Title: Space Management Policy					
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University of South Wales
Space Management Policy

1. Introduction

    1.1. Space is a valuable resource which can either become a hindrance or enhance the operational effectiveness of the University depending upon how effectively it is managed.

    1.2. After payroll, space is the most expensive item the University has to manage. The USW Estates Management Records (EMR) return for 2014/15 showed the average cost of each square metre to be £158 per annum. With an estate size of about 217,000m^2 in 2014/15, this generated an annual estate running cost of over £19.2 million. For 2016/17, the USW group will operate a smaller estate of around 177,000m^2.

    1.3. Space is slow to procure or dispose of and expensive to maintain or adapt. Therefore making effective use of it requires careful planning.

    1.4. It makes economic sense to do everything possible to manage the way that space is used and to take careful steps to achieve a balance between the needs of staff and students, and the cost of space as a resource. Indeed failure to manage space effectively could lead to the University failing to meet some of its strategic financial targets.

    1.5. The whole issue of Space Management is a moving feast as the continuing developments in IT and the changing habits of students will inevitably lead to alterations in the way that space is used. Distance learning, for example, can reduce the requirement for classroom space; digital storage cuts back the need for storage space and being able to access University files remotely means that working from home is possible for more and more staff thus reducing the need for office space. As a result use of space needs to be constantly reviewed with innovative solutions found to deal with any problems arising.

    1.6. Smaller computers have a knock on effect on desk size and shape (L shape desks are no longer needed) which together with a general philosophy of moving from cellular to open plan offices also has an impact upon office space provision.

    1.7. This policy outlines the University's approach to its space; helping to inform how it can match demand and supply and to meet the user needs in an economical and sustainable fashion. It sets some common definitions, describes its aims and how it hopes to achieve them. It articulates guidelines for usage and considers measures for success. It sets the space norms for both academic and staff space. In short, it tries to balance the needs of creating a positive student experience with those of looking after the needs of staff at a sustainable and realistic cost.

2. Common Terms used in Space Management

2.1 When quantifying space, the Estates Management Record collects information on both the Gross Internal Area (GIA) and Net Internal Area (NIA).   A full definition of GIA and NIA is included in Appendix 1. For consistency of reporting and to facilitate benchmarking with other institutions, USW will adopt the RICS approach to calculating NIA.

2.2 Space Utilisation - The methodology for space audits in both Further and Higher Education institutions was established in the 1970s by two academics working from the University College London. In their work "Managing Space in Colleges," Kenny and Foster created principles that are still in use today. Three measurement criteria were established;

- The "frequency factor" - the percentage of the available time that a room is used.
- The "average occupancy factor" - the percentage of available seats occupied when a room is in use.
- "Utilisation."   Defined as the frequency factor multiplied by the average occupancy factor.

Kenny and Foster concluded that 100% utilisation was not achievable in the real world and that 64% (made up of 80% frequency factor and 80% average occupancy factor) was the highest practical target.   Later in 1996, the National Audit Office published 'The Management of Space in Higher Education Institutions in Wales' which suggested that achieving 50% (70% frequency and 70% occupancy), may also prove to be a challenging target.   Institutions have been left to decide what level of utilisation best meets their particular circumstances and are expected to periodically review and set utilisation targets.

3. Space Breakdown

3.1 Space available at USW campuses is summarised as follows;

Cardiff	-	Total Non-Residential space	20,628m^2
City Campus	-	Total Non-Residential space	12,824m^2
Glyntaff	-	Total Non-Residential space	16,472m^2
Treforest	-	Total Non-Residential space	60,898m^2
William Price	-	Total Non-Residential space	2,333m^2
Sports Park	-	Total Non-Residential space	3,645m^2
Baglan	-	Total Non-Residential space	472m^2
Crownford	-	Total Non-Residential space	946m^2
Total Residential space at Treforest			27,075m^2
Total Space available			145,720m^{2*}

(*Note: total excludes Merthyr College 16378m^2 and RWCMD 15,201m^2)

3.1. In addition the University leases space at the William Price Business Park, South Wales Sports Park, Atlantic House, Baglan and in Newport at Alacrity House and the Royal Chambers.

