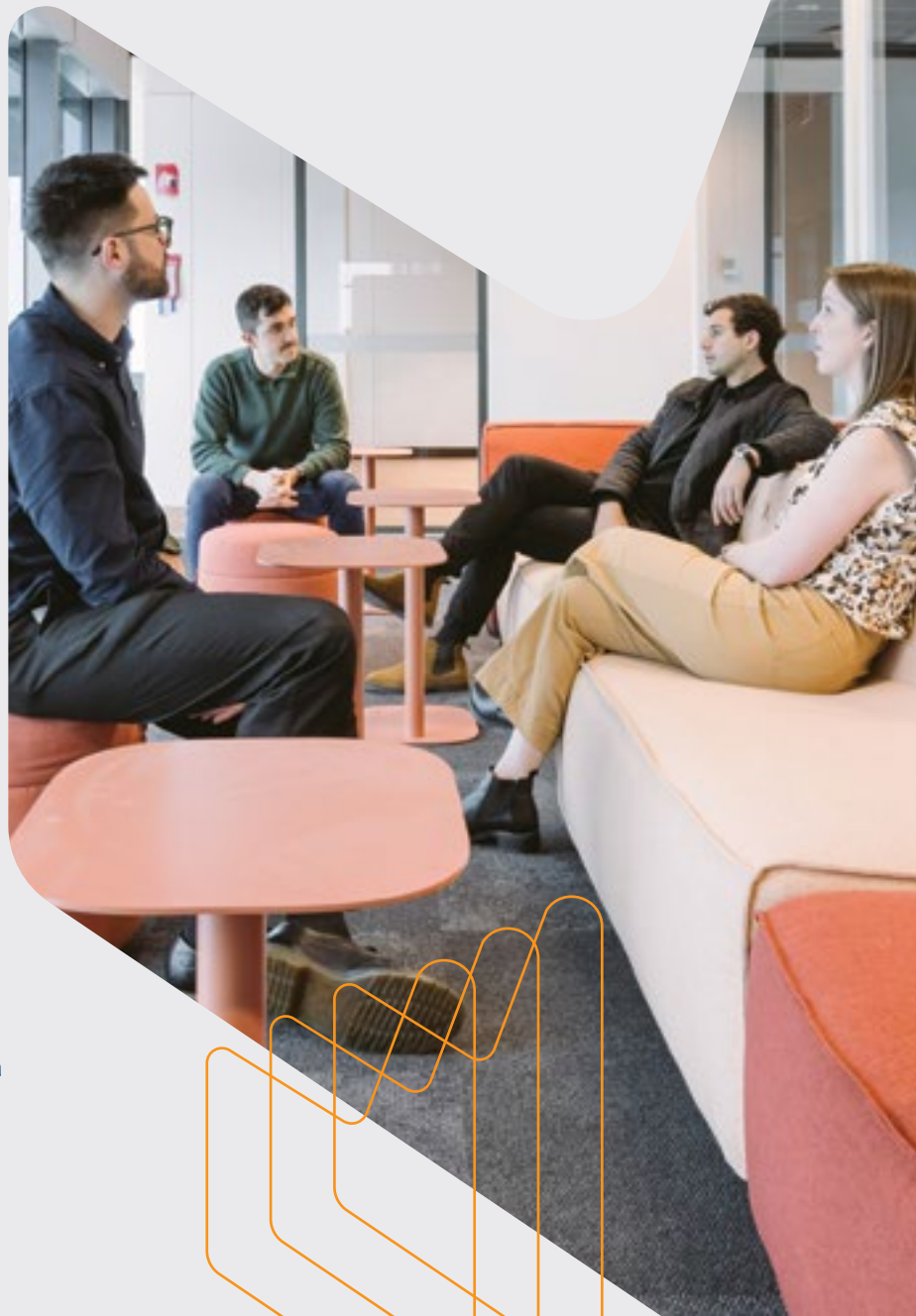


Office Accommodation **Guidelines**

2022



Government of South Australia

Department for Infrastructure
and Transport

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Key Principles of the Government Office Accommodation Framework

Standards – Updating of Government Office Accommodation Fit-out Standards providing a consistent central project management of fit-out projects. This approach will ensure across government procurement of fit-out Furniture, Fixtures and Equipment (FF&E) will leverage Government purchasing power for all fit-out projects.

Cost – Accommodation and fit-out costs to be consistently applied in line with the approved document “Whole of Government Office Accommodation Treatment of Financial Impacts”. Costs to be centrally managed and minimised where possible whilst allowing for the operational and business needs of agencies.

Scope Changes – Accommodation and fit-out provision is to be based upon Cabinet (or Delegate) approval, with no increase in project scope without further approval from the originating approval delegate.

Flexibility – Accommodation and fit-out provisions to enable sufficient flexibility to meet agencies business requirements, in the context of effectively managing costs and vacant space in existing government owned or committed lease accommodation and maintaining consistency across government fit out designs. Special needs can only be approved by Cabinet (or Delegate).

From Premier and Cabinet Circular 018 – Government Office Accommodation Framework (PC018)

Part 1: Guideline overview

Purpose of the guidelines

The *SA Government Office Accommodation Guidelines* have been developed by the Department for Infrastructure and Transport (DIT). They outline the South Australian Government workplace design approach and provide a set of guidelines for establishing sustainable office accommodation in government owned and leased premises.

The guidelines should be applied to all new office accommodation fit out projects, as well as changes to existing facilities.

The guidelines provide straightforward, practical guidance to assist South Australian Government agencies to work with DIT in planning and managing their office accommodation in accordance with good design and management practice

The guidelines operate in conjunction with [*Premier and Cabinet Circular 018 – Government Office Accommodation Framework \(PC018\)*](#).

These guidelines aim to assist agencies, design consultants and building contractors to:

Provide a clear framework for agencies to undertake business planning and programming to support their office accommodation fit outs

Provide a clear framework for the procurement and management of government office accommodation fit outs

Make workplaces more effective to improve staff satisfaction, productivity and service delivery

Maximise the effective use of available space

Achieve flexibility and adaptability in fit outs to reduce cost of changes and extend economic life

Achieve long term savings throughout government by better planning and utilisation of office space

Reduce their operational emissions and improve climate resilience of office accommodation, in line with the *South Australian Government Climate Change Action Plan* and net zero 2050 target



Roles and responsibilities

The key responsibilities for office accommodation planning, leasing, fit out construction and management is to ensure the efficient, cost-effective provision of government's office accommodation in accordance with government accommodation policies, guidelines and regulatory requirements as outlined in *PC018*.

Cabinet has directed that only DIT will represent government in the marketplace for government occupied office accommodation.

Agencies

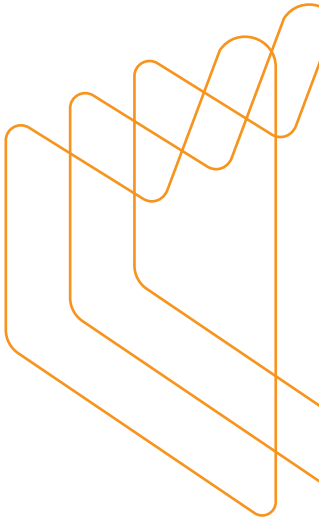
The Chief Executives of government agencies are responsible for ensuring their office accommodation is suitable for the service delivery functions in terms of:

- capacity
- area efficiency in m² (square metre)
- quality standard
- amenity
- operational alignment; and
- location.

Agencies are responsible for undertaking their own business planning, developing corporate strategies and business plans, and delivering government services in accordance with the government's priorities and policy.

As part of the business planning process, each of the above components should incorporate:

- proposed timing / programme
- potential opportunities such as preferred synergies, possible integration of service-delivery programs, physical collocations, and resource sharing
- possible locational constraints such as incompatibility with other agencies' services or clients, or with private businesses
- identifying workplace staff numbers and workplace client/visitor numbers
- workplace technology
- functional building and accommodation
- costs and funding available.



