

# Space Management Policy

## POLICY

All space belongs to The University and is allocated to occupants subject to review based on demonstrable need and University policy.

## IMPLEMENTATION

- 1 The University will have an Estates Committee which will oversee and make recommendations on space matters to the University Executive Board.
- 2 An amount of space will be allocated to occupants for their use. Once the use of space is at the recommended level, the division of use within that area is normally at the discretion of the Head of School/Function subject to the stipulations in bullet 11.
- 3 The following space allocation policies are expected to be applied within a unit's overall space allocation:
  - All office space must be planned and occupied based on a shared office occupancy model.
  - Where appropriate and feasible, ratio based hotdesking is encouraged.
  - Where appropriate and possible, individual workspaces will be made available to postgraduate research students (PGR), either in the school or in a dedicated postgraduate centre. Ratio based hotdesking is very applicable to this cohort.
  - Individual workspaces will not be allocated to taught post graduate students.
  - Where staff need to work between buildings or campuses space allocation can only be made in one location. Away from this location staff should access hot desk areas or make personal arrangements with other members of their unit or School.
- 4 School/Function space allocations will be reviewed from time to time by the Estates Committee to assess levels of use and recommendations may be made.
- 5 Space allocations will be made as follows:
  - i Space allocations that require capital projects will be subject to Strategy and Finance Committee approval.
  - ii Strategically significant relocations not involving capital projects will require University Executive Board approval.
  - iii The Estates Committee will approve all other space allocations and may delegate the approval of some of these to the Chair.

The Chair will determine which category an allocation falls into.
- 6 The calculation method for space allowances can be found at Appendix 1.
- 7 Occupants choosing to make their own space changes will normally be responsible for all costs incurred having first obtained approval for any physical or significant functional alterations from the Estates Committee.
- 8 Space change projects requiring funding, which cannot be funded from School or Function operating budgets, will need to be developed, and prioritised through the Business Change Process.

- 9 The rental or loan of space to another body will be subject to the agreement of the Estates Committee. Where such arrangements are with a non-University body, they will be required to have legal arrangements in place.
- 10 Any legal or other binding agreements with relation to the occupancy of space by a non-University body must be set up in conjunction with the University's Legal Services and Property Services teams. The space will be operated under the management of Property Services. The arrangements will be approved by the Director of Estates. The allocation of income from such arrangements will be subject to agreement by UEB.
- 11 Where for operational or other reasons a property asset is to be transferred to or from the Academic portfolio authorisation is required from the Estates Committee.
- 12 The Policy on Space for Visiting, Retired and Emeritus Staff is attached as Appendix 2 of this document.
- 13 The University will aim to adjust and maintain its space holdings at a level in line with the median area per student and staff FTE for a benchmarking basket of higher education institutions, whilst at the same time monitoring performance against certain other comparator groups. The current list of comparable universities can be found at Appendix 3.
- 14 Utilisation surveys will be carried out, initially on teaching and meeting space. Target utilisation levels can be found at Appendix 4. Calculations will be based on a typical week from each of the first two terms.
- 15 Use of the CMISgo room booking system (appendix 5) is mandated for the booking of the four types of space below
  - Centrally Managed Timetabled Spaces
  - Centrally Managed Meeting Spaces
  - School Managed Timetabled Spaces
  - School and Function Managed Meeting Spaces

Where a teams room or other space is 'added' to an Outlook invitation a booking in CMISgo is still required, with CMISgo being the authoritative record of room bookings.

In addition, it is recommended good practice that the system be used for the management of student facing interview and 1:1 spaces.

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Revision 9: 1 August 2023

## Space Allowances

The method, which the University of Reading has adopted, is a combination of useful elements of the old UGC norms (updated where appropriate, as ways of using space have changed over the years) and other elements of space allowance, which are based on current practice. This produces a complicated model, but by its nature, one that better reflects actual needs than a more simplistic one could. The model has been checked on site to ensure that the results reflect the assessment of the Estates Committee as to the situation on site.

The formula is broken down below into each of the component parts.

NOTE: all staff and student numbers refer to FTEs (Fractional appointments are reflected in space allocations on a pro-rata basis) and all areas are in m<sup>2</sup>.