4. Space Philosophy at the University of South Wales

4.1. The University of South Wales puts the student at the centre of everything that it does. However it also recognises that to be successful it needs to manage its resources to ensure that it can continue to be sustainable and viable and allow it to re-invest in those resources.

4.2. The University's approach is that all space is "owned" by the Corporate Institution that is the University of South Wales and is managed by the Estates and Facilities Department. Faculties and Corporate Departments are allocated space to use. The relationship is akin to a landlord and tenant. This is to ensure that a co-ordinated approach is taken to space utilisation; that the interests of all stakeholders are taken into account and that the University meets its legal obligations whilst maximising the use of the available space.   If a faculty, school or department spends money on any given space, it does so entirely at its own risk, aware that security of tenure cannot be guaranteed. For that reason, no such expenditure should be carried out without the prior agreement of the Director of Estates and Facilities.

4.3. The University will manage the allocation of teaching and office space through the Space Management Group (SMG) which will report to the VCEB Finance and Estates. All requests for additional space, changes of use, or estates related projects involving space must be made via this route.

4.4. Although the estate is split into a number of different campuses, space management decisions will be made in the context of the University as a whole and on the basis of accurate database information on room usage across the estate.

4.5. As far as reasonably practicable, the Space Norms outlined in Appendix 2 will be applied across the University. However, it should be noted that due to the various structural constraints of the existing buildings, these space norms may not always be achievable. They should therefore be seen as aspirational rather than a right, i.e., a guide for the SMG and the Estates and Facilities Department to work towards.

4.6. To help with effective space management, space charging methodologies will be developed and modelled to explore the options available and to test if they would be a cost effective way of managing space and improving space utilisation.

4.7. Space Utilisation Target: The University will aim to achieve an overall target utilisation of 36% in its teaching rooms, made up of an average 60% room frequency factor and a 60% room occupancy rate. Space utilisation is a Key Performance Indicator and may therefore vary from time to time.

4.8. The Estates and Facilities department is working to develop common standards across all campuses to ensure that all students receive a similar experience in terms of the teaching environment.

5. Planning for Space

5.1. Teaching and Learning Space: There is very little guidance on the amount of space that each teaching and learning activity should be allocated in the HE sector. However work was started in the days of the Polytechnic Funding Council and eventually summarised by what was then the DfEE (Department for Education and Employment) in Design Note 57. Details of the space norms outlined in Design Note 57 are shown in *Table 1*, Appendix 2 and will be used by USW to guide the provision of teaching and learning space.

5.2. Office Space: Office space can be a very contentious issue if seen as a privilege of rank or status rather than as a result of what is required to do the job. USW will provide office

space based on need rather than status and will refer to the office space norms used in the UK HE Space Management Group's 'Space Modelling Framework' as a guide to the allocation and provision of University office space, see *Table 2* Appendix 2. The Space Modelling Framework formed part of the Space Management Project which was carried out by Kilner Planning and London Economics in 2014 under the direction of the UK HE Space Management Group.

5.3. Open Plan Offices: This type of office accommodation is flexible, easily adapted and is space efficient. Unless there are structural reasons why open plan is not possible it will continue to be the preferred choice in any restructuring, new build or refurbishment project, using the space norms outlined in this paper.

5.4. Other Space Requirements: It will be down to the Space Management Group to discuss and agree any variations, or agree the allowance for activities that are not covered by the University's space norms.

6. Responsibilities for Space

6.1. The University divides its teaching space broadly into two types i.e., General Purpose Teaching (GPT) rooms and specialist teaching rooms.

6.2. The Estates and Facilities Department is responsible for the day to day management of GPT rooms. Because of their specialist nature, specialist teaching rooms, such as film editing suites, laboratories, workshops etc will generally be resourced by the school or faculty that uses the facility most.

6.3. The University requires that all teaching activities taking place in both GPT rooms and specialist teaching rooms should be scheduled through the central timetabling system.

7. Standardisation of Teaching Rooms & Offices

7.1. It is an aspiration that the University will standardise GPT rooms and offices to ensure a commonality of student (and staff) experience within the teaching environment.

