

Space Management Policy

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UNIVERSITY OF STRATHCLYDE
TIMES HIGHER EDUCATION AWARD WINNER
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1 OVERVIEW

The purpose of this policy is to provide a Framework to support the allocation of space aligned to the University Strategy. This policy has been written to ensure that occupation and development of the Estate is:

1. Aligned to the University Strategy.
2. Contributes to a more effective, efficient and better quality Estate with improved utilisation.
3. Seeks to provide every Department / School / Directorate with the space they need to deliver their respective teaching, research and administrative activities.

Space Changes on Campus are characterised in one of three ways:

1. **Major Projects** – A construction project which involves the creation or the refurbishment or replacement of accommodation which makes significant changes to a building, floor or group of rooms with a project value more than £250k
2. **Minor Projects** – A more limited construction project that may involve the creation or the refurbishment or replacement of a small number of rooms with a total project value up to £250k.
3. **Space Configuration** – The relocation of staff or activities within existing accommodation. Minor refurbishment may be involved to facilitate this but will most likely be limited to the redecoration of rooms or the adjustment of existing building services etc.

In that context, this policy is especially for use by the following:

1. Heads of Department / School / Directorate who have day-to-day responsibility for the occupation and utilisation of the rooms allocated to them by the University.
2. All University staff who are involved in the planning and delivery of Estates Projects or Estates Strategy through major, minor or space projects.
3. All Design Teams, Consultants and Steering Groups who are involved in developing and/or delivering major, minor or space projects.

2 REQUEST FOR SPACE

Requests for space and changes to space are made using the Statement of Need Process in regard to:

- Changes to existing space
- Requests for additional space
- Minor refurbishments or remodelling

Requests for significant changes to space, which include the undernoted, may be initiated using the Statement Need Process but will also require additional supporting documentation through the creation of a full Business Case which defines the return of investment. Creation of the Business Case will be carried out by the Department / School / Directorate / Faculty in collaboration with Estates Services in regard to:

- Major refurbishments or remodelling
- New build projects

The Statement of Need Application form is found on the Estates Tab at Pegasus (see section 12 for the link to the Statement of Need Application Guidance document)

Each Statement of Need Application will require to be approved by the Head of Department / School / Directorate and the relevant Executive Dean / Senior Officer before it is progressed by Estates Services.

Statement of Need Applications must be submitted timeously for approval by Heads of Department / School / Directorate, Executive Deans and Senior Officers to allow sufficient time for consideration of the planning and delivery of the project.

Once the Statement of Need has been approved, Estates Services will work with the Department requesting the works, to develop a programme for the delivery of the project, including a funding strategy, programming, planning and implementation to meet the needs of the project.

