middlesex University’s Hendon Campus as part of our broader Estates Strategy to create a “smaller, smarter and sustainable” estate. This aligns with our commitment to:

- Optimising efficiency
- Inspiring new ways for people to connect
- Creating attractive, agile and student-centred campus experience

Space Utilisation and Leasehold Exits

Following investment in space utilisation technology, we identified significant underuse across our London Estate. This insight enabled us to initiate the development of our estate strategy that will support the delivery of our core and other enabling strategies, i.e. digital and people.

The data and insight also enabled us to make more immediate recommendations and/or facilitate decisions related to the reduction in building opening hours, thus reducing operational costs; moving out of leasehold properties that were/are underutilised; and forward plan to repurpose the spaces in our freehold properties to better support our students and teaching

Occupancy Legend

- High – 60% to 90% Occupancy (Green)
- Medium – 30% to 60% Occupancy (Orange)
- Low – 10 to 30% Occupancy (Red)

Shared Research Hub – Sähköotalo Noodi @ Hervanta Tampere, Finland

- A hub of experimental research environments, **Sähköotalo Noodi** brings together currently scattered experimental research activities and facilities and increase collaboration possibilities for cutting-edge research. Building work is ongoing and the hub will be ready in the summer 2027.
- The selected location for the new research hub adds on to university's earlier significant investments in former Sähköotalo-building (Const. 1978), such as clean rooms and the microscopy center - **making the location financially viable** for a **new build** replacing some demolished parts of the building and a **complete renovation** of the remained parts
- The new build - **Sähköotalo Noodi** is a creation of optimized premises offering **functional synergistic benefits, shared resources and environments**, and **financial and functional benefits** that are achieved by **centralizing** environments of the same type, e.g. through building technology solutions and laboratory support services
- Noodi's laboratory spaces are designed to be as **modular** as possible, allowing for **maximum adaptability and flexibility**. Solutions include structural modularity, floor height and zoning based on requirements
- From the early need assessment phase to project planning and ongoing design and build –construction phase, the **dialogue with the end users** has been intense, to create the best spatial solutions and foundation for **long term synergies between the faculties**. By developing shared use and collaboration, the functions will fit into smaller, but functional areas of the future
- Project is the largest of the university's Facilities Programme and **plays a role in the overall optimization of facilities** leading to having nearly - 20% less rental space by 2030



Jerry Brooks, Director of Estates & Campus Services

- **Building name:** *John Henry Brookes*
- **Building 'type':** *Academic*
- **Footprint:** *20,000sqm/200,000sqft*

What makes this building or space more 'optimised' (however you define it!) than others on campus?

This building contains social learning commons, the main library, the SU and a variety of teaching spaces/lecture theatres (40-400 persons).

The building is popular with students and is very well used for social learning. However, the building is over designed and very difficult and expensive to maintain.

What tactics or strategies has your team leveraged to enable that optimisation?

Good food and coffee outlets, 24/7 library opening, SU events into the evening. Large events are often booked here too.



UNIVERSITY OF EAST LONDON



Liam O'Dell – Director of Estates & Facilities

- **Building name:** *Arthur Edwards Building*
- **Building 'type':** *SU | Catering | Academic*
- **Footprint:** *Ground Floor*

What makes this building or space more 'optimised' (however you define it!) than others on campus?

UEL took the opportunity to optimise the ground floor space into a student focused – Student Union – led space that was closed off uninviting ground floor is now open and created a real heart to the campus

What tactics or strategies has your team leveraged to enable that optimisation?