7.2. The standard General Purpose Teaching room will be:

- Painted in a common colour.
- Carpet tiles on floor – vinyl for "wet" areas.
- Blinds on the windows
- A door with an electronic Salto lock, (programmed appropriately.)
- Have an LCD projector and screen, both controlled from a point on the front wall
- A white board on the teaching wall (ideally not behind the screen.)
- Lighting appropriate for the space, which can be switched on and off as well as automatically adjusting for the amount of natural light available.
- Fitted out with individual tables (600 x 800) and chairs with a number appropriate for the size of the room.
- Have a lectern
- Have sufficient heating or cooling to maintain the temperature to around 20 degrees centigrade other than in exceptional weather.

7.3. The standard office space will be (unless a hot desk environment has been established):

- Painted in a standard colour.
- Carpet tiles on the floor.
- A desk, filing cabinet and pedestal per person.
- A fully adjustable chair that meets the requirements for DSE per person.
- The room will be secured by an electronic Salto lock, programmed appropriately.
- A telephone.
- Two data connections and one telephone connection (or a third data connection if telephony is to be via VoIP) per person.
- At least 4 power sockets per person.
- Be within 30 metres of a multi function device for printing and copying purposes.

8. Layout of Teaching Rooms

8.1. Teaching rooms will be informed by the Learning and Teaching Strategy and curriculum needs.

8.2. Taking these into account, the Space Manager will determine the "standard" layout for each teaching room. This will be based on a layout that is best suited to the majority of events booked into the room.

8.3. The standard room layout will be posted by the door in each room, and users are requested to return the furniture to that set up at the end of each session.

9. Furniture

9.1. In accordance with public sector procurement rules, the University purchases all its furniture from companies that are on the framework agreed by the Higher Education Wales Purchasing Consortia.

9.2. The University will go to tender on a regular basis to create a "furniture brochure" available to the University from which furniture can be bought. This will ensure a degree of standardisation across the institution whilst ensuring that the correct quality is maintained at an affordable price. The only exception to this will be for one off special projects where furniture will be procured by the Estates and Facilities Department.

9.3. Whilst all furniture must be purchased centrally, the funding may have to come from a school, faculty or departmental budget. Any requests for furniture should therefore be made by a budget holder.

10. Room Temperature

10.1.   Temperature is a very emotive subject and what is cold for one person may be too hot for another. In the current environment with concern about carbon footprints and pressure from both regional and national governments to reduce carbon emissions, there are many issues to be considered when setting temperature guidelines.

10.2.   The University aims to have its rooms at about 20 degrees centigrade within 30 minutes from occupation. However that is not always possible as not all buildings have air

cooling so this cannot be guaranteed in the summer and other buildings take longer to heat up in exceptionally cold weather, so this is a guide rather than a rule.

11. Space Charging

11.1.   It is accepted that within the HE sector, space is second only to payroll as the most expensive item on a University's profit and loss account. It therefore needs to be carefully controlled.

11.2.   Space Management within Universities is a national problem, highlighted first by the National Audit Office (NAO). A group was established to consider space management within the HE sector as a whole, and their research, conclusions and recommendations can be found at www.smg.ac.uk

11.3.   The University of South Wales does not currently allocate space costs, but is open to introducing a space charging mechanism where required to achieve a specific set of space management objectives.

12. Recording of space data.

12.1.   The efficient management of any estate requires accurate data. It also needs that data to be kept in such a manner that it can be benchmarked against other similar institutions.

12.2.   The Estates and Facilities Department operates a Computer Aided Facilities Management (CAFM) system called QUEMIS. One of its functions is to hold data for the entire university, including plans, room sizes and room allocation. This applies to academic and staff spaces.

12.3.   It is the responsibility of the Space Manager to maintain the accuracy of this information.

12.4.   Any changes of room allocation must be agreed by the Space Management Group and the Director of Estates and Facilities who will ensure that the records are kept up to date. As outlined in 4.3 above, the University's approach is that space is a corporate resource and not owned by any individual school, faculty or department.

12.5.   On a bi-annual basis, the Space Manager will organise space audits which will be conducted in line with standard guidance on the measurement of space utilisation within educational establishments. The Space Manager will provide a report containing the utilisation survey results and findings for consideration by the Space Management Group and VCEB Finance & Estates. Key findings will also be made available to PEB.