Chief Executives are accountable and responsible for the effective and efficient use of office space and associated facilities and agencies are required to:

- Engage and coordinate with DIT on agency accommodation, strategic planning and changes in accommodation requirements
- Complete space usage audits and surveys and submit to DIT annually within required time frames
- Ensure DIT is informed of new initiatives to allow adequate time to procure and fit out new accommodation
- Consider the cost of office accommodation in all new initiatives and include funding for accommodation in budget bids where the funding is not identified in existing operating budgets
- Submit *Agency Request for Office Accommodation Form* to DIT in a timely manner to allow accommodation briefs to be accurately prepared. The request should demonstrate that the budget for accommodation already exists and must include executive endorsement of the proposal (this should be the Agency's Chief Executive or delegate authorised by the Chief Executive)
- Ensure that all contact with leasing market operatives (agents and landlords) is arranged by DIT only.
- **No direct contact should be made by agencies** with leasing agents or landlords on leasing matters.

‘Both DIT and the individual Agencies need to work in partnership to balance the Agency’s operational needs with the most effective Whole of Government outcomes.’

– PC018





DIT Property

DIT Property is responsible for:

- Strategic Accommodation advice
- Lease Negotiations and Documentation
- Property Management
- Whole of Government accommodation fit out projects
- Approval processes.

DIT Property coordinates all office accommodation fit outs. The adoption of a central approach to managing Government fit out projects ensures:

- Standardisation of approach to achieve compliance with all relevant government policies, legislation, and standards (including Industry Participation, Environmental and Work Health & Safety, Building Codes and Australian Standards requirements)
- Consistency in fit out design and application to provide greater flexibility across different agencies to allow ease of movement between government offices and the reduction in churn costs.

For Whole of Government accommodation fit out projects:

- Formulate, develop, implement, and review standards and guidelines in relation to the planning and management of Whole of Government office accommodation for agencies including standards that address fit out flexibility

- Coordinate office accommodation project management and change management services for government agencies
- Coordinate fit out planning, design and construction where required
- Maintain and implement Whole of Government office accommodation fit out standards and guidelines
- Review and assess Agency Request Form to align with these Guidelines
- Review and assess Concept design and Final Construction to align with these Guidelines

Approval processes:

- For office accommodation proposals under \$1.5 million (inclusive of GST) prepare and arrange appropriate delegate approvals
- Arrange for approval of agencies office accommodation proposals as part of the Ministerial process for projects and leases where the total net cost is \$1.5 million (inclusive of GST) and over
- Present proposals to the Minister for Infrastructure and Transport and prepare Cabinet submissions on behalf of the Minister seeking approval for office accommodation proposals of \$15 million and over (inclusive of GST).

Government Office Accommodation Committee (GOAC)

The Cabinet approved role of GOAC, comprising senior executive representatives of the Department of the Premier and Cabinet, the Department of Treasury and Finance, and the Department for Infrastructure and Transport (DIT), is to focus on strategy and major office accommodation proposals where the total cost of a new lease exceeds \$1.5 million (GST inclusive) or where the proposal will affect the *CBD Accommodation Strategy*.

GOAC is responsible to the Minister for Infrastructure and Transport and its endorsement of major accommodation proposals is required as part of the approval process for agencies' office accommodation proposals.

GOAC has the power to direct agencies on the preferred solution.

GOAC and DIT are responsible for developing and implementing strategies to allow the delivery of government's office accommodation guidelines and other whole-of-government targets for effective accommodation use.

GOAC monitors office accommodation proposals across government in relation to costs and policy compliance.

Minister for Infrastructure and Transport

All office accommodation proposals where the value of the lease payments in the proposal is greater than \$1.5 million and up to \$15.0 million (inclusive of GST) will be referred to the Minister for Infrastructure and Transport for endorsement and to ensure that office accommodation standards and policies have been met.

Proposals that meet the Government's mandated standards and policies may be endorsed by DIT for subsequent Ministerial or Cabinet approval.

The expected timeline and process for review by the Minister for Infrastructure and Transport and Cabinet should be appropriately managed by DIT and the agency. In planning an accommodation project, sufficient time must be allowed to enable Ministers and Cabinet to properly consider a proposal. DIT must also be given adequate time to conduct its assessment and respond to that agency if required.

Cabinet

All proposals where the total cost to government of the lease commitment is over \$15 million (inclusive of GST) will be referred to Cabinet for approval. Submissions to Cabinet will carry the Minister for Infrastructure and Transport endorsement and comment on the proposal.



Part 2: Fit Out Overview

General

All government office fit out components should be assessed for appropriateness in terms of:

- **Value for money.** Consider capital, operating and lifecycle costs as well as durability in terms of physical, technical and churn resilience. Continuous evaluation of both procurement options and fit out design, during project delivery can result in up front and ongoing savings.
- **Community expectations and perceptions.** Is it considered an “appropriate standard” for government office space.

- **Local or Australian content** in line with Government procurement policy.

- **Sustainability and Wellness.** Office fit outs align and contribute to government’s climate change and circular economy objectives, minimise environmental impacts and provide a healthier workplace.

Sustainability requirements for Government buildings are currently being developed. Until the full set of sustainability requirements are published, refer to the *ESD Specifications* for guidance on how to achieve sustainable outcomes on fit outs.

Sustainability Outcomes sought for Government buildings



Resilience

Design to adapt and respond to risks from climate change, pandemics, and other emergencies.



Carbon

Net zero operational carbon emissions for all new buildings by 2030.



Energy

Energy efficient, all-electric buildings, powered by renewable energy.



Wellbeing

Health and wellbeing of occupants improved through high quality indoor environments.



Materials

Materials are local, durable, low embodied energy and sustainable.



Water

Water efficient buildings, capturing water for reuse or connecting to alternative water supplies.



Smart

Using technology to inform building management and improve operations.

Workplace density benchmarks

The office accommodation workplace density benchmark targets a maximum of 12m² per workpoint.

Standardised workstation arrangements are preferred and desks ranging in size between 1800mm and 2100 long will be sufficient for most office-based activities. Linear workstations will provide the best space utilisation.

Open plan floors with low form workstations are the standard to be observed for all government fit outs. Offices are discouraged for all but Chief Executives. (Offices for Deputy Chief Executives can only be approved by exception by the relevant Chief Executive and reported to GOAC).

Other flexible spaces will be required to fulfill private work and meeting functions. Design should provide open and closed flexible and wireless access across the tenancy where possible. Technology should support the use of all spaces across the tenancy for working and teaming.

Included within workplace density benchmarks are areas such as quiet rooms, small meeting spaces, open plan collaboration spaces and multi-purpose Wellness rooms, together with utility, lockers and other general office support spaces.

Refer also the [Agency Request for Office Accommodation Form](#).

