

## **SPACE MANAGEMENT POLICY**

Originated by Assistant Director, Management Services:	October 2010
Impact Assessment:	11 November 2010
Recommended by Estates Committee:	1 November 2010
Approved by Council:	22 November 2010
Review Date:	October 2012

# ROEHAMPTON UNIVERSITY SPACE MANAGEMENT POLICY

## TABLE OF CONTENTS

TABLE OF CONTENTS .....	2
1. INTRODUCTION .....	3
2. ROLES & RESPONSIBILITIES .....	4
SPACE MANAGEMENT GROUP (SMG) .....	4
PROPERTY & FACILITIES MANAGEMENT .....	5
THE DIRECTOR OF PROPERTY AND FACILITIES .....	5
THE ASSISTANT DIRECTOR (P&FM) MANAGEMENT SERVICES .....	6
THE TIMETABLING & SPACE MANAGER .....	7
HEADS OF DEPARTMENT .....	7
DEPARTMENT OFFICERS .....	7
HUMAN RESOURCES.....	7
3. SPACE PLANNING PRINCIPLES .....	8
GENERAL PRINCIPLES .....	8
TEACHING AND MEETING SPACE .....	9
OFFICE SPACE .....	9
TEACHING SPACE WITH SPECIALIST RESOURCE .....	10
STUDY / SOCIAL SPACE / OTHERS .....	10
SUPPORT SPACE .....	10
4. ALLOCATION, RE-ALLOCATION AND/OR ALTERATION TO ACCOMMODATION .....	11
PROCEDURE FOR SMG SUBMISSION .....	11
a) Statement of Need .....	11
b) Notification of Proposed Change .....	11
5. SMG SUBMISSIONS .....	12
PROPERTY & FACILITIES MANAGEMENT REQUIREMENTS .....	12
ACTION TIMESCALES .....	12
APPENDIX A .....	13
STATEMENT OF NEED FORM .....	13
STATEMENT OF NEED FORM (CONT.) .....	14
APPENDIX B .....	15
NOTIFICATION OF CHANGE FORM .....	15

# SPACE MANAGEMENT POLICY

## 1. INTRODUCTION

The University has a large estate covering 54 acres, with non-residential building space amounting to 53,000m<sup>2</sup>. It is important that the University manages its estate both efficiently and effectively, both in terms of academic learning space and also its other non-residential space such as offices and social space.

The importance of good space management practice is recognized by HEFCE in that effective space management policy and procedures by a University are embedded in the Capital Investment Framework for funding allocations. The need to ensure the most efficient and effective use of space is acknowledged and recognized by the University.

This document provides the framework for the management of all non-residential accommodation, in order to ensure that the use of the space is fit for purpose, complies with statutory and non-statutory standards, and the University's procedures and policies.

Included in this document are:

- A description of the fundamental principles of best practice space use and allocation that are the foundation of this policy.
- Guidance on acceptable accommodation use when planning and requesting changes to the fabric of the University or requesting additional accommodation.
- Advice on completing a Statement of Need form to summarise a space development request.
- Pro forma documents.
- An indication of realistic timescales for finding and planning suitable space and cost solutions to accommodation issues, highlighting the steps involved.
- Advice on completing a Notification of Change form to summarise changes to room function or occupancy.

## 2. ROLES & RESPONSIBILITIES

This policy applies to all members of staff, however the key organisational roles are identified as follows:

### ***Space Management Group (SMG)***

- Develop a Space Management Policy and recommend for approval to Senate and Council, including setting appropriate space standards and targets for different functions for estate planning.
- Promote ownership of space targets in academic and support Departments.
- Review the provision of social spaces throughout the University.
- Encourage innovation in the design, use and management of space.
- Ensure that appropriate management information in the form of records, survey data and benchmarks is available to the University Financial Strategy Group and other stakeholders.
- Consider space implications arising from the University's Academic Strategy, Student Experience Strategy, Campus and Sports and Wellbeing Strategy as well as University Health and Safety, Fire, Equality and other policies.
- Monitor the compliance of environmental and sustainability requirements for the University, such as those proposed by the HEFCE SMG group and the London Economics model.
- Reviewing and authorising Statement of Need forms (regardless of the source of funding) for the following:
  1. Additional allocations of accommodation.
  2. Changes to physical infrastructure (refurbishment or alteration).
  3. Assignment of accommodation to different departments.