12.6.   The University of South Wales contributes to the annual benchmarking exercise currently known as Estates Management Records (EMR.) Each piece of data required for EMR is carefully defined to ensure that benchmarking can be done as effectively as possible across the HE sector. The Director of Estates and Facilities will compile a report annually for the Executive and the Finance and Resources Committee on the key data that refers to space and other key estates management statistics.

13. Leases etc.

13.1.   For reasons of good governance as well as the effective management of the University's estates budget, and to monitor health and safety, it is important to have a central log of all property that is used by the University either under licence or leased for whatever period.

13.2.   As such, all leases and licences to occupy must be dealt with by the Estates and Facilities Department. All property will be logged on QUEMIS which will remind management of important dates, including break clauses, rent renewals and other key dates set out in the relevant agreements, to ensure that University adheres to its side of the agreement and does not keep property for longer than absolutely necessary.

13.3.   Agreements to Lease will be signed by two members of the Board of Governors following a recommendation by the Director of Estates and Facilities and the Executive. The funding of any lease will depend upon the arrangements agreed by the Executive when the lease is signed.

13.4.   Any correspondence referring to any property used by the University should be forwarded to the Director of Estates and Facilities as soon as possible.

14. Storage

14.1.   There is always the need for storage space in any organisation, but given the cost of space, the methods used for storage and archiving must be robust and efficient.

14.2.   The Information Compliance Manager issues guidance on the length of time documents need to be kept. It is up to schools and departments to ensure that they have policies and procedures in place to adhere to that guidance.

14.3.   The University has an account with a storage company. That account is managed by the Data Controller.

14.4.   There is limited storage facilities within the University, so schools and corporate departments need to find space within the areas allocated to them for storage or make arrangements for utilising the University's off-campus storage facility.

15. Room numbering:

15.1.   A logical and consistent system for room numbering is important for several reasons, most notably to enable students, staff and visitors to find their way round a building. The Space Manager is responsible for applying a consistent approach to room numbering across all campuses.
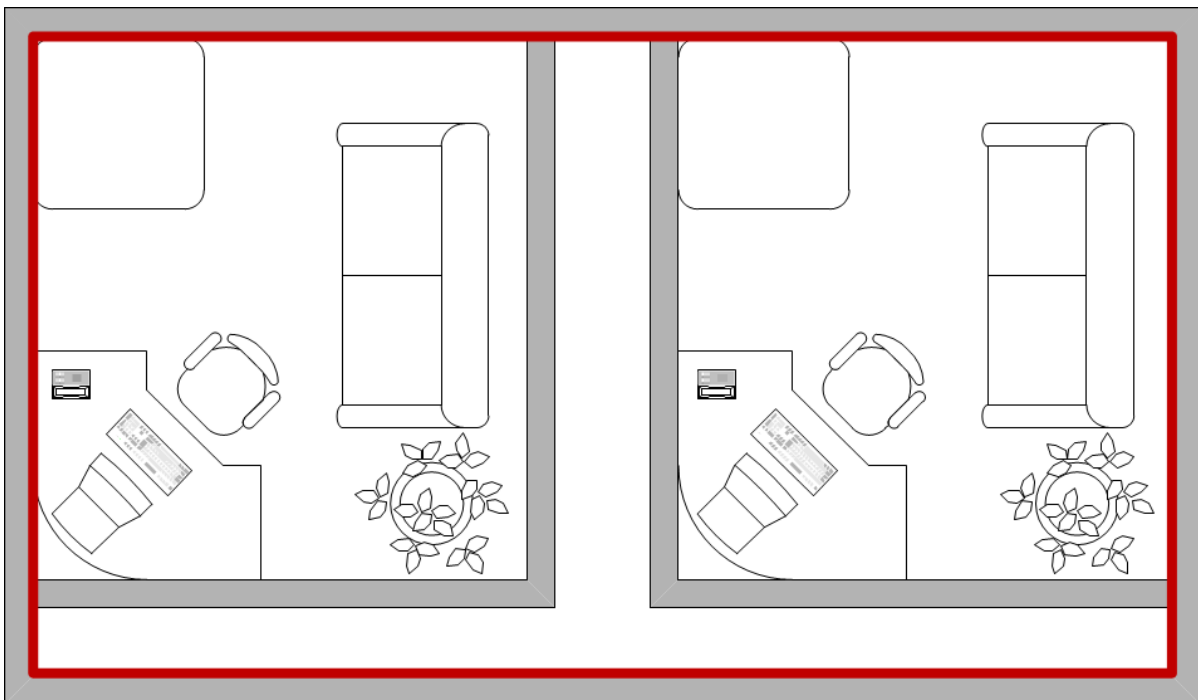
Estates Management Record - Area Calculations (version 1.0 13th August 2015)