### 1 Academic Staff Space

$$S_a \times (7+R)$$

No. of academic staff x (7 {typical allowance for a desk plus storage and ancillaries in a shared office environment} + research lab allowance {area of research space per staff from UGC})

### 2 Specialist Teaching space

$$N_t \times T$$

No. of taught students x specialist teaching allowance {space per student from UGC}

### 3 Research space (student)

$$N_r \times ((p_g \times R) + 3 \text{ (or 5)})$$

No. of research students x ((pgr research space ratio {ratio of amount of space a student could expect, compared to a member of staff} x research lab allowance {as above}) + allowance of 3m<sup>2</sup> office space per lab student or 5m<sup>2</sup> per non-lab student {for shared office space})

### 4 Research Staff Space

$$S_r \times ((n_u \times R) + 5)$$

No. of non-university staff {should include all research staff who are not included in S<sub>a</sub> above} x ((non-university ratio x research lab allowance) + 5m<sup>2</sup> {shared office space})

### 5 Technical Staff offices

$$S_t \times T_e$$

No. of technical staff x tech office allowance {based on insitu measurements of efficient, successful usage}

### 6 General Administrative offices

$$S_{ad} \times 7$$

7 x number of staff

### 7 Sessional Staff

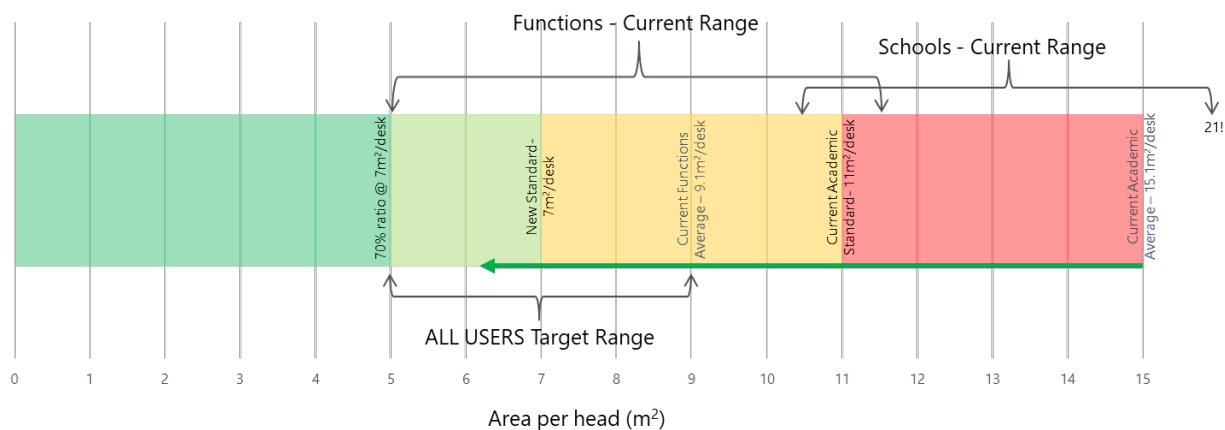
$$S_s \times V$$

No. of sessional or part-time staff {who are not included in either staff or postgraduate student numbers above} x sessional staff shared office allowance

## 8 Bad Fit Allowance

Bad fit varies between buildings. Bad fit becomes increasingly important in moving office space currently in single occupancy to shared use. Local assessment will be undertaken. However, it is apparent that in terms of the 7m<sup>2</sup>/FTE norm being applied across a diversity of spaces a range of area/FTE outcomes will be realised. An operating range approach is therefore logical. Initial assessment suggests that across a unit, a range of 5-9m<sup>2</sup>/FTE is likely to be achievable in almost all circumstances against an average planning norm of 7m<sup>2</sup>/FTE. A target range is therefore used of 5-9m<sup>2</sup>/FTE representing very best outcomes in an ideal space through to compromise outcomes in bad fit affected situations.

Office Space Norm and Target Range:



Assessment is made during reviews of space occupancy undertaken by Strategy and Space Management and during space tours, which may, where appropriate result in the calculation of a 'bad fit' allowance. This is based upon the area attributed to an occupying entity which could not, even if a space were refurbished with fully appropriate furniture be utilised to accommodate staff or relevant storage or equipment.

## 9 Non-Specialist Teaching Space

Non-specialist teaching space usage is regularly monitored and provision is calculated based upon utilisation rates and group size information. Target utilisation rates can be found at Appendix 4.

