

SPACE MANAGEMENT POLICY 2005



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1.0 INTRODUCTION

The importance of space management cannot be underestimated as space is the second highest cost after salaries, its quality significantly affects the student experience and its flexibility determines both the type of teaching and research that can be conducted.

The Estates Management Statistics for 2003 indicated that the University operates with a space allocation of 14m² per student full time equivalent (Sfte) of against a sector median of 9m².

Clearly, this surplus space represents a significant burden to the institution in terms of higher maintenance, utilities, environmental emissions, cleaning, security and insurance costs.

The University is therefore committed to a programme of space rationalisation and improvements to space utilisation to reduce space per Sfte towards the sector norm.

In addition, Estates & Facilities will be simultaneously implementing the Estates Vision including major refurbishments and redevelopments of our estate to ensure we continue to provide a flexible high quality space fit for a modern teaching, learning and research institution.

2.0 OVERRIDING PRINCIPLES

The space policy aims to ensure:

- Space reduction per Sfte towards the sector norm
- Provision of good quality and flexible accommodation
- Improved utilisation of existing space
- Space resources are effectively used to support core business activity (both teaching and research).
- Lower running costs
- Provision of additional non-commercial public and common space within all new developments and refurbishments

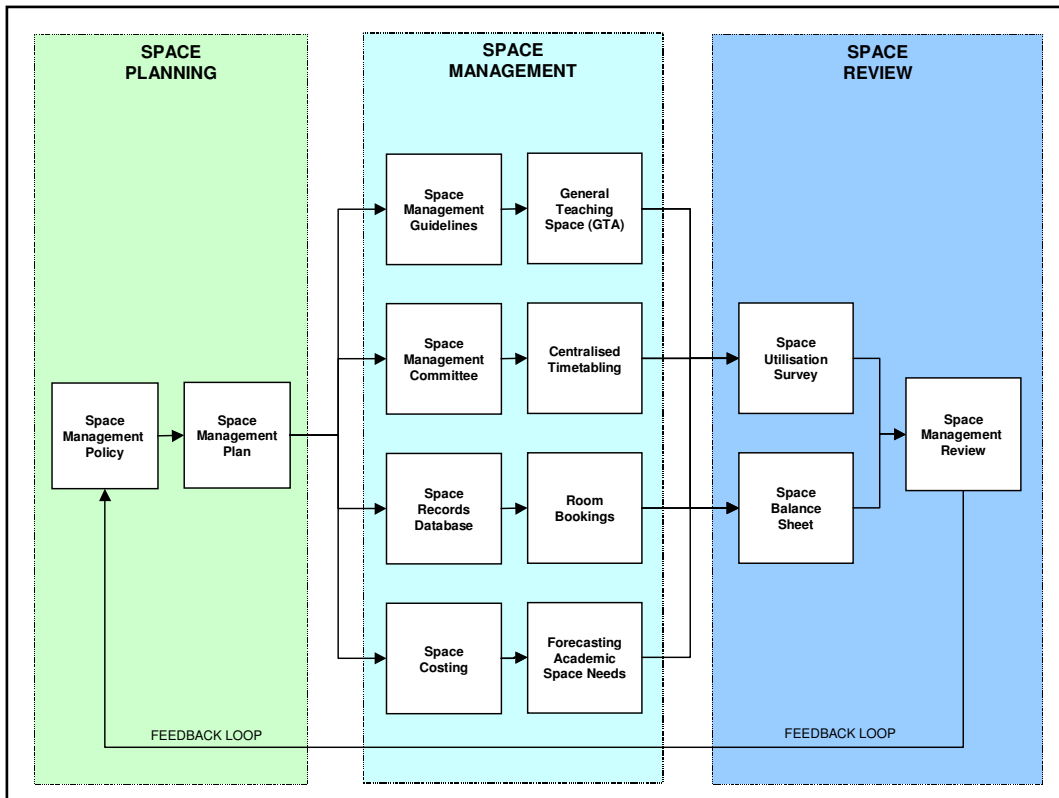
3.0 SPACE MANAGEMENT SYSTEM

Space provision is integral to managing the Universities learning, economic and environmental costs and this increasingly complex matter means a systematic approach is now vital.

The University is therefore committed to a space management system helping us to evaluate, manage and improve our space performance year by year.

