

Space Management Policy

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Related policies:	Space Letting Policy

Version History

Version	Author	Revisions Made	Date
1	Ros Allen	First Draft	16 April 2012
2	Ros Allen	Revised to include Space Norms	June 2013

Sign Off History

Version	Committee Name	Date of Final Sign Off
2	Estate Committee	7 June 2012
3	Executive Board	24 July 2012

1	Introduction
	This policy governs the use and management of the University's space.
1.1	Purpose
	The purpose of this policy is to provide a framework for the management of space, in order to ensure that the space is efficiently and effectively used, is fit for purpose and complies with statutory and non-statutory standards.
1.2	Scope
	This policy refers to all non-residential space owned or leased by the University.
1.3	Definitions
	Utilisation = Room Frequency (how often the room is in use over typically a 40-hour week) x Room Occupancy (number of seats used). For example, 80% frequency and 80% occupancy = 80% x 80% = 64% 'Department' covers non-academic departments and all variants of academic departments (including schools and centres)
1.4	Context
	Space is a limiting factor, so Departments must include it within their strategic plans. The costs of space also need to be borne in mind and the long lead in time to provide additional space for major initiatives. Different standards of space usage across the University create unfairness and inefficiency.
2	Policy
2.1	Key Principles
2.1.1	Ownership of Space
	Space belongs to the University – not to individuals, departments or the Estates Department.
	Historical use of space does not confer any automatic right to occupy it. As the University's space needs change over time, alternative configurations for departments, campuses or buildings will be investigated.
	Faculties and Departments cannot enter directly into any agreement – informal or otherwise – with third parties relating to the hire or reciprocal use of space. (see policy on letting space)
2.1.2	Efficient Use of Space
	Wherever possible the University will co-locate the activity of discrete academic departments in order to foster a sense of academic community, provide the best service to students and reduce customer traffic.
	General teaching and meeting rooms should be pooled into a centrally-administered system, and rooms allocated on a 'best fit' basis according to institutional priorities whilst maintaining the quality of the student experience.
	Space should be used efficiently, for example through the co-location of out of hours activities, so that opening hours of some buildings can be restricted and thereby reduce energy costs.
	The development of supporting technologies and systems (e.g. Timetabling) which will bring significant benefits should be prioritised.
	Space should be allocated following the University of Surrey established 'Space Norms' (see appendix 1) taking into account best practice within the HE sector and benchmark institutions and affordability. The use of norms does not infer any right to a specific area for a specific activity space. The primary driver must always be need and obtaining maximum value from a limited resource.
	Refurbishment, remodelling and construction of new space should include an element of flexibility to ensure future proofing and allow for change.

2.1.3	Effective Use of Space
	Strategically the University should use the available space against its priorities. Space should be used in a way that maximises the quality of the student experience, improves environmental sustainability and supports the strategic goals of the University.
2.2	Principles for Different Types of space
2.2.1	Office Space
	Office space should be assigned to best accommodate the administrative, teaching & learning functions of the occupier(s), within the overarching constraints of affordability and practicality. Office space should be allocated based on business need.
	Deans and Heads of Department shall allocate office space within their agreed 'Departmental Envelope', operating within recommended Space Norms as an average across the whole allocation. It is possible for individual staff to have more space as long as that is compensated for by other staff having less.
	Deans and Heads of Department shall consider the needs of staff, students or regular visitors with disabilities and report any issues or concerns to the Estates Helpdesk or the Equality and Diversity Office.
	Deans and Heads of Department shall operate within Health & Safety guidelines and report any issues or concerns to the Estates Helpdesk.
	Full-time staff shall usually have one personal desk, in an individual office or shared office according to business need. If they are expected to work in another building their Line Manager should arrange a 'hot-desk' at the second place of work. Part-time staff of 0.5fte or less shall be expected to have a desk in a shared office or a 'hot-desk'. Faculties should provide a 'hot desk' facility for Hourly Paid Lecturers, Emeritus staff and retired staff who continue to research and/or teach at the University and should also make storage facilities available – for books, laptops, cycle helmets etc.
	Part time and 'out of registration' Postgraduate Research Students will be provided with access to a 'hot desk' facility with internet access unless otherwise specified by external organisation requirements.
2.2.2	Teaching and Meeting Rooms
	All general-purpose teaching rooms should be booked centrally (through the University central timetabling software in the teaching week during term time and through the Conferences Office out of hours and during vacations) and available for any part of the University to use to maximise flexibility and efficiency of use. Priority use of certain teaching rooms may be allocated where a good business need exists.
	All general-purpose meeting rooms should either be owned and allocated centrally or bookable through the on-line calendar to maximise flexibility and efficiency of use.
	Classes and meetings should not exceed the published capacity, for health & safety reasons and for the comfort of all teaching and meeting room users.
	The timetabling implications should be considered during the course approval process and in any proposals to change curriculum structure, the level of student choice or the introduction of new teaching & learning delivery methods.
	The Estates Working Group (EWG) shall set general and subject area-specific targets for planned utilisation (i.e. recorded on the timetabling system) and observed utilisation (i.e. measured via a 'headcount' room audit), reviewed annually by EWG and reported to Executive Board.
2.2.3	Specialist Space
	The use of specialist teaching space (computer labs, science laboratories, dance studios etc) should be recorded on the central timetabling system so that utilisation can be measured.
	Subject disciplines should be encouraged to share specialist space wherever possible in order to maximise utilisation.