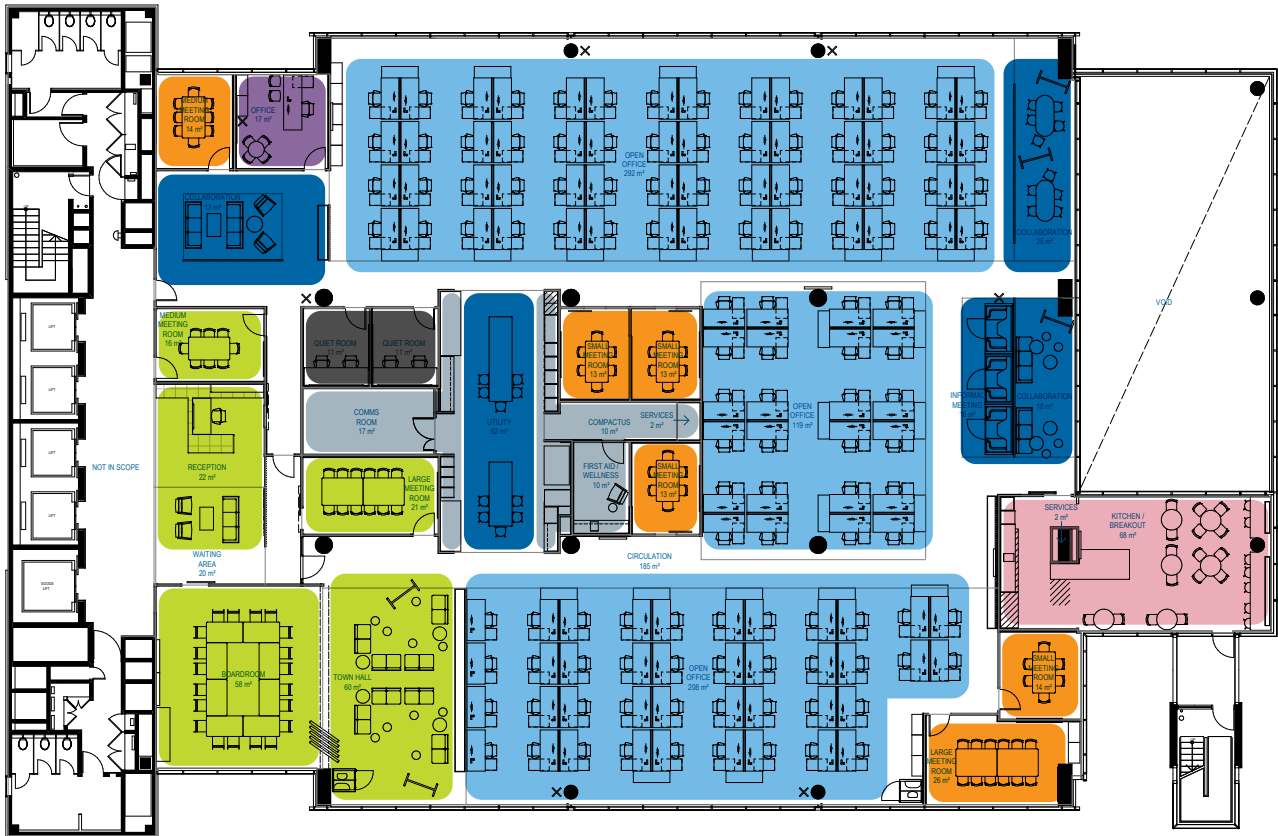
Future ways of working and space utilisation strategies incorporating work from home, desk sharing, technology and collaboration spaces mean a change from calculating against numbers of staff or FTE and analysing workpoints required.

Staff number x 80% =
Workpoint number required

To allow for lower occupancy demand for workpoints where flexible working practices are being used, a space utilisation ratio of 80% is recommended as a guide. This is to provide a greater efficiency return to government where staff are accessing more flexible work practices such as working from home, part-time hours and staff working off site and on leave. Having additional support and collaboration spaces allows set down options between meetings for example.



- Utilisation 10m² per workpoint across office spaces



Public / Special Agency	197 m ²	CEO Office	15 m ²
Focus / Quiet	22 m ²	Workstations	805 m ²
Meeting	93 m ²	Informal Meet / Collaboration	197 m ²
Breakout	68 m ²	Utility / Wellness / Lockers / Comms	41 m ²

Special agency facilities

Special agency facilities are unique-office areas, and these may impact on the ability to achieve the density target. Some typical examples include:

- Basements, workshops, storage areas used for non-office items
- Operational areas such as hearing rooms, laboratories, cashiers, public front counter areas, customer service spaces, public galleries and rooms used to interview, assess, or counsel members of the public
- Additional facilities that form part of the fit out (i.e., not part of base building) such as bathrooms, showers etc. designed to specifically support operational activities.



Fit out project costs

Benchmark costs include all physical construction costs, incorporating demolition, services, and furniture. They exclude associated professional fees, statutory charges and GST which must be included in budget planning.

To assist Agencies in establishing some preliminary budgets for a fit out project, DIT Property has established some benchmark fit out cost ranges as a guide.

It should be noted that these ranges are based on space utilisation targets for office space (under 12m² per workpoint) and will be updated annually.

Fit out type	Benchmark range per m2 (ex. GST)**
New fit out – complete fit out with new furniture, fittings, and services (integrated new build) (upper limit includes special agency)	\$1,700 to \$3,000
New fit out – (warm shell) amendment to base building fit out including partitions (upper limit includes special agency)	\$1,000 to \$2,400
Refurbishment – changes to loose furniture, workstations, and finishes, may include partition changes	\$700 to \$1,900

**Updated May 2022 (excludes escalation, professional fees and agency costs)

Refer also the [Agency Request for Office Accommodation Form](#).

Special Support Spaces or Agency Security or other specialised requirements will affect the Project Costs.

The need for Special Agency Facilities must be considered when planning a new fit out project and if required appropriate budgets should be allocated.

Agency managed costs can include items such as IT, network infrastructure, removalists, Agency staff costs, disposals, leasing decanting space and change management.

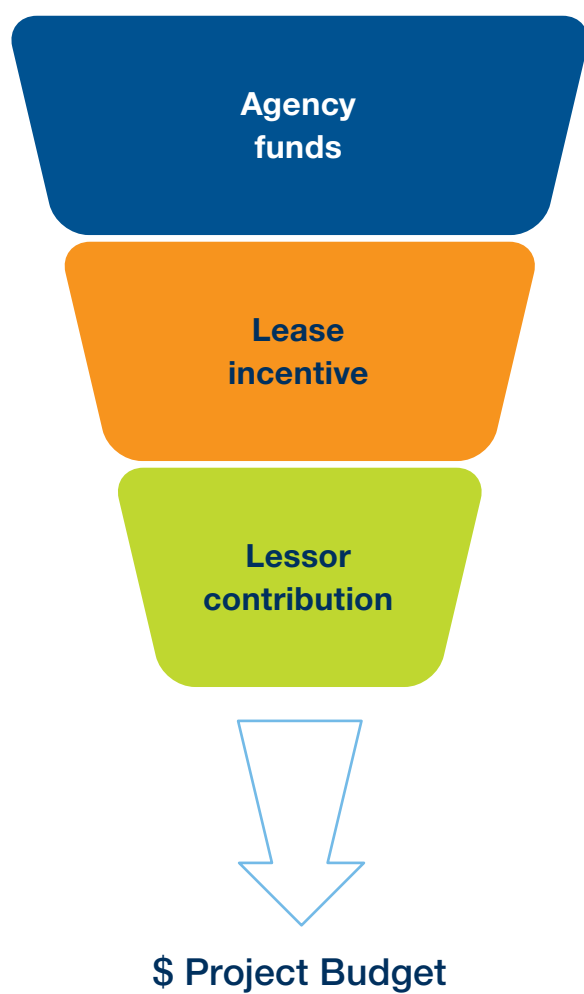
These items may be considered capital or operational expenditure.

Other costs may include unique elements which relate to upgrading building facilities or special services connections to the building for technology etc.

These will be important to be considered in your project budget as they can be large one-off costs.

Funding

Funding of costs can be from Agency funds (CAPEX/OPEX), Lease incentives negotiated and or Lessor contribution /Lessor works.