The Space Management Group (SMG) is comprised of the following membership:

Chair: Pro Vice Chancellor responsible for Property

Deputy Chair: Director of Property & Facilities Management

Director of Finance

2 x Deputy Provost

Director of ITMS

President of the Student Union

Assistant Director Property & Facilities Management (Management Services)

Timetabling & Space Manager

1 x Specialist Space User

1 x Assistant Registrar

Projects Officer, Property & Facilities Management

Representative from Human Resources

3 x Representatives from Academia

The SMG will invite others as required and has been set up to monitor and regulate the use of space within the University to ensure that all space is used efficiently and cost effectively, with particular emphasis on maximizing student experience.

## ***Property & Facilities Management***

The Property & Facilities Management Department (P&FM) has the responsibility for managing and monitoring actual and future space needs across the estate and for collating and presenting applications from departments to change the fabric or use of the estate to SMG for approval.

Property & Facilities Management are responsible for the timetabling and booking of all teaching and meeting rooms throughout the University, and will monitor space suitability for various functions and users, as well as space usage on an annual basis.

Twice annually, Property & Facilities Management will meet with the Heads of Department and Directors to review priorities on space allocation. One of these meetings will take place before the annual budget submission exercise. This process will help to develop proposals for planned projects and maintenance, and would aim to improve co-location, make more efficient use of space, lower running costs and provide better social space.

Property & Facilities Management will endeavour to answer all applications made to it in accordance with the actions and timescales described in this policy.

Departments are asked to note that the submission of a valid application which meets all of the policy criteria does not guarantee its funding or provision for any of the following reasons:

- The space required to resolve an application may not be available.
- There may be competing requests for available space from other departments or activities.
- The work required may not fit into the overall development and maintenance programme for the campus, particularly if a late application conflicts with major summer commitments.
- Budgets are limited in each financial year and there may not be enough resource to carry out the work if these are the main sources of funding.

In light of these factors departments are asked to make applications to Property & Facilities Management as soon as a need is identified in order that all opportunities can be thoroughly investigated and any programming and funding issues can be dealt with as early as possible.

## ***The Director of Property and Facilities Management***

The Director of Property & Facilities Management is the budget holder for all building projects. The Director is responsible for:

- Developing the strategic direction of the space management policy.
- Ensuring equitable and transparent space allocation practices across all campuses which is also in accordance with all University Policies.
- Ensuring that space allocation issues for both office and teaching space

inform the capital and maintenance expenditure programmes.

- Monitoring and implementing opportunities for improved use of space and for enhancing or sharing facilities with others as may be practicable, appropriate and cost effective.
- Ensure that Space is compliant with all regulations in collaboration with the Health & Safety Manager and is being used to the best effect to give maximum value for money.

### ***The Assistant Director (P&FM) Management Services***

The Assistant Director is responsible for:

- Collating and managing central space use statistics for the University, and where applicable information gathered from other institutions.
- Taking an overview on the information these statistics produce and informing policy decisions.
- Preparing an annual report including:
  - Cost and utilisation of space
  - Implementation of an annual space management plan and SMART targets
  - benchmarking of University Space Usage with an appropriate peer group
  - overview of the plans for the year ahead
  - communication plan for the work of the Space Management Group
- Space allocation in accordance with policy.
- Ensuring that space allocation issues for both office and teaching space are submitted to the Assistant Director Buildings and Projects for inclusion in the capital and maintenance expenditure programmes.
- Managing and monitoring actual and future space across the estate and presenting applications from departments to change the fabric or use of the estate to SMG for approval.
- Reviewing and authorising Notification of Change forms for the following:
  1. Changes to the functional use of individual rooms.
  2. Changes to the occupancy numbers within rooms or areas.
  3. Vacation of previously occupied accommodation.
- Managing space utilisation surveys (except teaching space).
- Questioning perceived inefficient use or under utilisation of space or office occupation not complying with policy.
- Developing plans and liaising with the Director of Property and Facilities Management over any works, refurbishment and / or development works necessary to improve space utilisation.
- Liaison with departments and portfolios over their space needs twice annually with appropriate consultation over any space changes.
- Production of space needs information to suit the University planning process.