Developed in partnership with East London Students' Union, the spaces are designed with both style and functionality in mind, student focused with touch down / break spaces where students can use during their day. Adjacent spaces were created for society / function rooms. 1-2-1 rooms were designed to facilitate pastoral engagement as well as a service center with microwaves and hot water facilities



- Building name: Byrom Street Campus
- Building type: academic offices/career space
- Footprint:
 - Mixed use space - 464m²
 - Maker Space – 224m²
- Optimisation
 - Removing individual underutilised academic offices
 - Removing sole ownership – looking at cross-functional use
 - Encouraging sharing – efficient booking of space on IT systems
- Tactics
 - Change management – influencing key stakeholders
 - Investment in technology, furniture
 - Culture change – awareness raising re space utilisation, costs and building accountability



Underutilised career space



Mixed use – advice & student activity space



Underutilised academic offices



Maker space

Mark Poland, Director of Buildings and Estates

- **Building name:** The Hub
- **Building 'type':** Mixed - Student and Academic
- **Footprint:** 3657m²

What makes this building or space more 'optimised' (however you define it!) than others on campus?

The Hub is a dedicated student services building which delivers new forms of space for the university:

- Open plan spaces for students to collaborate and engage in informal learning
- Shared spaces with functional flexibility during the day and at night
- New lecture theatre and learning/event spaces

The building is the most energy efficient on campus, fully accessible and houses the first Changing Places facility in Cork.

There was also a heavy technological investment which meant that audio visual teaching supports required during Covid were already in place.

What tactics or strategies has your team leveraged to enable that optimisation?

When considering design principles, students were at the forefront, delivering spaces and systems that support the student journey. Accessibility was also a key component and consideration to ensure all students are able to access services.

The service model was also considered: while many services now have an online facility, the Hub provides a space for in-person meetings where it is required.



University of Nottingham (University of Sheffield Example, former institution)

Laura Armitage – Director of Estates Masterplanning, University of Nottingham

- **Building name: The Wave**
- **Building 'type':** *Academic, Research & Student.*
- **Footprint: 16,600m²**

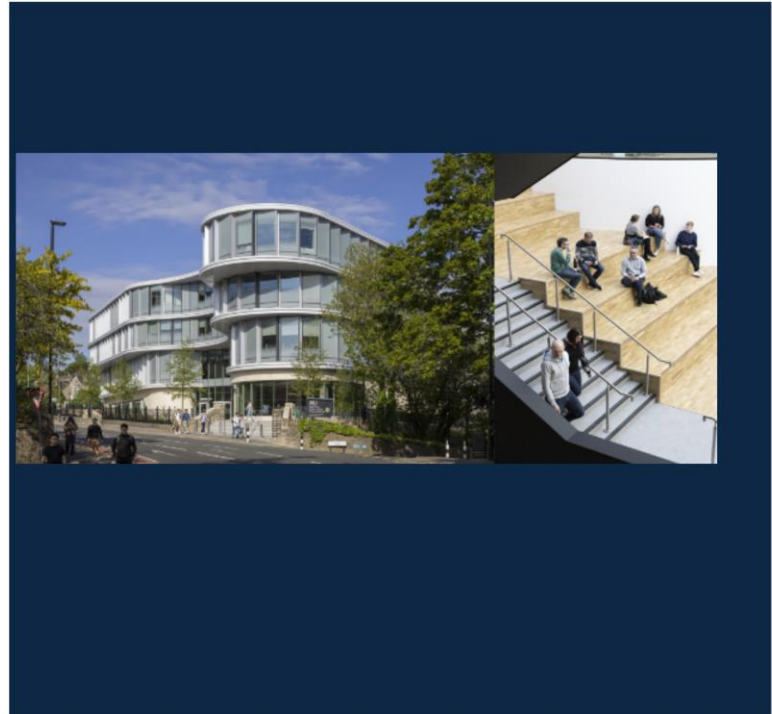
What makes this building or space more 'optimised' (however you define it!) than others on campus?

Shared academic workspaces to fit activity. No one size fits all approach. 30% reduction in space allocation, 60% increase of staff fte (responding to student growth to maintain SSRs).

*Collective timetabling – linked to flexible working contract
– Utilisation of teaching spaces at 80%.*

What tactics or strategies has your team leveraged to enable that optimisation?

Elaborate here – Space groundrules, space needed to suit activity, culture and academic operations. Intensive consultation. Wider strategy – adopting new ways of working resulted in the removal of a £25m building.