## 10 Additional Facilities

In addition to School/Function space allowances, the following facilities may be provided on a per building basis: Meeting rooms; communal social space.  
Other facilities may be provided on a cross University basis: mature student workrooms; postgraduate workspace, or School basis: devolved teaching room

### Key

The key to the elements in the formula referred to above are as follows:

A	Admin staff allowance	Sr	Staff FTE (research)
D	Distance learning admin allowance	St	Staff FTE (technical)
Nt	Student FTE (taught)	Sd	Staff FTE (distance learning)
Nr	Student FTE (research)	Ss	Staff FTE (sessional/part-time)
Nu	Non-university research staff ratio	T	Specialist teaching allowance
Pg	Postgraduate (research) space ratio	Te	Technical staff office allowance
R	Research laboratory allowance	V	Sessional/part-time staff office allowance
Sa	Staff FTE (academic)	Sa d	Staff FTE (administrative)

# Policy on Space for Visiting, Retired and Emeritus Staff

(The following policy will apply retrospectively to all existing visiting, retired and Emeritus staff as well as to future appointments)

## 1 Visiting, Retired or Emeritus Staff

If a School wishes to use space to house visiting, retired or emeritus staff/professors, it must accommodate any such staff within the existing space allocation made to the school. Visiting, Retired staff or Emeritus staff/professors will not normally be entitled to space, and thus Schools will not accrue a space allowance for these posts.

It will often be appropriate for a single room with 'hot desks' to be provided for such staff, which may be shared by other users. In the event of any dispute arising with regard to the accommodation of visiting, retired or emeritus staff/professors this will be referred to the chair of the Estates and Environment Committee.

The occupancy of this space is to be reviewed annually.

## Benchmarking Basket of HEIs

Aston University  
 Brunel University London  
 Loughborough University  
 Oxford Brookes University  
 Royal Holloway, University of London  
 Swansea University  
 The University of Bath  
 The University of East Anglia  
 The University of Essex  
 The University of Exeter  
 The University of Greenwich  
 The University of Hull  
 The University of Kent  
 The University of Lancaster  
 The University of Leicester  
 (The University of Reading)  
 The University of Surrey  
 University of Nottingham

## Target Utilisation Levels

Utilisation level = mean frequency of use % x mean occupancy level %

Usage will be calculated over a standard working week of 9am to 6pm, Monday to Friday. Calculations will be based on a typical week from each of the first two semesters.

Space Type	% Frequency Target	% Occupancy Target	% Utilisation Target
Teaching and Meeting Space	60	65	39
Teaching Laboratories	40	75	30
IT Teaching and Open Laboratories	80	75	60

# Use of CMISgo room booking system

## Outline

The CMISgo room booking and timetabling system brings consistency to the way that all non-commercial bookings involving all bookable and timetabled spaces are handled.

## Scope

Across all the room types outlined below bookings the use of the CMIS and CMISgo systems to handle booking arrangements is mandatory. It is not permitted to use local booking systems either to supplement, or circumvent the use of the CMIS system.

The Estates Committee will determine which spaces are in scope of this policy and their classification against the categories below.

The system will be used to monitor room utilisation throughout the year, and periodic checks will be made of actual room use at the discretion of the Estates Committee.

### Centrally Managed Timetabled Spaces

- These spaces are prioritised for timetabled teaching
- Once the timetable is fixed remaining capacity can be booked through CMISgo
- Bookings must be made in accordance with the acceptable use policy
- Bookings will be reviewed and approved by STARBO

### Centrally Managed Meeting Spaces

- These space are prioritised for Calendared University meetings
- Once the meeting schedule is fixed remaining capacity can be booked through CMISgo
- Bookings must be made in accordance with the acceptable use policy
- Bookings will be reviewed and approved by STARBO

### School Managed Timetabled Spaces

- These rooms will be booked through the CMISgo system
- Schools will be able to set up their own pool of authorised 'bookers' according to local requirements.
- Schools will continue to schedule taught activity into these spaces in conjunction with STARBO, and capacity in these rooms should be prioritised for this purpose.
- Activities undertaken in these spaces are at the discretion of individual Heads of School. It is expected that all activities booked into the spaces will be in line with the overarching space management policy and prevailing acceptable use policies including those regarding commercial and non-University bookings.
- Spaces will be visible to all users of the system, and the presumption is that where capacity exists, subject to liaison with the local booking contacts, this can be booked by any University body.
- As per historic arrangements Schools will remain responsible for the provision and maintenance of equipment within the rooms.

### School and Function Managed Meeting Spaces

- These rooms will be booked through the CMISgo system
- Schools and Functions will be able to set up their own pool of authorised 'bookers' according to local requirements.
- Activities undertaken in these spaces are at the discretion of individual Heads of School. It is expected that all activities booked into the spaces will be in line with the overarching space management policy and prevailing acceptable use policies including those regarding commercial and non-University bookings.
- Spaces will be visible to all users of the system, and the presumption is that where capacity exists, subject to liaison with the local booking contacts, this can be booked by any University body.