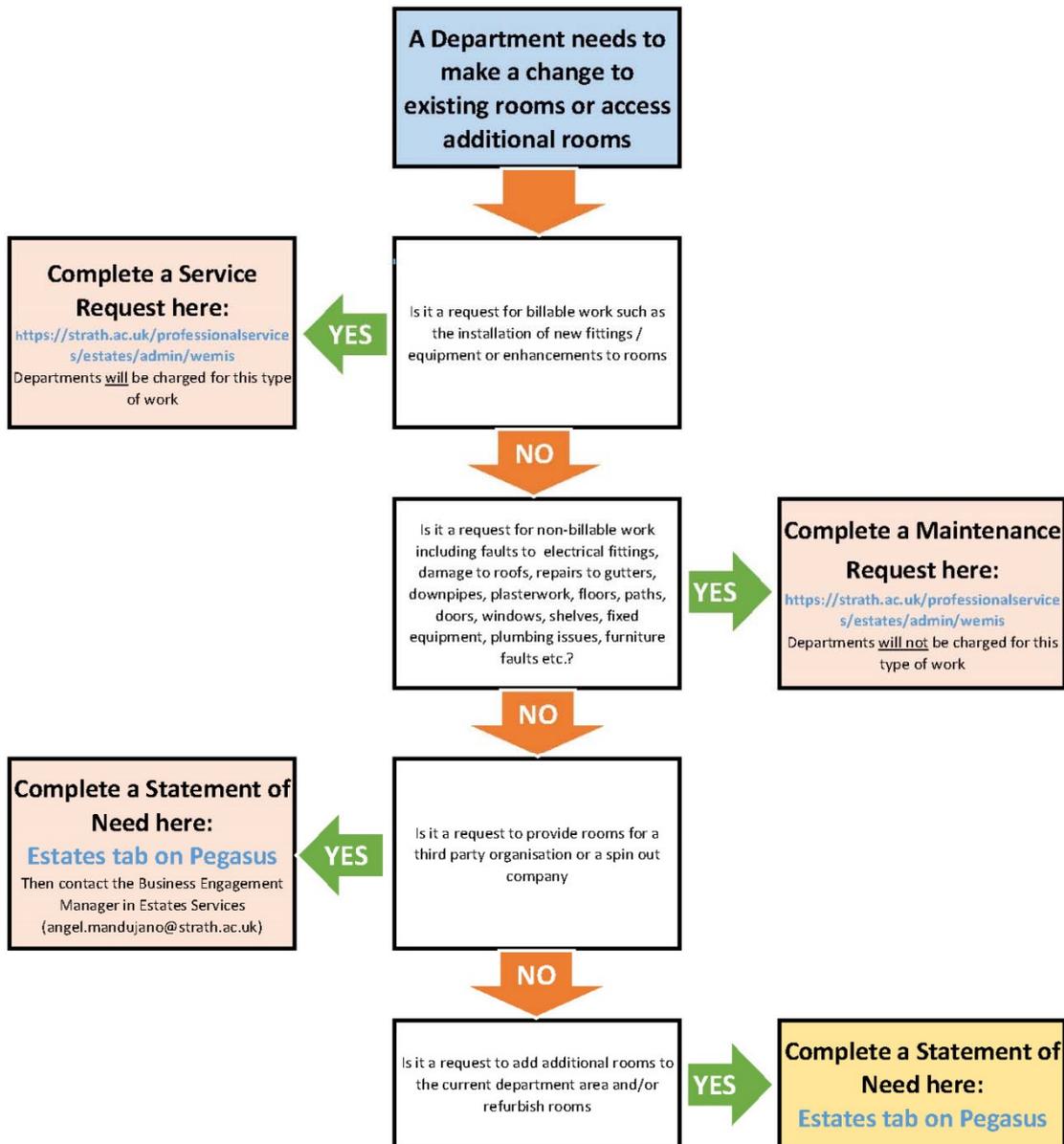
Depending on the nature and scale of the requested alterations, the programme for the project will be developed with advice from Estates Services, with cognisance of the following:

- University processes for approving a project e.g. Estates Committee, Executive Team, Court
- Procurement processes for appointing Consultants followed by design, costing and planning of the required solution
- Obtaining the necessary statutory approvals including Building Warrant and Planning Permission (as required)
- Planning and delivering any necessary decant operations to allow construction work to proceed
- Procuring and appointing a Contractor according to EU Law followed by the delivery of construction work.
- Fitting out with furniture and equipment, followed by Occupation.