The University will therefore maintain a space management system, see Diagram 1, to help us plan, manage and review our space provision.

Diagram 1 – Space Management System



4.0 SPACE MANAGEMENT PLAN

The University will maintain an annual plan of targets covering space rationalisation, utilisation, reallocation, remodelling and development. The targets will focus on achieving an efficient estate, and typical targets include:

- Improved space utilisation
- Redistribution of space (elimination of pressure points or better use of under-utilised facilities)
- Consolidation of excess space
- Planning additional space

The space management plan will also set out the specific tasks that are needed to achieve the space management targets. The plan will comprise the following:

- Activity schedule for delivering each space management target
- Allocation of roles and responsibilities
- Specific deadlines for action

5.0 SPACE MANAGEMENT GUIDELINES

5.1 Teaching, Research, & Office Space

The University will manage the provision of space against recognised higher education standards for teaching, research and office space. The standards are subject based and provide guidance on the amount of space required to teach an individual student (full time equivalent) including teaching space and administrative office accommodation.

Estate & Facilities will take every opportunity to maintain and create academic space that is appropriate, flexible and fit for a modern education environment.

Every effort will be made to best accommodate the needs of students and staff with disabilities. The most obvious example will be placing teaching activities in the most suitable space, for example providing GTA rooms at lower levels within buildings.

Estates and Facilities will work to increase student commitment and retention by supporting and assisting in the branding and identification of academic schools within buildings.

Estates & Facilities will aim to further enhance the quality of teaching space and improve the number, size, and distribution of such spaces. Where office accommodation is to be adapted, academic schools and departments will be encouraged to reduce the number of cellular offices through more flexible methods of working (e.g. open plan, hot-desking, hotelling) where appropriate and circumstances permit.

Traditionally, members of staff that have reached retirement age have often been afforded the privilege of access to office facilities beyond retirement, often as part of a severance package. This practice may only be adopted where it can be demonstrated that an individual continues to make a useful contribution to the University. Where academic schools wish to offer such privileges a business case must be submitted to Estates & Facilities for presentation to BLESS justifying the use of space with incoming funding. Staff who may be described as being “Honorary”, “Visiting Lecturers”, or “Retired” should be offered access to desk-space in a shared open-plan facility to ensure best use of space where users have limited on-site time.

5.2 Common & Social Space

Estates & Facilities will support academic schools in providing multi-purpose study and social space for students to meet, work and socialise together from within their space allocation.

Estates & Facilities will endeavour to provide academic schools with access to appropriate welfare provision for staff. As above such space will be provided from within the academic schools space allocation.

Estates & Facilities will encourage all opportunities for sharing space (social, storage, welfare and workshop) between academic schools.

6.0 SPACE MANAGEMENT RESPONSIBILITIES

6.1 Space Management Committee (BLESS)

Remit to:

- Ratify space management policy
- Recommend changes to space management based upon the annual space management review
- Authorise the annual Space Management Plan
- Raise awareness of space management as a strategic issue

6.2 Estates & Facilities

Remit to:

- Day to day management of space management matters
- Manage the provision of space to academic schools and departments
- Maintain the space management system
- Maintain an up-to-date Space Management Database
- Monitor the use of space
- “Early stage” project development
- Give direction to senior management on estates and space planning matters

6.3 Occupants

- Provide accurate and consistent occupancy data
- Keep Estates & Facilities updated (at the earliest possible date) regarding changing space needs and occupancy
- Maximise the use of allocated space
- Ensure that the space management policy, management plan and agreements are implemented in a timely fashion
- Ensure specialist teaching rooms are cleared when relocating, i.e. redundant chemical stores are appropriately cleared and waste chemicals are disposed of in accordance with waste management legislation

7.0 SPACE RECORDS DATABASE

Estates & Facilities will maintain a database of accurate estate information. The following information will be maintained:

- **Space** - Unique identifier for room types
- **Condition** - Details of maintenance requirements
- **Services** - All services provided with the space
- **Use** - How spaces are currently used (teaching, research, learning resources, office, committee room, store, workshop etc)
- **Occupier** - Primary and secondary users of the space
- **Cost** - Including maintenance, utilities etc
- **Capacity** - The optimum number of users who can be accommodated for particular activities

8.0 SPACE COST REPORTING

Estates & Facilities will report space costs to academic schools and senior management.