Gross Internal Area and Net Internal Area

The Estates management record collects information on both the Gross Internal Area (GIA) and Net Internal Area (NIA) of the higher education provider (HEP).

Gross Internal Area (GIA)

GIA is the total area of buildings owned, occupied or maintained by the HEP, measured to the internal face of the perimeter walls at each floor level (i.e. the footprint of the building excluding the width of the outside walls). It includes areas occupied by internal walls and partitions.

Net Internal Area (NIA)

NIA is the **usable** area within a building measured to the internal face of the perimeter walls at each floor level. NIA covers all areas which are used for a specific purpose.

NIA includes:

- teaching and research rooms,
- offices,
- kitchens,
- workshops,
- built-in units, cupboards etc. occupying the useable area,
- stores,
- academic stores,
- changing rooms and showers (e.g. within or as part of clean rooms, catering facilities, sports facilities),
- porters' offices and kiosks,
- first aid rooms,

- staff common rooms,
- internal partition walls (e.g. fixed walls, de-mountable re-moveable screens),
- ramps of lightweight construction to false floors,
- a floor area which contains a ventilation/heating grill,
- area occupied by skirting and perimeter trunking,
- areas served by internal non-structural walls, de-mountable partitions (whether or not permanent) etc. where the purpose of the division is partition of use (and not support) provided the area beyond is not used in common (by more than one occupier),
- pavement vaults,
- notional lift lobby and similar areas, where there are several functions using the area, such as meeting space, reception, or cafe,

It does not include those parts of buildings which enable them to function, such as corridors. These are classified as balance areas.

Approaches for defining NIA

There are two alternative approaches for the return of data on NIA. USW will use the preferred RICS approach for calculating NIA as follows:

- NIA Royal Institution of Chartered Surveyors (RICS) basis,
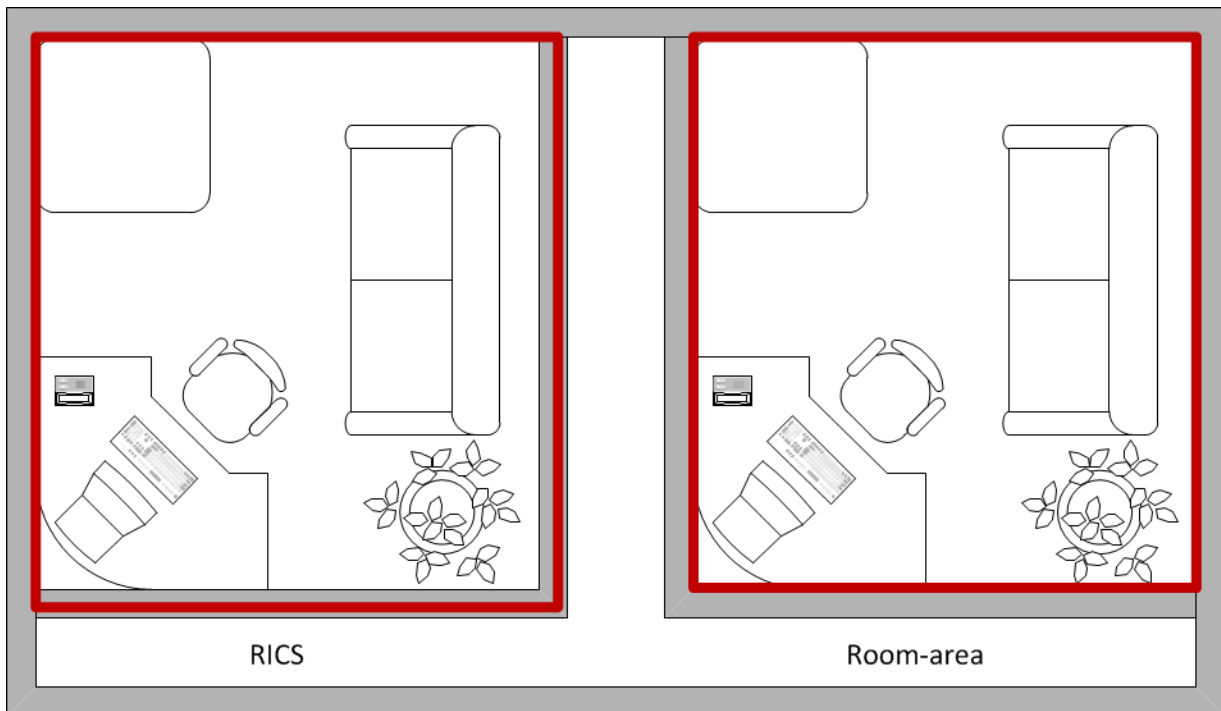- NIA room area.