Agency planning

WHY: Business planning

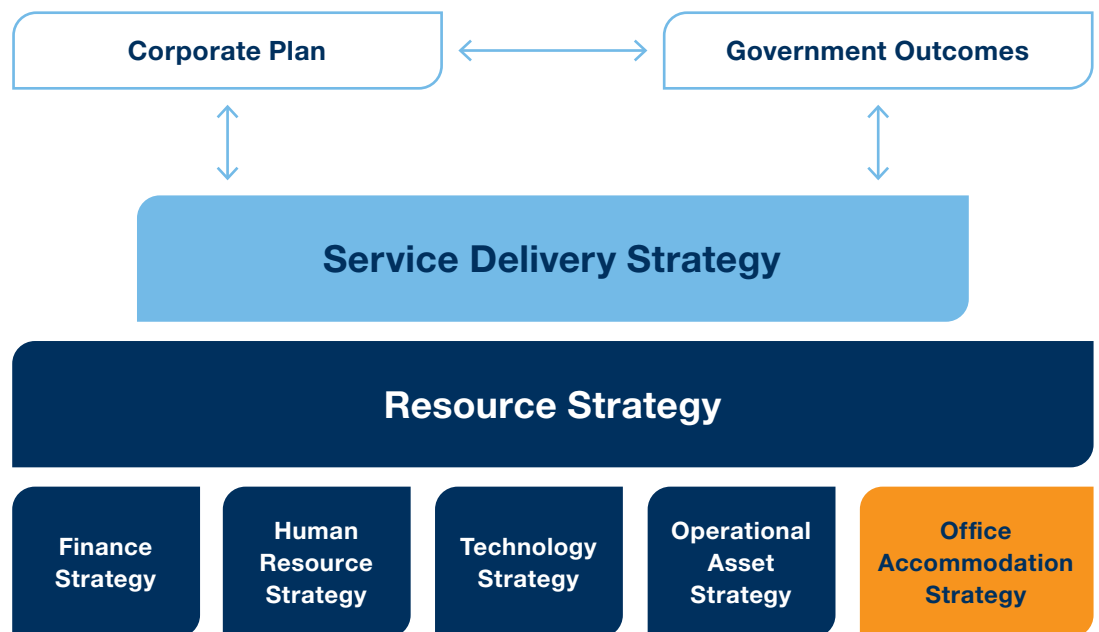
Agencies are responsible for business planning, including formulating service delivery strategies and programs that deliver outcomes in accordance with the government's priorities and policies.

Changes to service delivery driven by technology, patterns of work, or organisational structure will often require changes to office accommodation.

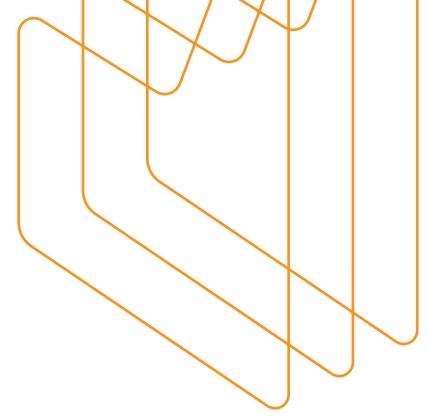
To establish a basis for accommodation planning, the business planning process needs to articulate service delivery requirements in terms of:

- new service delivery initiatives
- number of staff
- introduction or change of technology
- continuity of existing services
- office accommodation
- discontinuation of services or completion of projects
- financial resources and funding

Agencies are responsible for business planning, including formulating service delivery strategies and programs that deliver outcomes in accordance with the government's priorities and policies.



Refer also [Agency Request for Office Accommodation Form](#).



WHAT: Office accommodation planning

Each agency is responsible for establishing the office accommodation required for the delivery of its services and programs. Agencies should undertake a formal and structured approach to office accommodation planning to:



Important to planning is the consideration of timeframes. Refer [Fit out delivery times](#)

Visit [Office Accommodation](#) for forms and contacts.

Agencies may need to address immediate office accommodation requirements when demands have not been previously identified or do not fit into strategic planning timeframes. In these circumstances, prompt and ongoing consultation with DIT Property is required.

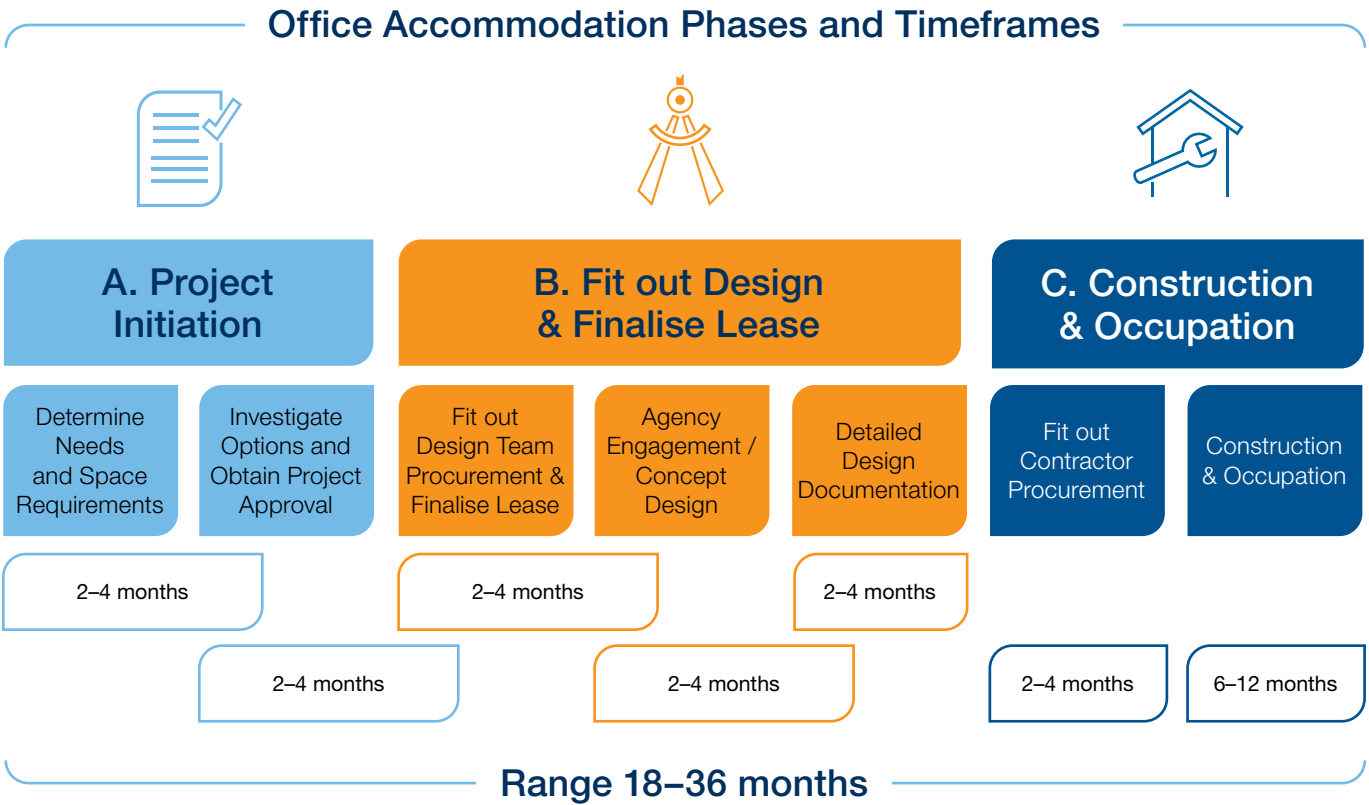
WHEN: Fit out delivery times

Planning office accommodation decisions well in advance will ensure functional and cost-efficient workspace solutions.

The timeframes tabled below include fit out project processes which are required in some form on each fit out. An outline of the typical process to be followed for the planning and procurement of office accommodation is illustrated below.

Agencies must ensure ample time is allowed for planning new office accommodation and lease negotiations.

– PC018



For further details of each phase noted above refer [Part 4: Fit Out Process](#).

Part 3: Workplace Design

Workplace design principles

Government office accommodation workspaces need to easily adapt to changes brought about by new technology, cultural shifts, and organisational churn.

Whole-of-government office space strategies are developed to minimise Government's office space footprint and vacancy, and provide office space that supports collaboration, flexibility, skill development, and service delivery. Best practice design inspires enhanced service delivery to South Australians and workspaces that perform effectively for all agencies and their staff. This includes being flexible enough to manage the health of staff and visitors to government offices.