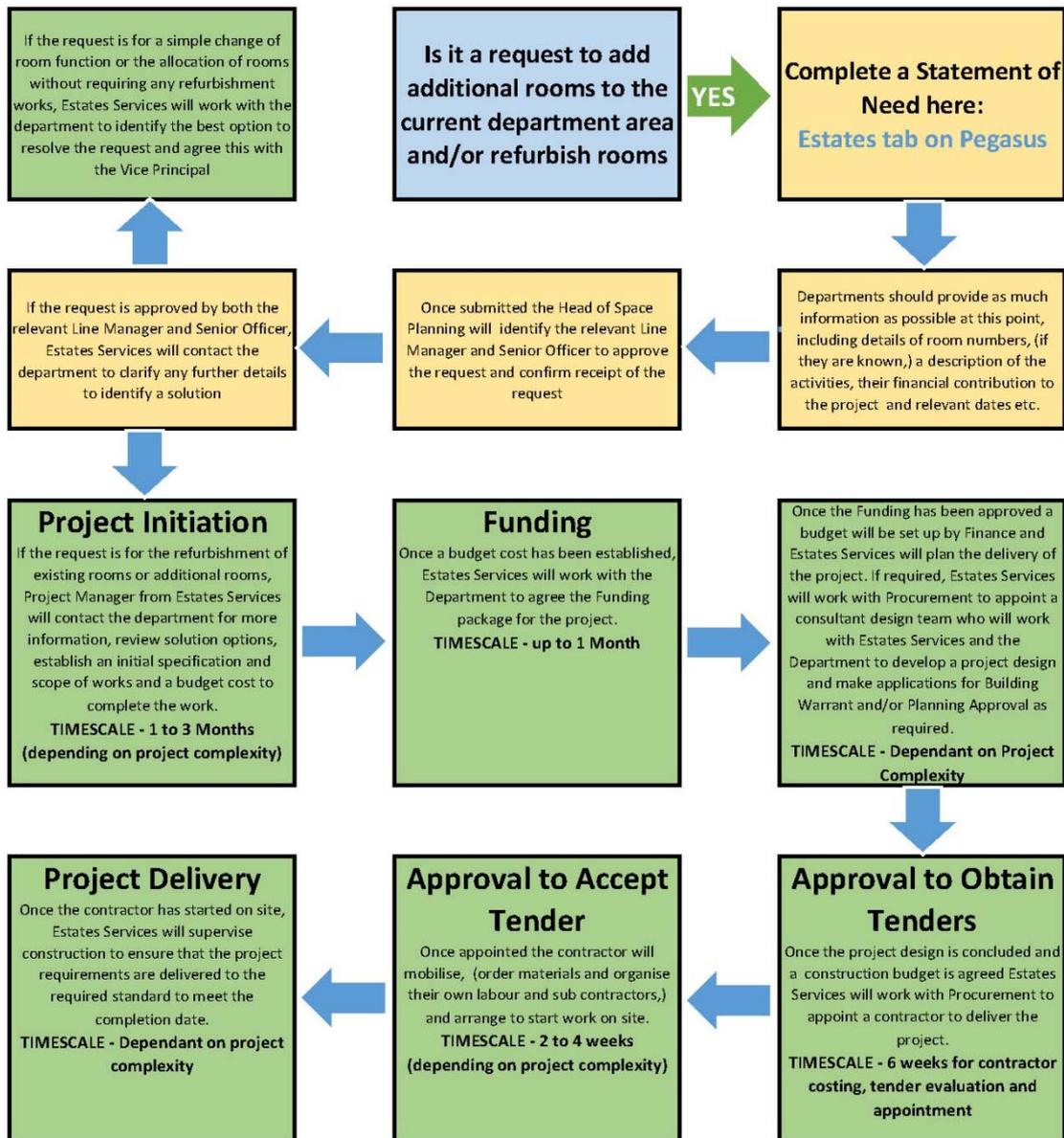
The programme for the project will be dependent on the scale and complexity of the project, which could be anything from a few weeks for a small project to a number of years for a complex project.

Alterations to respond to disability and accessibility requirements will be prioritised.

Department Change Request Decision Flow Chart Illustrating the Decisions Prior to Submitting a Statement of Need Request



Department Change Request Decision Flow Chart Illustrating Statement of Need Progress Steps



3 SPACE MANAGEMENT GUIDELINES

To support the implementation of the University strategy, the following guidelines will be used to review all Statement of Need Requests and will form the policy basis for space related discussions with Departments.

- All space is the property of the Institution and Estates Services is tasked with managing all changes in University space, use or occupation in response to changing demands and institutional priorities.
- Heads of Department / School / Directorate are responsible for the efficient occupation and use of all rooms allocated to their Department by the University.
- Heads of Department / School / Directorate are responsible to ensure that the operational details of all rooms allocated to their Department are recorded accurately in the University Space Management Database through the Annual Department Accommodation Survey.

[See section 12 for the link to the Annual Departmental Accommodation Survey Guidance.](#)

- Department / School / Directorates are required to justify all requests for any additional space on the basis of need.
- The University prioritises Operational Efficiency as a Strategic Objective.
[See section 12 for the link to The University Estate – Key Facts and Figures.](#)
- Authority to Appoint forms for new staff appointments contain a Space Management Section. Departments should utilise this mechanism to highlight accommodation requirements when each ATA is approved to allow sufficient time to identify a space solution before staff commence. As the ATA form is not sent directly to Estates Services, Departments / Schools / Directorates should complete a Statement of Need Application form as soon as possible after the ATA is submitted if accommodation is required for new staff appointments.