1. NIA RICS basis

The NIA RICS definitions are contained in the 'Code of Measuring Practice: A Guide for Property Professionals' (Sixth Edition), published by the RICS. This method involves the measurement of the internal room area part way into the width of internal non-structural walls and partitions.

This is the preferred method of measurement and is demonstrated by the left-hand room in the diagram below.

2. NIA room area basis

This method involves the measurement of the internal room area less the width of internal walls and partitions.

This is the less preferred method of measurement and is demonstrated by the right-hand room in the diagram below.

RICS   Room-area

Balance areas

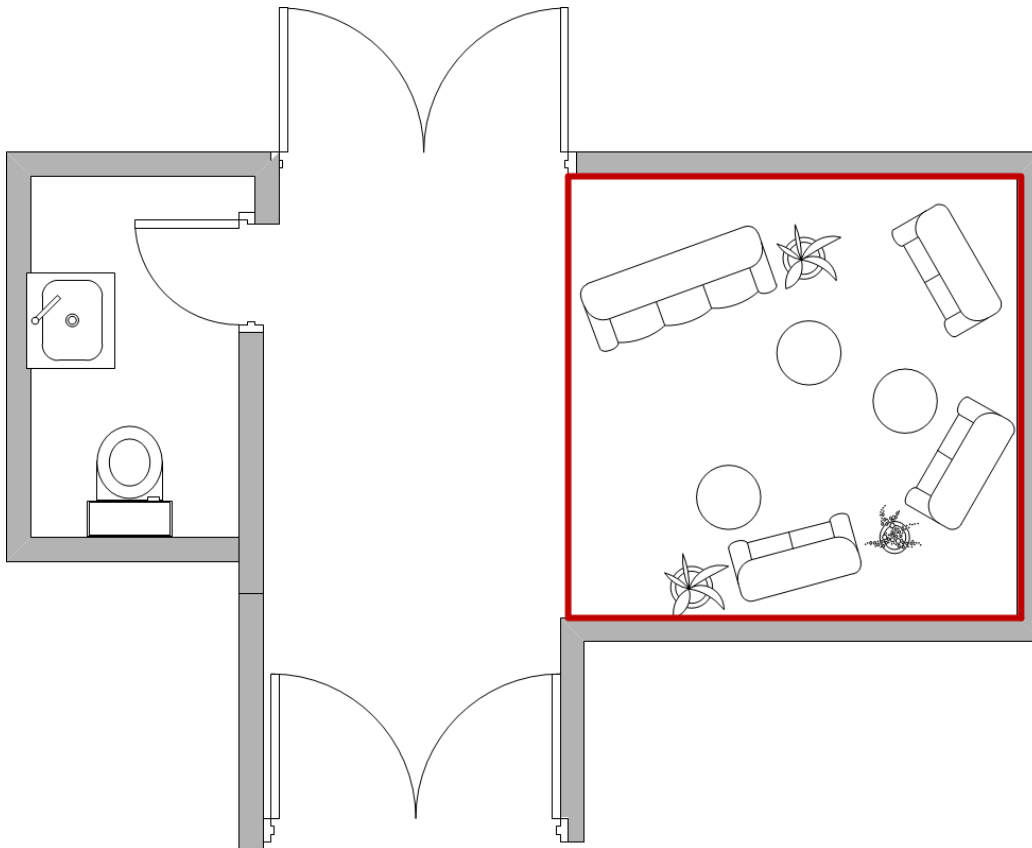Balance area is the floor area provided as part of the GIA to enable the building to function.

