Goldsmiths
UNIVERSITY OF LONDON

Space Management Policy

Contents

Ownership	Business and Information Systems
Policy contact	Head of Business and Information Systems
Approval	Council
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1   Introduction

1.1   Goldsmiths recognises that the space it owns and uses to provide teaching, research and staff accommodation forms a critical part of the student and staff experience and is integral to the overall quality of Goldsmiths' identity. The way space is designed, maintained and used can also be transformational in providing the learning landscape of the future and facilitating new ways of working together. This Policy aims to promote equality and fairness for all in the Goldsmiths community and aims to promote collaborative working and a collegiate attitude towards use of space.

1.2   The cost of providing space and maintaining it is a very significant part of our expenditure. Providing new space creates strain on financial reserves and borrowing. Before investing in new space, we have a responsibility to ensure we are using our existing space as efficiently as possible.

1.3   Given that space is expensive, it is vital that this resource is utilised to its optimum capacity. Space that lies empty or that is booked and not used remains a cost, both financially and environmentally. Specialist space that is owned by a department and not made available to others at times of infrequent use, may mean that new projects, courses and initiatives are deprived of a developmental opportunity that would enable them to flourish for the benefit of Goldsmiths.

1.4   This Policy has been formulated to promote a more flexible and efficient use of our space and to provide us with the confidence that we can enable the future growth, without having to resort to buying and constructing new space. As well as driving a more efficient use of space, the Policy is also concerned with helping Goldsmiths to reduce its carbon footprint.

1.5   The space on campus needs to be managed for the benefit of everyone in the Goldsmiths Community, the overarching imperative is that College campus space should be used in a way that:

- enhances the quality of student and staff experience;
- provides a stimulating and intellectual environment for the creation of knowledge;
- supports the strategic aims of the College;
- recognises the responsibility to run a sustainable campus (community, financial, environmental etc.); and
- configures space flexibly to enable diverse use.

2   General Principles

2.1   Collaborative, open and shared areas shall be encouraged where possible with focused working spaces. Other specifics can also be outlined as varying space types from quiet areas, noisy areas, public access, closed areas and group or individual study areas in the Library.

2.2   Only one desk or work area shall be allocated per person. If staff are required to work in more than one area or department then hot desk facilities shall be arranged locally. Space utilisation will need to be monitored to ensure effective use is maintained.

2.3   Single occupancy office space allocation should not be viewed as an entitlement.

2.4   Multi occupancy offices and more open working can expect to increase with new projects and refurbishments.

2.5   Postgraduate Taught Students shall use central or departmental learning/study areas and will not normally be allocated dedicated workstations or drop in facilities.

2.6   Postgraduate Research Students shall hot desk within a dedicated desk sharing area where departments have requisite space; ratios of students to desks will be dependent upon expected hours of attendance.

2.7   Circulation and non-usable areas shall be reduced wherever possible.

2.8   Social learning spaces are an important aspect of space usage and will be established where possible.

2.9   Where practicable Schools and Departments shall share space where common functions exist, to reduce duplication of activity and to support the development of learning communities.

2.10   Departmental Space

   a. Departments will not be permitted to retain space that remains vacant or that is underutilised if there is another pertinent need for that space.
   b. Whilst Goldsmiths will try to meet to meet the needs of various stakeholders it must be recognised that there is no pre-determined right (historical or otherwise) for departments or individuals to "own" space.
   c. Departments reassess their space requirements on an annual basis – as part of the School Planning Round meetings.
   d. Successful bids for new departmental space should require departments to make a clear case for the space including evidence of how their current dedicated space is utilised.

2.11   Any system for accounting or charging for space should be sufficiently transparent, fair and universally understood by departments to incentivise all stakeholders to manage campus space more effectively.