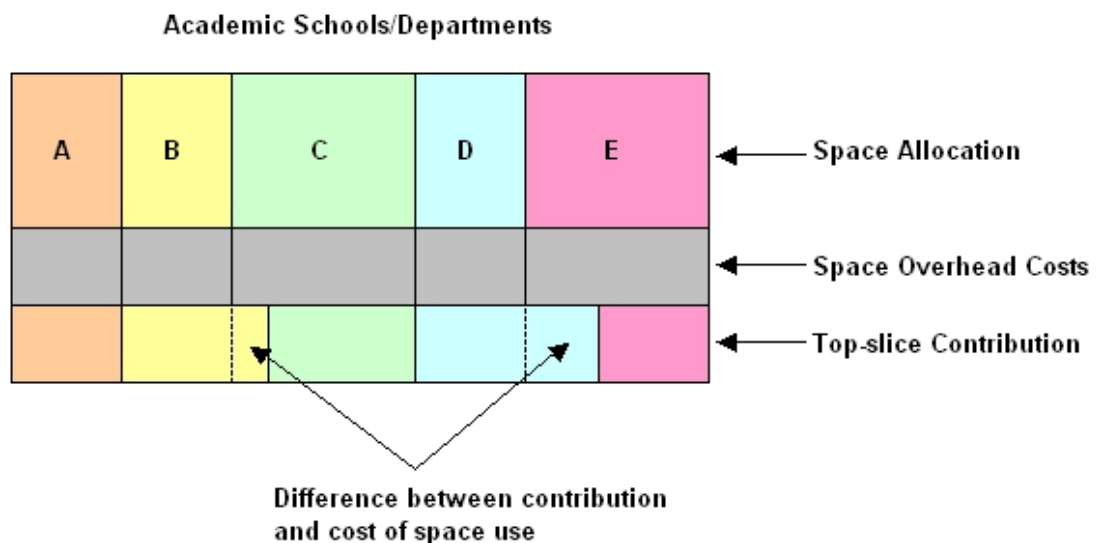
Space costs will be reported by academic school/department as a proportion of institution space against the academic school/departments Estates & Facilities SLA contribution. This process will identify which academic schools over/under pay against their current space use.

Space costs will include capital, depreciation, insurance, utilities, waste, cleaning, security and maintenance costs.

The purpose of space cost reporting is as follows:

- Make transparent the costs of academic schools:
- Enable space allocation and use decisions to take into account what is feasible and affordable for the institution
- Improve corporate planning through more informed costs
- Enable academic schools to make informed decisions about space management

Diagram 2 - Space Allocation / Costing Model



In the above example, the space allocated to Schools A is matched by the contribution that they make through the top-slice to the cost of operating that space.

Schools B and D are making financial contributions IN EXCESS of the cost of operating their space allocation, whereas Schools C & E are contributing an INSUFFICIENT AMOUNT to cover the cost of allocated space.

Note that because the total top-slice contribution is fixed, any excess in each Schools contribution must be matched by a corresponding deficit in contribution by another School or combination of Schools.

The “space overhead” is all non-allocated space (e.g. circulation, GTA, service areas, plant rooms etc.)

9.0 GTA PROVISION

Estates & Facilities will ensure GTA supply effectively matches current and future demand.

The University will continue its programme of implementation of centralised timetabling as detailed elsewhere. Utilisation and occupancy data yielded by the analysis of the allocation of the space will be used to inform the programme of GTA refurbishment/adaptation to ensure that the type, range, and location of this valuable resource matches as efficiently as possible the load placed upon it.

Reward mechanisms will be established to recognise the value and good work undertaken by the academic community to ensure that the GTA pool is effectively and efficiently utilised in the delivery of the teaching programme.

Estates & Facilities will maintain working practices to site GTA at lower levels within buildings when planning new GTA or refurbishing existing GTA.

10.0 CENTRALISED TIMETABLING

All academic schools will maintain central computerised timetabling, Syllabus Plus, to ensure the coherent sequencing of planned teaching.

All teaching rooms, GTA and academic school specific will be incorporated in to central computerised timetabling. Academic schools will maintain first option over own teaching space. However, mechanisms will be implemented that allow access to departmentally held teaching and seminar spaces to ensure that utilisation levels are achieved across the whole of the teaching space resource.