### ***The Timetabling & Space Manager***

Responsible for:

- The scheduling of all teaching activity in centrally managed teaching space.
- Managing space utilisation surveys (teaching space).
- Implementation of full scheduling across the University.
- Management of utilisation surveys for teaching spaces and meeting rooms.
- Management of ad hoc / occasional room bookings.

### ***Heads of Department***

Responsible for:

- Determining the occupation of spaces within their space allocation.
- To raise awareness of this policy with staff.
- Ensuring that no significant changes take place without informing Property & Facilities Management, including moves.
- Ensuring space is well utilised within space allocated to them.
- Seeking approval for space for new activity and recognising that space approval will become as important as financial approval.

### ***Department Officers***

Responsible for:

- Maintaining records of the occupancy of all spaces and communicating this information to Property and Facilities Management.
- Communicating forthcoming space demands including vacancies and empty spaces, as early as possible to Property & Facilities Management either by completing the relevant form in hard copy (Appendix A and B refer) or an electronic system yet to be developed.

### ***Human Resources***

Responsible for:

- To provide information about upcoming vacancies, new starters and their space requirements, and staff who have left the employment of the University.

### **3. SPACE PLANNING PRINCIPLES**

These guidelines will be applied to all change requests to departmental space allocations.

#### ***General Principles***

The policy assumes the following principles apply to all departments of the University.

The University's Estate, (land and buildings) is controlled and held by the University itself and whenever land or buildings are bought, sold, leased or developed, it is the University which is the client in every transaction rather than an individual Department.

Buildings and rooms are "allocated" for use by individual Departments. There is usually no specific time limit to these allocations and although some are made to meet very temporary needs, most have no initial time limit. However, all allocations are subject to review and the University reserves the right to reallocate all space in response to changing needs and priorities.

No agreements to occupy space made through any other bodies other than the Space Management Group or through the Assistant Director Management Services or the Timetabling & Space Manager (Depending on scale), will be considered to be valid.

Any change to the Estate, or further capital investment in it, can have practical and legal consequences as well as long-term strategic and financial effects which the University needs to take into account. For these reasons:

- No work may be done to alter the estate can be carried out by any party outside of Property & Facilities Management and every project will be integrated into the University's Minor or Major Projects programmes, irrespective of the source of funding.
- No one may interfere with any of the University's engineering services or buildings, without first consulting with Property & Facilities Management.
- Meeting and teaching space is centrally booked and controlled by Property & Facilities Management, even when a space has specialist resources. The University controls all space occupied by individual departments and Property & Facilities Management are tasked with approving all changes in space use or occupation. This is essential to manage and make best use of the space the University has available.
- Departments are required to justify requests for space and to highlight accommodation requirements in good time for required changes to be implemented before new staff start work in the University.
- Applications to make accommodation changes must be presented to SMG in sufficient time to allow Property & Facilities Management to procure best value from consultants and contractors by efficiently coordinating construction programmes across the University.
- Property and Facilities Management will provide guidance on the purchase of furniture through the SUPC framework. This will include guidance on size and ranges available.



## *Teaching and Meeting Space*

*The University has a Timetabling Policy that is approved by Senate. The Timetabling Unit will:*

- Aim to maximise the quality, flexibility and utilisation of teaching space to ensure that the ideal number, size and location of this accommodation fulfills all the University's teaching needs.
- All departmental meeting and teaching space will appear on the University Timetabling database in order to provide students and staff with full visibility of timetables.
- All departmental meeting rooms will be on the Timetable database and bookable by all University staff.

## *Office Space*

- Property & Facilities Management will maximise the efficient use of office space to ensure that space needs are met appropriately and in line with space policy.
- Members of staff should not normally have more than one office.
- When academic and support departments appoint additional staff, accommodation must first of all be found by ensuring that all offices with an area >13m<sup>2</sup> have an occupancy of at least 2 persons.
- Offices are not to be used for storage of personal items, and where personal items are left in office space, it is at the owners own risk.
- Standard offices will allow for one to one meetings but will generally not be provided with space for small meetings or tutorials. Instead, small bookable meeting spaces will be provided within departments where possible or in central locations booked via Timetabling.
- Informal meeting spaces may be provided as an alternative to bookable rooms.
- The use of dedicated open plan workstation areas for all staff will be encouraged.
- The provision of dedicated areas for light users of office space will be reduced.
- Alternative accommodation for light users of workstations will be provided by utilising bookable shared desk space or providing touchdown points for laptop users.
- Intermittent users of office space will be provided with shared office accommodation within their department.
- Part-time lecturers should be located in shared office suites.
- Visiting professors should be located in shared office suites.
- Research assistants and PhD students should share office accommodation or use open plan spaces.
- Technicians should share office accommodation or use open plan spaces.
- The University supports remote working where appropriate and approved by line managers/Heads of Department/Department Heads/Directors.