The contemporary workplace prioritises increased choice in settings to connect, focus, meet, and collaborate. Different workplaces will make this transition at different speeds and so workplaces need to both support existing practices and be adaptable to these future opportunities. Government office space is moving towards a definition of space and fit out design based on users' work practices, while remaining within area and cost benchmarks.

The following six principles can be used to support government agencies to achieve a successful and adaptable design:

Design principle 1: Standardisation

- Incorporate generic planning, modular space standards, generic workstation footprints and generic furniture profiles, finishes and characteristics.
- Plan layouts for consistency with a building's structural grid and the modular dimensions of ceilings and facades.

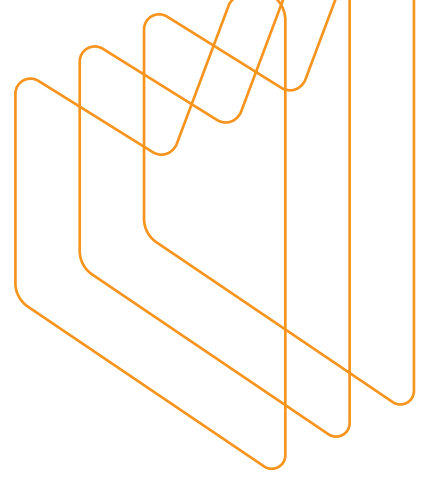
Design principle 2: Connectivity

- Design fit out elements as separate components that interconnect and can be disconnected and replaced/upgraded.
- Modularity in built zone components, furniture and fittings combined with mobile ICT solutions support maximum flexibility at minimum cost.

Design principle 3: Optimise functional zones

- Plan layouts in functional zones. Restrict built fit out (partitioning extending to the ceiling) to the zone adjacent to the building's core. Collocate built fit out to maximise adaptability to changing needs. Use the building's perimeter zone for open plan areas to maximise natural light and outlook.
- Provide alternative work settings for different types of work and work styles.
- Design spaces and rooms to support and/or adapt to multiple uses.





Design principle 4: Minimise impact on the base building

- Minimise built-in furniture and equipment that is fixed to floors, ceilings, core walls and external walls.
- Avoid facilities and functions that are inappropriate for office buildings such as printing shops, photographic darkrooms, and archival storage for example.
- Design fit outs which are within a building's design floor loading, electricity capacity, heating/ cooling capacity and cabling capacity.
- Avoid functions or processes that affect a building's classification or compromise safety systems.

Design principle 5: Compliance

- Design to meet legislative obligations such as workplace health and safety and accessibility and comply with government policy.
- All new fit-outs for office accommodation must meet or exceed the space utilisation target maximum of 12m² per work point.
- Agencies must actively pursue and develop plans for office accommodation that are suitable for activity based working and flexible working arrangements.
- Agencies must actively pursue opportunities that enable office accommodation to be accessible and shared by other government agencies.

Design principle 6: Sustainability

- Design for low or zero emissions:
 - » select energy and water efficient appliances,
 - » optimise use of daylight,
 - » select low embodied carbon products & materials.
- Design for circular economy:
 - » floorplans and provision of bins must facilitate effective waste separation and recycling,
 - » existing furniture should be re-used wherever possible. Where it is determined that re-use/ refurbishment of existing furniture is not feasible, give preference to furniture with recycled content.
- Design for organisational sustainability (cost effectiveness, culture, and values).
- Design for ecological sustainability and wellness (select products with eco-labels where possible, minimise exposure to toxins, enhance occupants' connection to nature through use of views, plants and natural materials)
- Consider current and emerging technologies including providing secure, high density wi-fi access across tenancies and multiple connection points throughout the space. This should incorporate integration of audio visual and video conferencing technologies at both desk and meeting room.
- Sustainability requirements for Government buildings are currently being developed. Until the full set of sustainability requirements are published, refer to the [ESD Specifications](#) for guidance on how to achieve sustainable outcomes on fit outs.



Design elements

To deliver upon the objectives set out within *PC018* regarding value for money across whole of government, the work environment should comprise the following elements:

- Open plan workstations for all staff
- Lockers to support flexible workstation usage (that is, limited ownership)
- Introduction of adequate shared support spaces to facilitate and encourage a connected and effective workplace e.g., quiet rooms, focus rooms
- Meeting room and kitchen / breakout facilities accessible to all divisions within the 'secure zone' on each level
- Open collaborative areas, layoff space and small decentralised informal / collaborative areas
- No compactus storage, local storage only

Workplace density benchmarks

The office accommodation workplace density benchmark target for agencies is a maximum of 12m² per workpoint. Open plan floors with low form workstations are the standard to be observed for all government fit outs. Offices are discouraged for all but Chief Executives. (Offices for Deputy Chief Executives can only be approved by exception by the relevant Chief Executive and reported to GOAC)

Utilisation

Future ways of working and space utilisation strategies incorporating work from home, desk sharing, technology and collaboration spaces mean a change from calculating against numbers of staff or FTE and analysing workpoints required.

$$\text{Staff number} \times 80\% = \text{Workpoint number required}$$

To allow for lower occupancy demand for workpoints where flexible working practices are being used, a space utilisation ratio of 80% is recommended as a guide. This is to provide a greater efficiency return to government where staff are accessing more flexible work practices such as working from home, part-time hours and staff working off site and on leave. Having additional support and collaboration spaces allows set down options between meetings for example.

Workstations

Workpoints should be open plan and standardised linear workstation arrangements.

Workstation systems should consist of separable components that can be reconfigured and reused without requiring multiple trades to disconnect and reconnect services.

Soft wired workstations made up of separate free-standing components are highly preferable to integrated, panel-based systems furniture that involves significant disruption whenever workstations need to be rearranged.

Workstation sizes ranging between 1800mm and 2100mm long will be sufficient for most office based activities and respond to infection control strategies. Workstation screens between desks should be limited to a maximum height of 1200mm to maintain visual privacy when seated, but not impede the flow of light or vision when standing.

To allow for flexible sharing of workpoints, consideration should be given to staff lockers in lieu of pedestals at workstations. These should be allowed for all staff. Growth should be considered.





Meeting, focus and collaboration spaces

Methods of working, collaborating, and meeting are ever-changing. Spaces are required to be flexible and adaptable to work with workstyles into the future. Areas for shared support spaces should be verified as part of the detailed design process. A largely generic layout is encouraged. Technology use should be supported in these spaces.

Strategies to maximise meeting space utilisation should be considered. Large conference and training rooms should be multi-purpose and able to be subdivided into smaller spaces for alternative uses.

Sharing within agencies and among agencies is encouraged and should only be provided within an office tenancy if used frequently enough to offer better value than hiring external facilities when needed.

These areas are to be included in calculating overall workplace density and incorporated within the benchmark density targets. Training rooms must be justified and must be consistent with the intent of these guidelines.

Meeting, focus and collaboration spaces include:

Space type	No. of people	Area
Phone 'booths'	1–2 people	2–5m ²
Quiet room	1–2 people	6.5m ²
Open plan meeting / collaboration	2–4 people	4–8m ²
Focus room	3–4 people	9m ²
Medium meeting room	10 people	18–25m ²
Large meeting room	16 people	36m ²
Conference	20–24 people	40–50m ²
Kitchen tea point with seating	1–30 people	24m ²
Kitchen breakout (enclosed / semi-enclosed)	30–100 people	60m ²
Kitchen breakout – large (enclosed / semi-enclosed)	100+ people	60–150m ²
Wellness / multi-purpose / parent room	1–2 people	12m ²
Collaborative zones / layoff spaces	2–3 people	4–6m ²

Refer also [Agency Request for Office Accommodation Form](#).



AV/ICT

Flexible and wireless ways of working across the tenancy should be available across all spaces, breakout, focus spaces, collaborative areas and including within meeting rooms (where possible).

Collaborative spaces and Meeting Rooms are to be provisioned with consistent AV/ICT equipment to support video conferencing and online meetings.

Seamless interface with AV/ICT equipment to reduce our reliance on paper should be included.