Balance area should be **excluded** from the NIA calculations.

The following are examples of balance areas:

- corridors and other circulation areas of a permanent nature (e.g. fire corridors, smoke lobbies etc.),
- internal open-sided balconies or similar,
- internal structural walls, walls enclosing excluded areas, columns, piers, chimney breasts, vertical ducts, and other projections,
- stairways and stairwells (and voids over),
- entrance lobbies (where the function is solely or primarily for entry/circulation),
- foyers (where the function is solely or primarily for entry/circulation),
- atria with clear height above, measured at base level only (where the function is solely or primarily for entry/circulation),
- lifts,
- permanent lift lobbies, permanent lift rooms, liftwells, and lifts (and voids over),
- lavatories and toilet lobbies,
- cloakrooms,
- cleaners' stores,
- cleaners' cupboards (as defined in the RICS definition),
- covered areas (e.g. plant rooms, tank rooms, fuel stores which are housed in a structure of a permanent nature, whether or not above main-roof level,
- loading bays,
- ducts,
- permanent and continuous air-conditioning, heating, or cooling apparatus (as defined in the RICS definition),
- boiler houses,

- calorifier chambers,
- fuel stores.

Therefore in the diagram below the balance area is that which is not contained within the red box. The area contained within the red box is eligible for inclusion within NIA. The area lying outside of the red box is excluded, i.e. the corridor and lavatory.

Appendix 2

USW Space Norms

The norms in Table 1 below will be used to guide the planning of USW teaching and learning spaces. Areas of specialised teaching such as edit suites, art studios, workshops etc not included in the table will be considered following consultation with the end users. It is worth repeating that due to the various structural constraints of the existing buildings these space norms may not always be achievable.

Table 1 – USW Space Norms for Teaching & Learning Spaces

Room Type		Area (m^2)
General Purpose Teaching Rooms		
1	Lecture Theatre (or close seating arrangements)	1.0
2	Teaching in informal groups	1.8
3	Teaching with demonstration facilities	2.5
Specialist Teaching		
4	Commerce and business (computer rooms)	2.7
5	Science and technology (laboratories)	3.0
6	Art and Design studios (other than large scale work and drawing offices) but including PC based areas.	3.2
7	Crafts, large-scale art and design, home economics, dress making, workshops with benches	4.5
8	Catering and hair dressing	6.5
9	Welding, motor vehicle, installation trades	7.5
Learning		
10	Resource based learning centres	2.5

Note: Norms extracted from DfEE (Department for Education and Employment), Design Note 57.

Table 2 – USW Space Norms for Offices & Workplaces

Academic staff	Office workplace area		Shared workplace ratio where appropriate
Large office with meeting space	15.00		
Single office	12.00		
Shared offices	4.7 - 7.00		
Share workplaces <0.5-0.2 FTE	7.50		Share ratio of 2:1
Share workplaces <0.2 FTE	7.50		Share ratio of 5:1

Support staff	Office workplace area		Shared workplace ratio where appropriate
Large office with meeting space	15.00		
Single office	9.00		
Shared offices	4.7 - 7.00		
Share workplaces <0.5-0.2 FTE	7.50		Share ratio of 2:1
Share workplaces <0.2 FTE	7.50		Share ratio of 5:1
Research students	**Workplace area**		**Shared workplace ratio where appropriate**
Research student workplaces	3.50		
Research student workplaces	3.50		Share ratio of 3:1

USW will apply the norms above in-line with the health and safety guidelines for office space. The workplace regulations have a specific section in relation to occupational density. The limiting requirement is that a room shall not be occupied at a volumetric density greater than $11m^3$ per person. In measuring this, ceiling heights greater than 3m are discounted as are any ceiling heights less than 1.5m high. In a typical building the ceiling will be in the range of 2.5 – 2.7m and the corresponding minimum area density range will therefore be $4.0 – 4.4m^2$.