2.12   Any agreement for space usage involving third parties must be agreed centrally.

2.13   Estates and Facilities is responsible for the allocation and management of space and will provide continuous monitoring of space usage, performance against identified benchmarks (assuming appropriate benchmarks exist), development of standards, reviewing of timetabling, and assessing space implications of planned developments (through changes to the academic portfolio and/or student numbers for example).

2.14   The Director of Estates and Facilities Management will conduct an annual review of space usage where a range of stakeholders can provide feedback on ways in which space can be more effectively used and managed.

3   Best Practice Guidelines

The core principles above will be put into practice with reference to the following best practice guidelines:

3.1   Sole occupancy of an office space is not an entitlement; where shared or open plan offices are allocated, meeting rooms will be made available for private or confidential activity that will be booked through the central room booking system.

3.2   General teaching and meeting rooms should be pooled into a centrally-administered system, and rooms allocated on a 'best fit' basis according to institutional priorities whilst maintaining quality of student experience.

3.3   Heads of Departments should identify accommodation for all new staff prior to the commencement of recruitment to ensure that new members of staff can be accommodated appropriately.

3.4   All space must be used so as not to waste heating, lighting and electricity. In addition, all members of the Goldsmiths community should preserve and respect decoration, whiteboards, furniture, AV equipment and so on.

3.5   All space users are expected to ensure lighting and AV equipment is switched off when vacating a room, and then where spaces are to be un-occupied for several days that the heating is turned down to its lowest setting. Help in achieving these savings can in part be done by following existing policies, including the Goldsmiths Temperature Policy and the Goldsmiths Carbon Management Plan

3.6   Store rooms or ancillary functions shall be located in windowless areas and not within spaces which could be used as office or teaching space. Archives or storage not accessed daily shall be ideally located in an appropriate space on lower ground floor, basement or equivalent area.

3.7   For security and fire safety reasons, vision into teaching and office rooms should not be restricted or covered (except when necessary for specialist laboratory and studio space).

3.8   Departments should adhere to the policy of ensuring that notice boards are managed and that notices are not appended to internal walls, where damage can occur.

Implementation of these guidelines, shall be subject to periodic review by the Director of Estates and Facilities Management with the Chief Operating Officer.

4   Allocation Policy

Responsibilities for allocation of Space according to its category:

4.1   **Allocation of dedicated department space:** The responsibility for assessing departmental space requirements lies with Heads of Department as part of their annual planning process. Space needs and the allocated timeframe are to be agreed with the Director of Estates and Facilities. Dedicated department space is categorised into teaching, research, specialist technical and office space.

4.2   **Centrally bookable teaching and meeting rooms:** Responsibility for determining current and future space needs lies with the Director of Estates and Facilities, liaising with the Timetabling and Space Management Team and the Chief Operating Officer within any strategic and policy framework set by SMT.

4.3   **Public, Learning and Social:** The responsibility for determining current and future needs for public spaces such as library, catering, commercial, IT facilities and social spaces lies with the Director of Estates and Facilities, liaising with the Chief Operating Officer.

4.4   **Residences, conferences and catering services:** The responsibility for determining the current and future needs for student accommodation, catering, and commercial events management, lies with the Head of Residences and Conferencing Services liaising with the Director of Estates and Facilities and Chief Operating Officer.

4.5　**Archival Space:** SMT is responsible for the corporate-level allocation of space to departments for the archival responsibilities determined through the Retention Schedule and Business Classification Scheme (BCS), balancing the costs of space against the costs of Retention Schedule/BCS developments.

4.6　**Offices**

These principles relate to both academic departments and those professional services departments which are not operating from the shared facilities offered in Caroline Graveson Building

4.6.1　Office Space should be assigned to best accommodate the administrative, teaching and learning functions of the occupier(s), within the overarching constraints of affordability and practicality.

4.6.2　Heads of Academic Departments shall allocate office space within their agreed 'Departmental Envelope', in accordance with the principles and space norms identified in this document. Heads of Academic Departments should be mindful to the needs of different staff.