4 ANNUAL REVIEW

Space allocations within Departments / Schools / Directorates and across University buildings will be surveyed and reviewed annually. A pro-active approach will be taken to ensure the efficient utilisation of all accommodation is maximised so that the University can prioritise accommodation allocation in response to changing needs.

5 OFFICE SPACE

Heads of Department / School / Directorate are responsible for ensuring that all office accommodation within their Department is allocated, occupied and utilised efficiently.

Heads of Department / School / Directorate are also responsible for maintaining an accurate digital record of all staff and PGR office allocations.

The process for assigning staff and PGR student names to offices online is through the Maintenance Section of the Telephone Directory, (available on the Estates tab of Pegasus,) to the Department Telephone Directory Administrators who have been appointed by each Department.

[See section 12 of this policy for the link to the Telephone Directory Administrators Guidance](#)

Once staff and PGR office locations have been updated in the Telephone Directory they are automatically updated on all Space Planning reports.

Staff and PGR students can individually update their office locations through the Staff Workplace Location Guidance document or the PGR Student Workplace Location Guidance document using the link in section 12:

Where changes are planned to the Headcount, FTE or composition of staff working in a Department, the Head of Department is responsible for reviewing the current allocation of office space to identify a solution within their allocated area before applying for more space through a Statement of Need.

To assist with this review process, Estates Services will generate a floorplan layout for the current office areas of each building with an illustration of occupancy capacity, when requested.

- These building floorplans will illustrate the number of work stations along with ancillary space that will fit within each room.
- Consideration will be given to the constraints of Building Services infrastructure, Fire Escape capacity and the provision of toilet facilities in the calculation of potential office capacity.

When a Department submits a Statement of Need Application for additional office space, Estates Services will firstly review the potential occupancy capacity of existing office space before considering additional requirements.

Allocation of Staff Offices

The following guidelines apply when planning the disposition of staff within available offices:

- Staff should not be allocated more than one office or work station
- Where work responsibilities require staff to carry out office work in two locations, an office should be allocated in the primary location and a hot desk should be provided in the secondary location.
- Cellular offices should only be allocated based on the requirements of staff function.
- Cellular offices should be allocated on the basis of need and should not be allocated solely based on Grade for either Academic or Professional Services Staff.
- Where a Head of Department / School / Directorate considers that a member of staff requires a single cellular office, allocation should be prioritised in offices that are sized for single occupancy.
- Departments must make an assessment of all offices capable of multiple occupancy before requesting additional cellular office space and should plan to optimise occupation of all allocated offices before requesting additional office accommodation.
- It is recognised that a Head of Department / School / Directorate is likely to require meeting space within their allocated office area and that an appropriate sized room should be allocated to fulfil this role.
- Where offices have more access to natural light and natural ventilation, Heads of Department / School / Directorate should reflect on the allocation and utilisation of these areas. These areas should be allocated on the basis of need and should not be allocated solely based on Grade for either Academic or Professional Services Staff.

Taking Account of FTE and Work Requirements

When planning for the efficient allocation of office space Heads of Department should also note:

- Staff with a fractional FTE should be allocated appropriate office accommodation and share work stations e.g. two staff who both have <0.5FTE and work on different days could share a work station location.
- Staff who have been given leave to regularly work at home or off campus, should not generally have a dedicated single occupancy office location on campus.
- Heads of Department / School / Directorate should maintain an official record of all staff who have been given leave to work at home or off campus along with the number of hours or days approved, to share with Estates Services when required.
- Staff in this situation should, either be allocated a shared work station similar to staff with a fractional FTE or provided with access to a hot desk while on campus depending on their specific circumstances.
- Staff visiting for more than 6 months may be provided with a dedicated work station within a Departmental area.
- Staff visiting for less than 6 months, Retired staff, Emeritus staff, Part time Tutors, Part time Lecturers or staff on less than 0.5 FTE:
 - Should be located in shared, bookable office areas or provided with hot desk facilities with access to Department facilities as required.
 - Should not be provided with a permanent work station or single occupancy office.

Shared Office Areas

The guidance here is supplementary to the guidance in Section 5 above to give further clarification as to how the policy for offices applies to work stations in shared office areas.

A shared office area is any office that could be / is occupied by more than one Department. A good example of this is the shared office space on Levels 4 to 7 of the Technology & Innovation Centre where the space is shared between Departments from different Faculties.