Breakout spaces and open collaboration

Good facilities promote a team approach. Teams can interact in centralised open or enclosed areas. Glazed enclosures enable teams to remain part of the work environment, while providing acoustic isolation.

Successful organisations recognise the importance of staff interaction in achieving organisational goals. Great ideas are often shared in passing. The office must be an enjoyable space for all users which encourages social interaction and a sense of community.

Work cafes and lounge areas can provide alternative less formal meeting areas.





Office support spaces

Other areas that support operational requirements can often have multipurpose amenity. Where areas are highly specialised, opportunities to share with other agencies are encouraged to reduce duplication and waste. Personal storage should not be held at the desk but utilise personal storage lockers to allow for greater workpoint utilisation and thereby reduce the amount of space required.

Utility, filing and mail processing areas. Consider minimising these areas and/or designing them to be readily converted to other uses in the future.

Storage. Off-site storage is encouraged in accordance with record keeping and disposal policies. Storage is classified into active, intermediate and archival types:

- Active storage needs to be accessed frequently and so located near the user.
- Intermediate storage is accessed frequently so can be in a central location.
- Archival storage is needed infrequently and can be located elsewhere.

Consideration to future digitisation strategies should be made, and storage spaces able to be repurposed in the future.

Visual and acoustic privacy

Visual privacy (Lines of sight) can be managed through layout design and visual barriers can be incorporated as partitions, screens, furniture elements and landscaping. The choice of material for visual barriers also affects acoustic privacy.

Acoustic privacy is increased by managing ambient sound levels, speech intelligibility and sound paths. Acoustic performance of both open and enclosed spaces is a critical factor in achieving an effective and conducive work environment for staff.

Typical Dw ratings are noted below, but special use spaces may require higher values, for example, customer interview rooms, video conferencing facilities, training facilities etc. These should be reviewed during the design process.

Area	Min Weighted Level Difference (Dw)
Open office / collab / hot zone desk	40
Phone 'booths' / quiet room / focus room	40
Meeting rooms	40
Conference room with AV	45
Breakout / café area	35
Reception areas	35
Utility / store	N/A
Wellness	40





Enclosed offices

Enclosed offices are not supported in office fit outs other than for Chief Executives (if required). If an individual office is assessed as necessary to be provided, after all open plan configurations and arrangements have been considered first, Chief Executives are responsible and accountable for justifying this to GOAC.

Visitor management, security and access control

A visitor management process is required to provide access safely, securely and seamlessly to accommodation for staff, invited guests and external visitors. Fit out design shall ensure that visitors and public are unable to access the secure office areas to ensure staff safety and that public meeting spaces are designed for the uses and types of visitors anticipated by the agency.

The Police Services Security Branch (PSSB) should be engaged to assist with a Security Risk Assessment and assess the level of security factored into tenancy design.

Special agency spaces

Registries and customer service areas should be designed to incorporate and/or adapt to new technology and new ways of delivering services.

Reception, waiting and display areas. If required, these areas should be compact, functional and shared between Agencies whenever possible.

Wellness rooms. This space should be considered as a multi-function space where the following activities can be supported: nursing mothers, prayer, retreat/yoga/massage etc, parent/child requirements.

Flexible privacy and acoustic requirements should be considered in the design, and where possible, the following furniture and equipment provided:

- sink, chilled / boiling and filtered water, could include hot and cold water
- microwave
- bar fridge
- bench space & storage

- handwashing facilities to be considered where applicable
- nappy change
- recliner chair
- feeding chair
- accessories eg. sharps containers.

Other types of special-agency areas refers to spaces required for non-administrative functions such as interview, clinical, counselling, meeting, media rooms, parole and rehabilitation functions and special equipment rooms.



Part 4: Fit Out Process

Purpose

The purpose of this section *Part 4: Fit Out Process* is to:

- describe the procedures and approvals involved in initiating, managing, and completing the office fit out process
- provide best-practice advice for office-fit out design and use
- provide advice regarding office fit out acquisition and accounting treatment.

The office fit out project delivery process involves:



A. Project Initiation

Determine Needs and Space Requirements

Investigate Options and Obtain Project Approval



B. Fit out Design & Finalise Lease

Fit out Design Team Procurement and Finalise Lease

Agency Engagement / Concept Design

Detailed Design Documentation



C. Construction & Occupation

Fit out Contractor Procurement

Construction & Occupation

SA Government Office Accommodation Workflow

Time frames



C. Construction & Occupation

Investigate
Options and
Obtain Project
Approval

Agency
Engagement /
Concept
Design

Fit out Contractor Procurement

Construction
& Occupation

Approvals: Range 18–36 months

(Approvals will adjust dependent upon value, lease arrangement, funding arrangement)

2-4 months

2-4 months

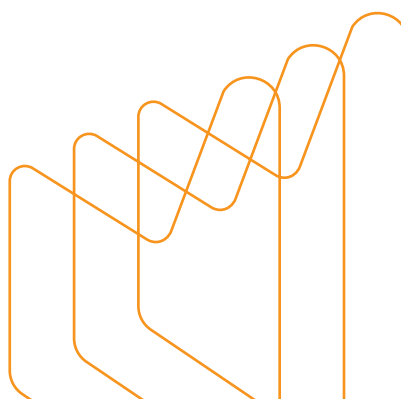
2-4 months

6-12 months

DIT Government Accommodation Manager	DIT Government Accommodation Manager	DIT Fit Out Construction	Design Team	Design team	DIT Fit Out Construction	Building Contractor
		Agency	Agency	Agency		
Agency	DIT Leasing	DIT Leasing	DIT Fit Out Construction	DIT Fit Out Construction	Building Contractor	DIT Fit Out Construction
DIT Fit Out Construction	Agency	Design team		Building Contractor	Design team	Design team
Department of Treasury and Finance (DTF)	DIT Fit Out Construction			DIT Leasing	Agency	Agency
GOAC	GOAC			Minister / Cabinet		DIT Government Accommodation Manager
	Minister / Cabinet					

Parties involved

(Lead shown in bold)



Activities



A. Project Initiation

Determine Needs and Space Requirements

Agency to contact DIT Government Accommodation Manager and complete Agency Request Form

DIT Fit Out Construction to review project scope, timeframe, and budget.

GOAC endorsement obtained for market call

External consultant may be engaged to prepare a Facilities Requirements Brief

Initial Agency funding for early investigation and planning if required

Investigate Options and Obtain Project Approval

DIT Leasing undertake Market Call based on approved Client requirements

DIT Property evaluates responses and organises site inspections of shortlisted properties

External consultant may complete a building appraisal & test fit of preferred properties

Request lease offer & negotiate for shortlisted properties

Prepare financials to compare options

Select the preferred option and finalise Heads of Agreement

Project approvals – Lease and related Fit out

B. Fit out Design & Finalise Lease

Fit out Design Team Procurement & Finalise Lease

Design team tender documents prepared and issued to procure prequalified consultants

Design Team procurement, evaluations, and approvals

Design team engaged (may include Designer, Building Engineers, Cost Consultants, Certifier, Acoustic Consultants, Other Specialists)

Agency internal resourcing

Finalise Lease documentation

Agency Engagement / Concept Design

Engagement and understanding of preliminary fit out requirements (including security, ICT / AV, acoustics, etc.)