4.6.3　Hours of work on campus shall be taken into account when allocating space and the following shall apply to both academic and non-academic staff.

　　a) Staff who job-share on a non-overlapping basis shall share one workstation.
　　b) Staff who are undertaking hours of work on campus between 0.6 and 1.0 FTE shall be allocated either a single-occupancy or share office, or shared workstation, which will have relevant adjustments available for disability requirements.
　　c) Where staff undertaking hours of work on campus between 0.6 and 1.0 FTE have a research or student-facing need for access to private office space this will be accommodated where appropriate.
　　d) Staff who are undertaking hours of work on campus less than 0.6 of FTE, shall have access to either a shared office or shared workstation, which will have relevant adjustments available for disability requirements.
　　e) Where staff undertaking hours of work on campus less than 0.6 of FTE have a research or student-facing need for access to private office space this will be accommodated where appropriate.
　　f) Full-time visiting staff shall be allocated an individual workstation in a multiple occupancy office or within open plan, within the department's current space. Visiting staff who are not expected to be in the office full time shall use agile working facilities or be allocated space proportional to hours worked as per part time staff guidance.

4.6.4   As noted, Heads of Department and Professional Services Directors shall allocate office space within their agreed 'Departmental Envelope', in accordance with the principles and space norms identified in this document.

a) Heads of Department shall consider the needs of staff, students or regular visitors with disabilities and report any issues or concerns to the Estates Helpdesk or the Disabilities Service.

b) Protocols for shared desks and open plan working spaces. These protocols apply both to the shared office facilities provided in Caroline Graveson Building and to other areas where open plan working has been developed, as well as for shared desks. Staff working in shared open plan facilities should not 'reserve' space through the use of personal or College property. The following principles apply;

- Be considerate to others
- Clear up after yourself and report any damage to office equipment or facilities promptly.
- Store your laptop, headset and other personal work items in your assigned locker each day if you are not taking them home, to keep desks clear for others when not in use.
- Freeup a workstation for others to use if you know you are going to be working away for a few hours.
- Be aware of noise levels when others are working close by.
- Eat strong smelling food away from the main work spaces.
- When holding small meetings, consider using the break-out space to free up meeting rooms for bigger events.
- Please label all personal or team food and drinks stored in communal areas to avoid confusion and keep the fridge and storage spaces clean.
- Make best use of the dishwashers provided by agreeing a collective approach to their use among colleagues working regularly on your floor.
- Be mindful that break out spaces and kitchen areas are shared by everyone

NB Cleaners will remove personal items left on desks at the end of each day. These items will be moved to the kitchen table on the floor on which they were left.

5   Allocation Procedures and Requests for Change

5.1   The AUDE Toolkit for the Sustainable Estate will be considered to set benchmarks of good practice for each department and a timeframe for a space use review will be set by the Director of Estates and Facilities Management and agreed at the relevant governance committee.

5.2 As part of the space proposals and negotiation process, additional consideration can be made for departments with awkwardly-shaped rooms or specialist activities.

5.3 Heads of Department shall be expected to use their dedicated department space for the purpose for which it was originally approved. Minor changes to use – for example a new occupant that changes the room from TRAC category 'Teaching' to 'Research' – should be notified to the Timetabling and Space Management Office and recorded on the central database.

5.4 Requests for major changes to use (i.e. those that that require works to be undertaken) should be submitted to the Director of Estates and Facilities. Proposals for the creation of innovative flexible learning environments or sharing between subject disciplines shall be particularly welcomed.

5.5 The square meterage for specialist areas should not be based on assumptions and historical allocation. Proposals should relate to the Student FTE (now and predicted), research activity, teaching methods and mix of subjects, target utilisation rate, and the cost to the College of retaining the space for that purpose.

6 Allocation Principles used for Timetabling

6.1 All general-purpose teaching rooms and meeting rooms should be pooled and allocated centrally to maximise flexibility and efficiency of use. Primary use may be given to leading department when timetabling.