Centralised timetabling will facilitate the following:

- Even out demand across the timetabled week
- Better match between group size, room size and room availability
- Make more intensive use of teaching accommodation
- Allow modelling of introduction of new courses or the remodelling of space

11.0 ROOM BOOKINGS

The University has a pool of over seventy rooms managed by Ancillary Services. The majority of these are primarily for teaching and are referred to as the General Teaching Area (GTA). Other rooms, such as the Board Room and Sanderson Room, are available for formal meetings. Centrally bookable rooms are available within the Richmond, Chesham, Horton, Ashfield, Phoenix, Communal and Unity Buildings.

12.0 FORECASTING SPACE NEEDS

There is a clear link between academic planning, estates planning, resource management and space management.

Deans of planning units are responsible for considering their space needs for the next three years as part of the annual planning process. Estates & Facilities will annually review, in consultation with Dean's, each academic schools space needs to determine whether a mismatch exists between future space demand and current space provision.

Estates & Facilities will incorporate the results into a schedule of needs across the University. This schedule will inform the Estates Strategy and Capital Development Plan for building developments and refurbishments.

13.0 SPACE UTILISATION SURVEYS

Estates & Facilities will conduct an annual sample survey of academic schools and departments to determine how intensively accommodation is being used in terms of occupancy and frequency of use. The survey will provide information on whether scheduled activities are actually taking place, how intensively a space is being used and if there is any mismatch between group sizes and room size. Whilst the survey is a snapshot in time, it can identify space surplus and shortfalls.

14.0 SPACE BALANCE SHEET

Estates & Facilities will complete an annual overview of space provision for each academic school and department to identify any surpluses or shortfalls in current space allocation.

15.0 SPACE MANAGEMENT REVIEW

Estates & Facilities will conduct an annual review of space management to monitor progress and recommend future actions. The review will incorporate an assessment of:

- Progress against the space management plan
- Space Utilisation
- Current Space provision
- Space costs
- Quality of Space
- Forecasted space needs
- Implementation and maintenance of the space management system

From the review Estates & Facilities will formulate recommendation and space updated space management targets and actions for University discussion.

16.0 NEW INITIATIVES AND SPECIAL REQUESTS

The University is committed to pursuing "third mission" activities. Such activities, when supported by grant, often require the University to contribute in kind to the total cost of the project. This is usually done by a combination of staffing and estate/facilities costs.

It is essential that where there is an estate element to any bid, or significant staffing increases to accommodate, that Estates Planning be informed at the earliest stage to allow for pre-planning.

In addition, early consultation with Estates & Facilities will ensure that the full implication of occupying a space can be factored into cost/business models.

Where matters arise during the academic year and outside of planning processes, deans of planning Units are expected to initiate discussions on space with Estates & Facilities as soon as a new space need is identified.

It is expected that deans of planning units should firstly make every effort to located any new activity within their existing space allocation. Estates & Facilities will assist with space planning on request.

17.0 THIRD PARTY OCCUPIERS

17.1 Rents and Service Charges

From time to time it may be appropriate to allow third party occupation of space. In order for this to happen the activity must either:

Support core business

Generate income for the University

Meet “community” or “pastoral” need or aspiration (e.g. supporting charitable activities)

Where entrepreneurial ventures (incubator units) and community needs are concerned, Estates & Facilities will endeavour to provide innovative solutions whilst balancing the needs of the estate.

Under normal circumstances, third party occupiers (TPO’s) will be charged a fair market rent for space (subject to any external University factors that may pertain). In addition, service charges will be levied to cover the operational costs of all regular support activities (e.g. cleaning, regular maintenance, security, lighting, and power). Telephony charges will be levied separately.

The University shall not be responsible for business rates or contents insurances, which will remain the responsibility of the lessee.

Note that business activities cannot rely upon the provision of data access under the terms of the University’s “JANET” licensing agreement. Location may therefore be dictated by the ability of the accommodation to receive mainstream (e.g. broadband) connectivity.

17.2 Agreement (i.e. lease or licence)

Under normal circumstances, TPO’s will be required to sign a “Licence to Occupy” form of agreement that will give a right to use University premises as described above. Security of tenure in such circumstances will be limited to short-term, with either party being able to terminate with 2 months notice. Where this is considered inappropriate, the option of a more formal lease may be offered. Legal costs associated with such an arrangement would normally be borne by the lessee.