### *Teaching Space with Specialist resources*

- We will encourage non-specific space capable of being shared between departments.
- The principles for new teaching space with specialist resource will be flexibility, adaptability and good utilisation with the objective to achieve higher occupancy rates and use.
- Consideration will be given to an increased services provision over and above what might actually be required in non specific space to increase flexibility and future adaptability.
- Departments will be required to provide a justification for the provision of departmental teaching space with specialist resource. This will incorporate the level of servicing required and a projected timetable of use.
- Space used to store specialist resource cannot be considered as specialist space: appropriate storage space should be agreed for such need.

### *Study / social space / others*

- The University will seek to increase the volume of group and single study space and social space.
- We will encourage Departmental multi-purpose study / social space for undergraduate students, post-graduate students and staff.
- The design and layout of departmental areas should be utilised to assist in the recruitment and retention of students by strengthening their identification with Departmental areas and their sense of belonging once they are there.

### *Support space*

- The provision of separate rooms to house departmental kitchens / break out spaces and photocopiers etc. will be given consideration but cannot be guaranteed.
- We will endeavour to give every department access to a kitchen area but this may not be in the immediate vicinity of office areas and may have to be shared between departments or the users of single buildings dependent on their size and design.
- The use of office space for locating printers / photocopiers and fax machines will be resisted unless departments can prove that space will be released elsewhere and that equipment of this type will be concentrated in one room.
- That just-in-time ordering and delivery should be utilized where it is feasible to minimize the use of space for storage.

#### **4. ALLOCATION, RE-ALLOCATION AND/OR ALTERATION TO ACCOMMODATION**

The following changes to departmental accommodation require prior approval from the SMG, through the submission to Property & Facilities Management of a completed Statement of Need form: (see Appendix A).

1. Additional allocations of accommodation.
2. Changes to physical infrastructure, (refurbishment or alteration).
3. Assignment of accommodation to different departments.
4. Change of user.

The following changes to departmental accommodation require approval from Property & Facilities Management through the submission of a completed Notification of Change form, (see Appendix B):

1. Changes to the functional use of individual rooms.
2. Changes to the occupancy numbers within rooms or areas.
3. Vacation of previously occupied accommodation.

*Procedure for SMG Submission*

##### **a) Statement of Need**

When a department identifies a need for new, different or adjusted accommodation due to changes in staff or student numbers, research, support or teaching activities, Property & Facilities Management must be notified through the submission of a Statement of Need form in order to inform SMG.

1. Ensure that the space requirements being submitted are in accordance with this Policy.
2. Complete a Statement of Need form, located on the Property & Facilities website. Only applications made using the current version of the form as found on the website or an electronic system yet to be developed will be accepted.
3. The Head of Department must approve and sign the Statement of Need Form.
4. Heads of Department are then required to obtain the approval and signature of their Deputy Provost.
5. Issue the electronic and signed copies of the Statement of Need form to the Assistant Director, Management Services in the Property & Facilities Management Department.
6. Statement of Need forms must be submitted a minimum of 12 weeks prior to the desired SMG submission date in order to be certain of a timely decision. The SMG meeting calendar can be found on the Property & Facilities Management website.
7. Departments will be required to specify their contribution to any project costs prior to bids for funding being made to SMG.

Property & Facilities Management cannot consider any applications without the submission of a signed Statement of Need Form.

##### **b) Notification of Proposed Change**

As well as being good space management practice, current Health and Safety and Fire legislation requires the University to keep an accurate database of the occupancy and function of every space on the estate.

1. When a change in occupancy numbers or a change in room function has been identified, a department is required to complete a Notification of Change form, located on the Property & Facilities Management website or an electronic system yet to be developed.
2. The Head of Department must approve and sign the Notification of Change form.