6.2 Classes should not exceed the published capacity, for health and safety reasons and for the comfort of all teaching room users.

6.3 Teaching should commence five minutes past the published timetabled slot and finish five minutes before the published timetabled slot, to ensure sufficient change over time between classes.

6.4 The use of specialist teaching space (design labs, art studios, education laboratories, theatre and performance studios, computer labs, recording studios) should be recorded on a central timetabling system so that utilisation can be measured, and to allow "OFF" periods to be set for the IT and AV equipment to ensure energy savings.

6.5 Disciplines should be encouraged to share (or make accessible) specialist space wherever possible in order to maximise utilisation.

6.6 Departments in liaison with the Estates and Facilities Department shall set general and subject area-specific targets for planned utilisation (i.e. recorded on the timetabling system) and observed utilisation (i.e. measured via a 'headcount' room audit toolkit) reviewed annually by the Space Management Policy Review Group.

7   Monitoring Performance

7.1   The Director of Estates and Facilities Management shall monitor sector-wide guidance and space management tools to determine Space Norms.

7.2   The Estates Management Return (EMR) and HESA shall be the primary source of data for benchmarking performance against a peer group.

7.3   Departments shall be encouraged to:

   a) Review annually how their use of space impacts upon the student experience and provide a one-page report to the Space Management Review Group and report any issues and needs within the annual School Planning Round.
   b) Review of the function of staff occupying each office should also be undertaken by Heads of Department to determine whether the space could be used more effectively to maximise the student experience.
   c) Achieve better utilisation year on year, either by undertaking more activity in the same space or accommodating the same activity in less space.
   d) Consider re-distribution to eliminate pressure points and meet future demand.
   e) Look at ways of consolidating/co-locating functional areas to improve efficiency.
   f) Keep the centralised Estates database up to date with any changes in local use.
   g) Reduce energy consumption in spaces by ensuring lighting and AV equipment is not left on when spaces are not in use.
   h) Turn down heating to minimum settings in line with the College's Space Temperature Policy, in cases where space is out of use for a few days.
   i) Meet their annual destruction duties within the Retention Schedule promptly.
   j) Re-use items of furniture either within the department, by using the Furniture Re-Use scheme or by donating surplus items to the Re-Use scheme.

7.4   **Re-allocating Dedicated Department Space**

The Director of Estates and Facilities Management shall review best practice and consider business cases in the allocation or redistribution of space for:
   a) Specialist teaching/research (such as laboratories, library space, studios and workshops)
   b) Specialist equipment
   c) Specialist Library space

      d) Research and enterprise activity (social, cultural and technical enterprise)
      e) Departmental helpdesks and resource centres
      f) Archival space

7.5 **Managing the provision of Public Spaces**

The Director of Estates and Facilities Management to review examples of good practice and innovative solutions adopted elsewhere. This type of space will include:
      a) Catering and bar areas
      b) Library services
      c) Mixed social / study areas (for quiet or group work)
      d) Open access computing facilities
      e) Meeting rooms and social spaces for staff
      f) Archival space

7.6 Where departments significantly exceed appropriately benchmarked sector norms they shall discuss with the Director of Estates and Facilities how they can reduce their allocation over time. Progress shall be monitored on an annual basis. If a business case can be made for additional space this will be given due consideration by the Director of Estates and Facilities and the SMRG.

7.7 Regular audits of teaching room utilisation shall be undertaken by the Timetabling Office and a report provided to Director of Estates and Facilities Management.

7.8 The Director of Estates and Facilities Management shall periodically monitor trends in HE sector for example the use of Virtual Learning Environments, blended learning, computer facilities, multi-use social and learning spaces and home-working.

7.9 The National Student Survey, local surveys and Students' Union shall provide a student input to be considered by the Director of Estates and Facilities Management