Engagement through information gathering sessions to develop preferred business unit configurations

Concept design reviewed and confirmed against Accommodation Guidelines

Scope and budget reviewed and approved

Detailed Design Documentation

Design and documentation phases undertaken

Design reviewed and confirmed against Accommodation Guidelines

Pre-tender estimate

Final scope and budget approved

Documentation completed

Project funding approved

C. Construction & Occupation

Fit out Contractor Procurement

Acquisition Plan and tender approvals

Tender document preparation and negotiations

Fit out Contractor procurement, evaluation, and approvals

Contract preparation and award

Construction & Occupation

Contractor mobilisation and order long lead time items

Staged construction of the fit out works

Commissioning and testing

Practical Completion and handover of fit out

Prepare for relocation and engage removalists

Transition and move in

Defects and liability period (DLP) commences (12 months duration)

Close project and financials at completion DLP

Hand over site to Agency

A. Project Initiation

Determine needs and space requirements

The initiation process for all fit out accommodation commences with the agency completing and submitting an [Agency Request for Office Accommodation Form](#) to the DIT Government Accommodation Manager. Agency Business Planning should be completed to support this request. Refer [Part 2: Fit Out Overview](#). The Agency Request form will prefill some calculations based upon the information provided by the Agency and incorporates the approved space utilisation rates.

Fit out brief

The fit out brief is a description of the client's workplace requirements in functional terms and defines the Agency's purpose, objectives and fit out scope. It is also the benchmark against which the success of the project is measured.

The fit out brief should include timeframes linked to:

- the needs of each agency (eg. commencement of a new service-delivery initiative, funding availability, lease commencement date, etc.)
- master programming for whole-of-government accommodation strategies that involve a series of interdependent, sequential projects and relocations
- lease expiry dates.

Where an agency is unsure of their fit out requirements, they can liaise with their respective DIT Government Accommodation Manager and the DIT Office Fit Out Construction Team to discuss the requirements and assist in completing the [Agency Request for Office Accommodation Form](#).

DIT Fit Out Construction will review Agency Request for Office Accommodation Form to ensure compliance with these Guidelines.

Fit out budget

The budget is an indicative cost based on the estimated scope of works and approved fit out benchmarks per square metre.

The information within the [Agency Request for Office Accommodation Form](#) will provide an initial estimate of the total fit out area requirements for the agency, together with an indicative budget.

This calculator adds the areas of all the required types of spaces (ie personal workspaces areas, interactive spaces, support spaces and circulation space etc) to determine the total fit out area required to be leased.

Within the Agency Request form is the opportunity to consider special agency functions such as customer service desks, interview rooms, consulting rooms and the like.

Project program

The project program allocates time periods for undertaking each stage of a fit out project in sequential order. Each stage is given a start and finish date depending on its scope and complexity according to the project definition and the project brief.

The project program includes milestone dates, including a 'design freeze' date, and a continuous timeline for all project activities.

Timeframes are generally linked to:

- the needs of each agency (eg. commencement of a new service-delivery initiative, funding availability, lease commencement date, etc.)
- master programming for whole-of-government accommodation strategies that involve a series of interdependent, sequential projects and relocations
- lease expiry dates.





Investigate options and obtain project approval

DIT Property responsibilities

- DIT Fit Out Construction review Agency request to ensure compliance with these Guidelines.
- DIT Leasing undertake Market Call based on approved Client requirements.
- DIT Leasing evaluates responses and organises site inspections of shortlisted properties.
- External consultant may complete a building appraisal & test fit of preferred properties.
- Request lease offer & negotiate for shortlisted properties.
- Prepare financials to compare options (incentives, contributions, leasing costs, fit out costs).

Agency responsibilities

- Agency provides appropriate delegate approval for the funding required for the proposal.
- Select the preferred option and act in a timely fashion.
- Agency to execute MOAA prior to DIT obtaining approvals as required to suit submission.

Office accommodation approvals

Agencies must provide appropriate delegate approval for the funding associated with office accommodation proposals, new leases and lease renewals using documentation provided by DIT.

DIT is responsible to assist with Office Accommodation Approvals.

- For office accommodation proposals under \$1.5 million (inclusive of GST) prepare and arrange appropriate delegate approvals.
- DIT approval of agencies office accommodation proposals as part of the Ministerial process for projects and leases where the total net cost is \$1.5 million (inclusive of GST) and over.
- Present recommended option to the Minister for Infrastructure and Transport and prepare Cabinet submissions seeking approval for office accommodation proposals of \$15 million and over (inclusive of GST).

Approval of lease proposals will be in accordance with those delegations as set out in [*Treasurer's Instruction 8 – Financial Authorisations*](#).





B. Fit Out Design & Finalise Lease

Fit out design and finalise lease

DIT Fit Out Construction responsibilities

- Work with the Agency to understand scope and prepare design team tender documents and issue to procure prequalified consultants.
- Review Concept design to ensure compliance with these Guidelines.
- Manage the Tender evaluations, recommendations, and approvals of the design team.
- The design team may include Architect/ Interior Designer, Building Services and Structural Engineers, Cost Consultants, Certifier, Acoustic Consultants, Other Specialists as required.

DIT Property responsibilities

- Concurrently, DIT Property will finalise the Lease Agreement and issue Memorandum of Administrative Arrangement to Agency.

Agency responsibilities

- Ensure staff availability and level of approval to engage with DIT through this process.

Agency engagement / concept design

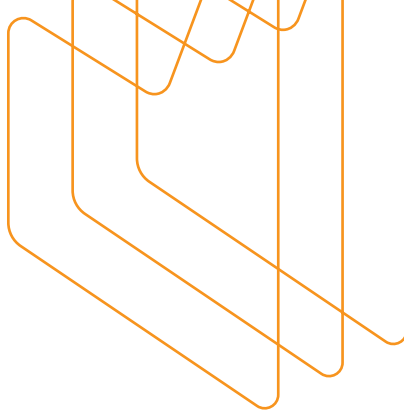
DIT Fit Out Construction responsibilities

- Manage the design team through engagement with the Agency and understanding of preliminary fit out requirements and ICT needs.
- Engagement through information gathering sessions to develop preferred business unit configurations.
- Once the Concept design is agreed, obtain a budget through a cost consultant to ensure it aligns with available funding.

Agency responsibilities

- Provide clear requirements for concept design and ensure all required parties are engaged at commencement as this is where the budget and scope is set.
- Concept scope and budget reviewed and approved.
- Ensure staff availability and level of approval to engage with DIT through this process.





Detailed design documentation

DIT Fit Out Construction responsibilities

- Manage the design team and agency through the further briefing, design and documentation phases undertaken.
- Regular meetings will be held to iteratively review design through this phase.
- Obtain a Pre-tender estimate to ensure the design matches the scope and budget.
- Final scope and budget approved.
- Documentation completed and checked by the design team in readiness for construction tender.

Design Team responsibilities

- Manage Agency scope and design requirements within agreed budget parameters.
- Clearly communicate the design through plan, elevations, 3D visuals, colour boards or other agreed media.
- Match office space to service delivery needs and incorporate any proposed future changes to existing service delivery methods.
- Ensure workplace density benchmarks are met – Refer [Part 3: Workplace design](#).
- Manage the design to reduce the requirement to make changes to services infrastructure and co-locate plumbing services where possible.

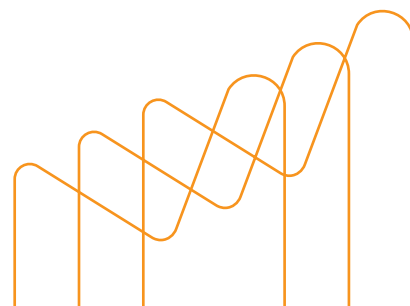
- Apply best practice in the design to achieve access to natural light, clear space, breakouts and options for work area – Refer [Part 3: Workplace design](#).
- Consider and offer alternative and innovative workplace strategies for consideration by agencies to improve effectiveness of workspace and flexible workspace. For example, flexible work scheduling, desk sharing, work from home and touch down spaces.
- Apply Universal Design approach, reducing barriers and constraints within design, taking into account the needs of the broadest range of users. Refer to <https://inclusive.sa.gov.au>.
- Consider sustainable design practices – Refer [Part 3: Workplace design](#) and [ESD Specifications](#).

Agency responsibilities

- Provide clear requirements for detailed design and ensure all required parties are engaged through this process to ensure all elements are captured within the design documentation.
- Final scope and budget reviewed and approved.
- Ensure staff availability and level of approval to engage with DIT through this process.