## 5. SMG SUBMISSIONS

### *Property & Facilities Management Requirements*

#### ACTION TIMESCALES

Week No.	Activity
1	Receive signed Statement of Need Form from client department.
2	Establish validity of application in terms of policy and advise the Department of the likely date of submission to SMG.
3	Arrange briefing meeting with department representatives.
5	Prepare initial proposals to answer Statement of Need Form.
7	Arrange meetings to discuss, revise or approve proposals.
9	Arrange for any necessary budget costing of approved proposals.
11	Finalise papers for submission to SMG.
12	Contact the department with SMG decision.

*NB: Projects requiring significant funding will be referred to Financial Strategy Group by SMG and this will extend the above timescale.*

It will ordinarily be expected that departments should comply with this timescale for achieving approval from SMG for the following reasons:

1. It will allow appropriate time for consultation with all affected personnel and a thorough consideration of the need.
2. It will facilitate investigation to find a solution which is appropriate for all parties affected.
3. It will enable applications for the limited budgets available to be made in good time.
4. Property & Facilities Management will be able to effectively plan construction work across the campus to limit the impact on departments and to minimise disruption to business whilst also achieving best value for the University.
5. Where the majority of change requests made to the department achieve this timescale it will create the opportunity for last minute and emergency applications to be dealt with in a professional manner.
6. Depending on the complexity of the change, implementation time will vary and the papers submitted to SMG will provide programme delivery date.

Property & Facilities Management will contact the department to agree an amended timetable at this point if the requirements of the application are unusually complicated.

---000---

# Statement of Need Form

Title of Project

Location

Department

Completed by

Date

Description of Project and needs to be met	<i>Provide a succinct description of the project needs e.g. to provide additional accommodation for new staff etc.</i>
Objectives of proposal	<i>This section should contain the reason behind the requirement described in the previous section and describe the objectives of the project e.g. approval of research funding which necessitates the creation of new laboratory space and accommodation for additional research staff.</i>
Is the project consistent with the University's Estate Master Plan?	<i>Decisions on competing bids for funding will be made using the extent to which projects meet the Strategic plan as the benchmark. This section should quantify real connections with the current plan.</i>
Possible impact on the institution if the project is not carried out	<i>The implications of not providing the requested project funding should be described in this section.</i>
What other options are available to the Department?	<i>In most cases there are alternative solutions to project requests and departments are expected to have investigated these prior to the submission of this form e.g. requests for more staff accommodation should be made subsequent to real attempts to reorganise the mix and location of existing staff to accommodate new members.</i>
Is the project consistent with the Estates Strategy?	
<i>To be completed by P&amp;FM</i>	
Is the project consistent with SMG funding Policies?	
<i>To be completed by P&amp;FM</i>	
Are there any accessibility/equal opportunity issues that need to be considered here?	

# Statement of Need Form

## COSTS

What is the estimated cost? (attach details on separate sheet)	<i>To be provided by P&amp;FM once notified of the proposed project.</i>
What Departmental contributions are available?	

Are there other options that can be considered?  <i>To be completed by P&amp;FM</i>				
Programme constraints	Enter the reasons why a particular date is required.			
	Earliest start Date		Latest finish Date	
Programme  <i>To be completed by P&amp;FM</i>				
Other comments by P&FM  <i>To be completed by P&amp;FM</i>				

Note: Please attach any relevant papers in support of the request.

## APPROVALS

Name of Department Head/Director          Date

---

Approved by Department Head/Director          Date

---

Name of Deputy Provost / Pro-Vice Chancellor		Date
Approved by Deputy Provost / Pro-Vice Chancellor		Date

Completed Form Received by Property & Facilities Management

---

Date

---

# Notification of Proposed Change Form

Department \_\_\_\_\_

Completed by \_\_\_\_\_

Date \_\_\_\_\_

## Change of Room Use

Building	Room Number	Existing Function	New Function
Reasons for Change			

## Change of Occupancy

Building	Room Number	Existing Function	New Function
Reasons for Change			

## Vacating Space

Building	Room Number	Existing Function	New Function
Reasons for Change			

## APPROVALS

Name of Department Head		
Approved by Department Head		Date
Approved by Director of Property & Facilities Management		Date

Pythagoras Updated \_\_\_\_\_

SMG Notified \_\_\_\_\_

CAD Updated \_\_\_\_\_