Work stations in shared areas will be numbered in a sequence agreed with Estates Services and illustrated on University Record Drawings.

Links to resources available online to identify Staff and PGR names allocated to work station numbers within shared areas are found in section 7 of this policy.

As with dedicated Department areas, (where Heads of Department are responsible to ensure that all staff and PGR student names are allocated online to an office room number,) Departments / Schools / Directorates are also required to identify both the office number and the specific work station number for all staff and PGR in shared office areas.

Shared Office Policies - Technology & Innovation Centre

Staff and PGR students should only be allocated one single or shared office area space on campus:

- Staff or PGR's who have an office or work station allocation in another building should not also have an office or work station in TIC.
- Staff or PGR's who work in TIC but have an office or work station allocation in another building should either make use of hot desk facilities or share work station space with someone who is based in TIC.

Within the TIC building, defined hot desk areas will be identified on each of the main office floors of the building to facilitate this.

Historically, desks in department areas of TIC have been reserved for future allocation to staff or PGR's who are not yet in post. While it is necessary to plan for the future in this way, desk allocations should only be identified where an offer has been made to a named member of staff or PGR student who is due to commence work at the University during the current academic year.

Appointments identified for future academic years should be planned but the work station capacity within each department area should remain unallocated, until a start date has been identified.

Visiting Staff to the University

Visiting staff from other Universities or Industry Partners who are invited to work full time with the University for a defined period of time may be allocated a desk in the department areas if one is available.

Visiting staff from other Universities or Industry Partners who work part time with the University over any period of time should not be allocated a desk but may be given access to hot desk facilities on the appropriate floor of the building.

All departments are required to identify the allocated office space and work station numbers online for all staff and PGR's who are allocated rooms on campus using the guidance documents in section 12 of this policy.

Meeting Rooms

- Department / School / Directorate office areas should not be designed or occupied to accommodate meetings or tutorials in the offices themselves.
- Departments should have access to shared bookable meeting rooms for general use by the department.
- Where Faculty departments are co-located in one building or a group of buildings, meeting rooms should be shared and bookable where possible to improve the utilisation of these facilities.

Staff Working on Confidential Data

Where sensitive and/or personal data is utilised as part of the office activity, this requirement must be clearly articulated if it has an impact on the disposition or allocation of office space.

Apart from exceptional circumstances, it shall be assumed that working on confidential or secure data by staff within the same department requires no special arrangements.

Where there are reasonable office management and IT solutions for the use of confidential data (provision of secure digital and physical storage), each Head of Department / School / Directorate is expected to allocate office space accordingly without compromising the overall efficiency of office space in their department area.

The spatial and physical security of the office environment in the design of new office spaces will take into account the need to mitigate casual observance of restricted data on screens or desks where this requirement is clearly articulated by Heads of Department or their project lead nominee at the design stage.

Access to private accommodation for confidential phone calls for staff who work in shared offices should be made through the designation of quiet rooms in shared office areas or through local management arrangements which facilitates access to offices when they are unoccupied.

Post Graduate Research Students

The University has four categories of PGR students with respect to their time spent on campus.

- Within Duration of Study
- Within 6 months Writing Up
- More than 6 months Writing Up
- Post Writing Up

Where the nature of study requires PGR students to be present on campus for the majority of time, Heads of Department should identify work stations for students who are “**Within Duration of Study**” and “**Within 6 months Writing Up**”.

It is the responsibility of each Head of Department to decide whether PGR students who are based on campus require a dedicated or a shared work station allocation.

Where it is appropriate for PGR students to share work stations each Head of Department should decide what the appropriate ratio should be e.g. 1:1, 1:2 or 1:3 based on the requirements of students.

PGR students who are either “**Within Duration of Study**” or “**Within 6 months Writing Up**” who may be based off campus for significant periods of time due to working with industrial partners etc., should have access to hot desk facilities for the duration of any off campus period.

PGR students who are either “**More than 6 months Writing Up**” or “**Post Writing Up**” should not be provided with either dedicated or shared work stations on campus but could be provided with access to hot desk facilities.

PGR students should be provided with work stations in collocated shared Faculty accommodation wherever possible.

Post Graduate Instructional Students

PGI students should not normally be provided with dedicated work stations although shared work stations may be provided as space allows where a case is made in a Statement of Need by the Head of Department / School / Directorate.