Dr Caroline Pepper
Head of Space and the
Digital Estate

*'The continual shift in architectural
form and purpose to accommodate
changing needs'*

(Schmidt & Austin 2016)

In the heart of a grade 2 listed
building - Aston Webb C Block
Student Hub 169m²

Typology of adaptability;
adjustable and versatile



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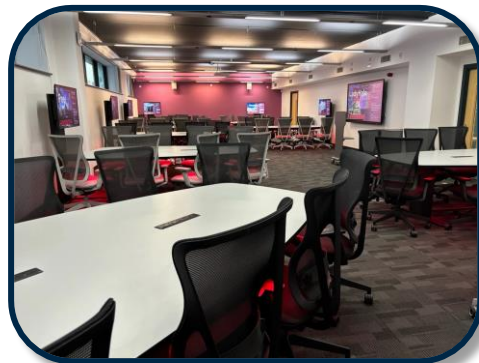
Justine Thompson – Associate Director Craig Brown – Space Planning Manager

- **Building name:** *Lady Hale*
- **Building 'type':** *Teaching*
- **Footprint:** *2,764m²*

What makes this building or space more 'optimised' (however you define it!) than others on campus?

Since the enhancements have been installed in rooms G03 and G14 we have seen an increase in the utilisation rates. See table below

Year	G03	G14
2023	14%	17%
2024	27%	22%
% +/-	13%	5%



What tactics or strategies has your team leveraged to enable that optimisation?

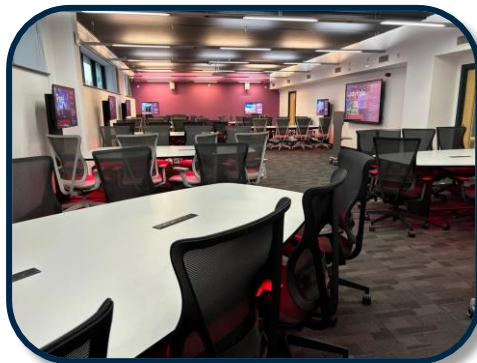
We've installed enhancements to rooms G03 and G14 in Lady Hale which will improve both the teaching and learning experience.

In collaboration with Estates, Professional Services, and LTEC we've worked to create the 'Inspire' collection of rooms which feature advanced technology and improved design, and are designed around feedback that you've given.

What's new?

G03 – Collaboration Space: This room encourages collaboration, with group pods equipped with seating, tables, and screens for private group work. The central table allows for idea sharing, and the screens are interconnected to facilitate collaboration between groups.

G14 – Observation/Participatory Lecture Theatre: This space is designed to foster active learning and engagement. It's a fully digital environment with wireless connectivity, enabling flexibility in teaching. The front of the room is a dynamic space for demonstrations, role-playing, and performances, with cameras that display on the large screen and stream activities for remote participation. The space can also be optimized for events and conferences.



Stephen Wells – Director of Estates and Facilities

Building Name: Building 3 Lasdun Wall

Building Type: Research Labs, Teaching Space and Social Study areas.

Footprint: 12,334 Gross Internal Area (GIA) in square metres

What makes this building or space more 'optimised' than others on campus?

Building 3 project will enable closure of two Condition D buildings, new labs are shared and not singular Principal Investigator led, new social study space in a learning avenue creates significant social study space for students.

What tactics and strategies has your team leveraged to enable that optimisation?

Building 3 enabling phase drove significant space efficiencies in PS and Arts/Humanities areas as these moved out of this building into smaller spaces across campus, but it also enabled to relook at locations of teams/departments across UEA.



Thematic Observations

- **Hybrid & activity-based workplaces are mainstreaming**, freeing extra capacity in the same footprint
- **Estates is becoming data-first** — live utilisation dashboards and data analysis are driving lease exits, portfolio shrinkage, and major capital decisions
- **Student-centred hubs inside heritage stock lift satisfaction & dwell-time**, without growing overall footprint
- **Modular, tech-rich research & teaching spaces boost utilisation and collaboration**, and are aligned with strategic goals
- **Culture shift is the make-or-break factor** — successful projects pair space innovation with intensive staff / student engagement and behavioural nudges,



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