DIT Leasing responsibilities

- Finalise Memorandum of Lease / Agreement for Lease.



C. Construction & Occupation

Procurement of contractor

DIT Fit Out Construction responsibilities

- Create Acquisition Plan and obtain tender field approvals through Tender Allocation Committee.
- Coordinate Construction Tender documentation and issue to tender field.
- Undertake site visits (where appropriate) and answer queries from the tender field.
- Undertake Tender evaluations with the relevant parties and negotiate with the preferred tenderer(s).
- Provide tender recommendations to Agency and obtain approvals in line with delegations.
- Prepare the Construction Contract and formally award to contractor.

Agency responsibilities

- Contribute to tender evaluations and interviews (optional).
- Endorse recommended Contractor award.

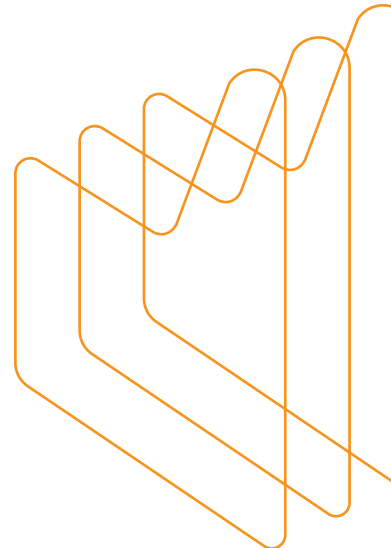
Construction

DIT Fit Out Construction responsibilities

- Engage with Agency, Landlords to facilitate Contractor mobilisation on site.
- Manage the Construction of the fit out works including any staging and decanting.
- Stakeholder management through construction.
- Construction cost management in line with budget and funding streams.
- Coordinate with Agencies and Contractors the management of Agency or Landlord nominated subcontractors.
- Oversee Contractor Commissioning and testing.
- Inspect and agree Practical Completion and handover of fit out to Agency.

Agency responsibilities

- Attend construction meetings as required to ask and answer queries through construction.
- Communicate with staff to ensure they are excited about their new workplace and ready for any staging and/or final relocation.
- Ensure IT and AV or any nominated subcontractors are engaged and available to the Construction team if works undertaken within the Construction programme.
- Ensure staff availability and level of approval to engage with DIT through this process.



Occupation

DIT Fit Out Construction responsibilities

- Provide all operational manuals and information about the fit out to the Agency to assist with the management of staff and the site.
- Hand over management of the Fit out to Government Accommodation Managers.
- Manage and oversee Defects Liability Period (DLP) (12 months duration).
- Undertake a Post Occupancy Review if required.
- Close project and any outstanding financials at completion DLP (return of Bank Guarantee and any remaining fees for final inspections). Issue final invoices to Agencies and other funding sources.

Agency responsibilities

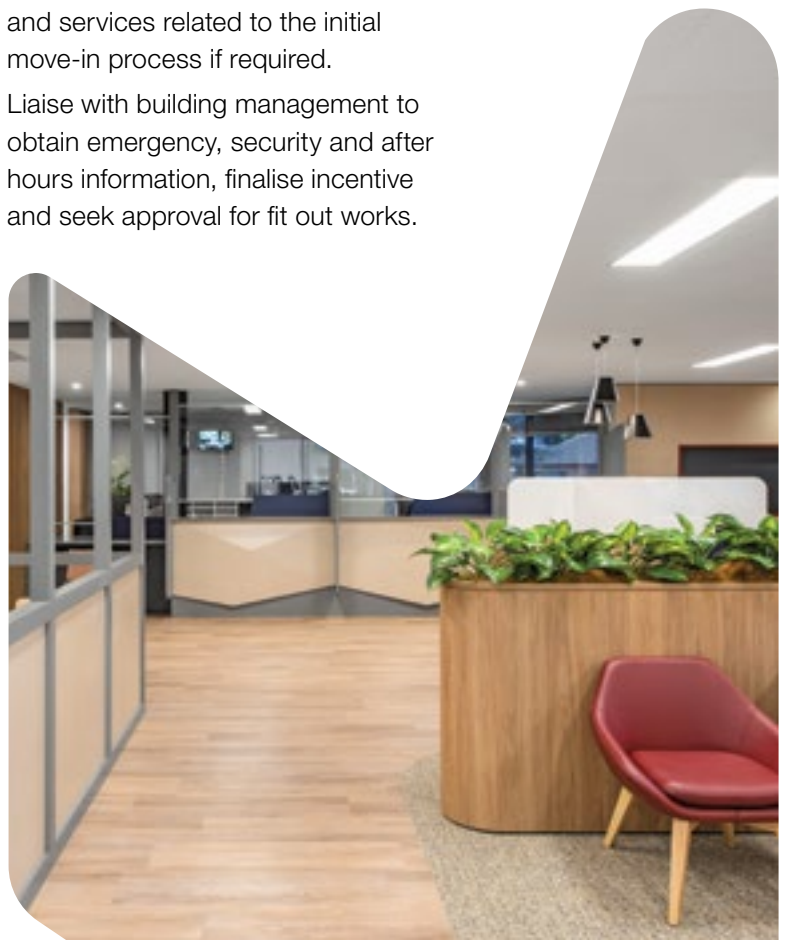
- Prepare for relocation and engage removalists.
- Ensure IT and AV or any other subcontractors under their work as agreed prior or immediately after Practical Completion.
- Transition and move in.
- Clear emergency procedures, including building evacuation, need to be communicated to staff as part of the relocation.

Other business-related items that need to be considered in this process include:

- notification of change of address and telephone numbers to clients, other agencies, directories, suppliers, contractors, etc. including updating website information
- arranging new business stationery
- adjusting asset registers
- signage
- allocation of car parking (staff and visitors)
- cleaning arrangements and the continuation of any special services
- security arrangements including after-hours access
- building management arrangements including emergency contacts.

DIT Government Accommodation Management responsibilities

- Can provide additional advice and services related to the initial move-in process if required.
- Liaise with building management to obtain emergency, security and after hours information, finalise incentive and seek approval for fit out works.



Project contributors

Front cover, back cover, pages 5, 6, 8,
13, 17, 18, 20, 24, 26, 29, 31, 32, 39 & 41

Renewal SA

Level 16/11 Waymouth St, Adelaide

Designer – Woods Bagot

Services Engineer – WSP

Acoustic – BESTEC

AV Design – Ascot Vision

Structural – Aurecon

Certifier – Katnich Dodd

Builder – Shape

Project manager – APP

Cost manager – Turner & Townsend

Photographer – Pixel Collective

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SA Housing Authority Marion

235 Sturt Road, Sturt

Designer – Greenway Architects

Services Engineer – BESTEC

Change Manager – Clear Decisions

Builder – Co.Design Construct

Cost manager – RLB

Photographer – David Sievers Photography

Pages 3, 11, 15, 30 & 33

Super SA

151 Pirie St, Adelaide

Designer – MPH Architects

Services Engineer – BESTEC

Acoustic – BESTEC

Structural – WGA

Certifier – Katnich Dodd

Builder – FDC Construction and Fitout

Project manager – Cushman & Wakefield

Cost manager – Chris Sale Consulting

Photographer – Trim Photography

Pages 4, 28, 34 & 43

South Australian Fire and

Emergency Services Commission

37 Richmond Rd, Keswick

(Integrated Fit Out)

Designer – Hames Sharley

Services Engineer – WSP

Structural – Aurecon

Architectural Consultant – Swanbury Penglase

Services Consultant – BESTEC

Acoustic – Sonus Pty Ltd

ICT Design – Ascot Engineering

Certifier – Katnich Dodd

Builder – Pike

Project manager – Turner & Townsend

Cost manager – RLB

Photographer – iViewMEDIA



Contact us

www.dit.sa.gov.au/office_accommodation/contact



Government of South Australia

Department for Infrastructure
and Transport