6 TEACHING SPACE

To facilitate the effective management of teaching space all generic learning spaces on campus will be included in the Central Pool and will be booked through Syllabus Plus, (the co-ordinated timetabling system), which is managed by the Timetabling Team.

All general undergraduate teaching will take place in accommodation designated as learning spaces in the Co-ordinated Timetable. The University is targeting an increase in the utilisation of teaching rooms which is calculated by multiplying frequency, (the number of hours a room is used as a percentage of the total available,) by occupancy, (the number of occupants physically in the room each hour as a percentage of the room capacity.) Utilisation in teaching rooms will be reviewed annually based on survey data.

The Teaching Space Utilisation System (TSUS) is planned to provide continual room utilisation data throughout the year without physically disturbing teaching activity. The TSUS data collection may be supplemented with manual surveys of teaching room utilisation as required.

Specialist teaching facilities are allocated to departments by agreement with Estates Services. These spaces are still owned by the University and all teaching activities taking place in these spaces must be included in the Syllabus Plus co-ordinated timetable to facilitate student timetables and to enable the whole teaching estate to be managed and maintained effectively.

7 RESEARCH OR TEACHING LABORATORIES

Heads of Department / School, in departments with research infrastructure are responsible for the efficient allocation of research laboratories, workshop and facilities, which can be categorised as follows:

- **SHARED** Laboratory Space – Allocated for a specific purpose which is carried out over an extended period of time but does not require access to the whole area for all of the available time in the laboratory. This makes it available to be shared between research groups.
- **FLEXIBLE** Laboratory Space – Areas fitted out for specific work but only required by one research group or activity for a defined period of time before is it is vacated for allocation to other research group(s).

Review of Existing Laboratories and Workshops

The provision of existing research laboratories, workshops and facilities should be reviewed annually by each Head of Department / School / Directorate to ensure the efficient allocation of laboratories and facilities to meet User needs.

Laboratory space which is under-utilised should be reviewed to determine whether the available space or laboratory time can be re-allocated within the department, shared, reduced in size or shared with other activities or departments.

The scheduling and organisation of teaching activities that require laboratory access should be regularly reviewed alongside timetabling reviews to determine whether it is possible to improve the utilisation of current facilities.

Laboratory space which is no longer required for the purpose for which it was allocated should be reviewed to determine whether it has the potential to fulfil other opportunities within the department. If there are no immediate alternative opportunities that will make full use of the available facilities, then the space should be released to be allocated to fulfil other requirements.

Planning of new Laboratories and Workshops

The principles applied to the planning of all new laboratory developments and refurbishments will be fitness for purpose, flexibility, adaptability, affordability with the objective to achieve higher utilisation rates.

In the construction of new laboratory space, consideration will be given to an increased services provision, above what might actually be initially required to increase flexibility of use by other departments and future adaptability.

Where specialist facilities are required, departments will be encouraged, where possible, to use or build on existing specialised facilities and equipment resources to increase or improve utilisation.

8 STUDY SPACE / SOCIAL SPACE / OTHERS

Departmental multi-purpose study / social space for Undergraduate students, Postgraduate students and staff

General Areas

Departments should provide areas that are suitable for students to meet, work and socialise together, be this UG, PGT or PGR students. These Departmental areas should be designed and utilised to assist with the recruitment and retention of students by strengthening their sense of belonging within Departmental and Faculty areas.

If a Department / School / Directorate proposes to change space allocated for student social / study space to an alternative purpose they must endeavour to replicate the provision elsewhere within the existing department space provision to an equal or higher standard.

Multi-Faith Rooms

The University will endeavour to provide Multi-Faith prayer rooms across the campus. Where possible these rooms will:

- Be between 9 and 16m² in area.
- Have a storage area accessed from within the room for furniture storage.
- While rooms of this nature are provided initially for use by Faith Groups, the University has a duty of care to staff and students with various other requirements. These rooms are also therefore available for use by staff and students who need a quiet space to take a break from work or study and for mothers with babies.
- Where possible the room will be located adjacent to facilities for personal hygiene requirements.

Support Space

The provision of separate rooms to house departmental kitchens/break out space and photocopiers etc, will be facilitated where possible.