2.3	Procedures
2.3.1	Allocation of Space
	Requests for space are varied in terms of the amount of space needed and their impact on other parts of the University. Accordingly, the process for dealing with space requests varies according to the significance of the request. Those seeking to be allocated new space should contact the University Space Manager for advice.
2.3.2	Changes to Existing Space
	All changes to occupancy, numbers, room function or department to any University accommodation must be updated by the occupying department on Archibus, the space database.
2.2.3	Third Party Occupiers
	The University Policy on permitting outside bodies to occupy space within the institution (referred to as 'letting' in this paper) is to ensure that the University obtains added teaching and research value plus maximum value from its physical resource and the allocation of space to individuals or companies.
	Departments wishing to let space to third parties must seek approval of appropriate business plans in the normal way. The University's primary objective would be to allow the third party to use space at the University's research park and only if this was not possible or the added value could not be realised should we consider the main campus.
	Each letting must be sponsored by a Faculty or Department and whose role will be to monitor the performance of the tenant to ensure that we are obtaining the added value expected from the agreement. Over time the relationships with tenants change and therefore it is important that the letting is reviewed annually by the host department. It is important that the host department takes into consideration the risk and business impact assessment for the tenants' activities upon the University within their plans.
3	Governance & Directory Requirements
3.1	Responsibility
3.1.1	Committees and Groups
	<i>Estate Committee</i> maintains an overview of space usage, management and requirements. <i>Estates Working Group</i> approves new space allocations. <i>Capital Planning Committee</i> considers bids for capital over £10k and monitors all capital expenditure. <i>TRAC Committee</i> monitors the use and cost of space for teaching and learning. <i>Student Experience Sub-Committee</i> determines requirements for teaching rooms and other central student spaces.
3.1.2	People/Departments
	<i>Space Manager</i> reports to the Vice President Corporate Services on space issues and works closely with Estates and Facilities Management. <i>Estates and Facilities Management</i> are responsible for the planning, development and maintenance of the University Estate, including maintaining the University Space Database (see below). <i>Central Timetabling in Registry</i> 'own' and manage all central teaching rooms through the timetabling software. They organise a biannual Central Teaching Room Audit and report which is included within HEFCE returns. <i>Conferences</i> manage the booking of teaching space outside normal teaching hours and in vacation times. <i>Faculties</i> are responsible for the management of their own space, with the Faculty and Facilities Managers playing a key role in the allocation and monitoring of space. <i>CSAS Departments</i> are responsible for the management of their own space, either through a dedicated Facilities Manager or a member of staff taking on this role as part of their other duties.

3.1.3	Documents, Reports and IT
	<p><i>Estate Strategy</i> - The University produces a 10 year Estate Strategy, which is updated every five years or when there is a major change in University policy and objectives. The Strategy takes a long term view of space needs and recommends the most appropriate strategy to meet these needs.</p> <p><i>Space database</i> - The University's space data, held by E&FM, is recorded in the Archibus facilities management system, which draws area data from the CAD floor plans of all University Buildings. Along with managing and reporting space usage, the Archibus systems has been extended to use the data in the day to day management of building work requests, planned preventative maintenance, asbestos management, stores and ordering and a range of health and safety activities. The space database forms part of the University asset database. Elements of the database is updated by the Faculties and Departments and checked by EFM. In addition to E&FM uses, the space data is also used by the Planning Department for the strategic annual planning round.</p> <p><i>Space Audits</i> - The Space Manager carries out a periodic, all-University space audit. Central Timetabling carry out a biannual audit of teaching space usage.</p> <p><i>Estates Management Statistics</i> - HEFCE produces annual Estates Management Statistics for the HE sector which allows us to compare ourselves with our peers.</p>
3.1.4	Responsibility for Assessing Space Requirements
	<p><i>Fixed Departmental Allocations</i> - The responsibility for assessing departmental space requirements lies with Deans and Heads of Department as part of their annual planning process. Space is monitored annually as a KPI in the Planning Round.</p> <p><i>Bookable Teaching Rooms and Meeting Space</i> - the responsibility for determining current and future space needs lies with the Space Manager and the Estates Working Group, liaising with the Timetabling Team in Registry, Catering Services and other relevant groups and reporting to the Planning Round as appropriate.</p> <p><i>Bookable Social and Learning Space</i> - the responsibility for determining current and future needs for public spaces such as library, catering, commercial, IT facilities and social spaces lies with Heads of Department, with the Estates Working Group liaising with relevant Groups.</p> <p><i>Balance Space</i> - the responsibility for this space (including toilets, corridors and plant rooms) lies with Estates and Facilities Management.</p>
3.2	Supporting documentation
	Space Norms
	Policy on the Letting of space

**University of Surrey
Draft Space norms 2013**

Staff Office Space

Type of Staff	Space per fte	Notes
Senior Manager/Professor	12-18m ²	Includes Vice Presidents, Deans, Associate Deans, Directors and Heads of Department/ Centre/Schools
Reader/Senior Lecturer/Lecturer/middle management	8-12m ²	Includes Faculty Managers, Finance Managers, Heads of Section
Tutor/non-academic staff	5-8m ²	Usually in shared office
Part-time staff on 0.5fte or less	5-8m ²	Usually in shared office or hot desking
Research Assistants/Post docs	4-6m ²	Usually in shared office
Visiting/Retired/Emeritus staff	4-6m ²	Hot desking with ratio of around 1 desk for every 4 staff

Student Space

Type of Student/space	Space per workspace	Notes
FT PGR	3-4m ²	Usually in shared office
PT PGR	3-4m ²	In shared hot desking with ratio of around 1 desk for every 4 staff/students.
General Teaching Space	1-2m ²	
Seminar/Tutorial Room	2.25m ²	
Computer lab	2.75m ²	
Workshop	4m ²	
Studio	4m ²	
Science Laboratory	4m ²	