- Staff social spaces should be provided within Faculty or Departmental space.
- Every department should have access to a kitchen area and informal relaxation space which may be shared between departments or the users of single buildings depending on their size and design.
- Accommodation for printers/photocopiers and fax machines should be prioritised in areas which are adjacent to office areas, (ideally in rooms that could not otherwise be used as offices.)

Storage Space

Document storage within office and administrative areas should be managed by Departments.

Commonly accessed documents, books and periodicals should be stored in central departmental areas.

Documents which do not require regular access but which require to be kept by departments should be stored in the Records Office. Additionally, documents which require to be kept for a specified period of time before being destroyed should be stored in the Records Office storage facilities on campus.

Materials which would be considered as part of a library for the benefit of staff and / or students should be kept in the University library i.e. Departments should not maintain their own libraries.

9 SPACE NORMS

When new developments or reconfiguration projects are proposed the following guidelines are proposed to assist with the calculation of the area requirement for different activities. Estates Services will work with departments to identify space needs for particular projects.

The following figures are derived from current practice and/or sector comparisons and are for guidance only:

Teaching Rooms

Fixed Seat 1.0m² per person

Based on a large capacity teaching room with seats either permanently fixed in one location or a retractable arrangement of seats which are moved into a fixed position for the purpose of teaching. In either situation, each seat must be provided with a suitable fixed writing surface for students to take notes during the teaching activity.

Classroom 1.5m² per person

All seating in a classroom will face towards a fixed teaching wall and will most likely be configured in parallel lines. In general the seating configuration will be consistent and the configuration will be retained for the duration of teaching activities. Activities requiring any deviation from the normal classroom layout will require the activity booker or leader to re-set the furniture layout at the conclusion of the activity or have a formal arrangement with Portering Services to return the seating configuration back to the original layout.

Flexible Seating 2.1m² per person

This type of space will normally have no pre-defined set up arrangement of seating configuration. It will have a designated number of chairs and desks that can be re-arranged to whatever configuration is required. The physical layout of the preferred furniture configuration is the responsibility of the activity booker or leader before the activity commences.

Laboratories

Generic Lab	-	3.0m ² per person
Computer Lab	-	2.5m ² per person
Write up room	-	2.0m ² per person
Music Room	-	4.9m ² per person

Meeting Rooms

2.0m² per person

10 RESOURCES FOR SPACE PLANNING

Digital resources are available to assist Heads of Department / School / Directorate in the allocation of office space as follows:

- The Department Accommodation Survey web portal contains data on the rooms allocated to each department along with the name of staff allocated to each office: <http://space.estates.strath.ac.uk/secure/accommodation/>
- University record drawings for each building floorplan are available as blank floorplans or coloured as an illustration of the rooms allocated to each department: <http://space.estates.strath.ac.uk/secure/drawings/>
- The process for allocating staff and PGR student names to offices is for the identified Telephone Directory Administration staff in each department to update these locations on the “Maintain Staff Telephone Directory” section of the Estates tab on Pegasus.
- Departments may also send details of staff and PGR student office allocations to the Space Management Team to update this data online – Email contact: d.pollard@strath.ac.uk
- Planning resources are available on the Space Planning website here: <https://www.strath.ac.uk/professionalservices/estates/space/policies/>
- Where staff and PGR students are allocated to work stations in shared offices, (e.g. TIC,) the allocation of work stations can be viewed in the following locations:
 - Engineering <http://space.estates.strath.ac.uk/secure/sharedengineering/>
 - Humanities and Social Sciences <http://space.estates.strath.ac.uk/secure/sharedhass/>
 - Science <http://space.estates.strath.ac.uk/secure/sharedscience/>
 - Strathclyde Business School <http://space.estates.strath.ac.uk/secure/sharedsbs/>
 - Technology and Innovation Centre <http://space.estates.strath.ac.uk/secure/sharedtic/>

11 SUPPORTING GUIDES AND POLICIES

Links to the following documents are found on the Space Planning website here:

<https://www.strath.ac.uk/professionalservices/estates/space/policies/>

- 1 - **Statement of Need Application Guidance**
- 2 - **Annual Department Accommodation Survey Guidance**
- 3 - **Vacating Rooms Policy**
- 4 - **The University Estate – Key Facts and Figures**
- 5 - **Telephone Directory Administrators Guidance**
- 6 - **Staff Workplace Location Guidance**
- 7 - **PGR Workplace Location Guidance**