The following Space Management Group review was approved at Space Management Group on 18.09.13 for implementation. The Focus Groups will be established over the forthcoming months.

Space Management Group – Review

Discussions have taken place with Newcastle, Edinburgh, Strathclyde, St Andrews, Aberdeen, Stirling and Glasgow. The following model is a collection of the best ideas taken from each encounter. Most of these Universities have an official Space Committee where space, space related projects and finance are discussed together. Some have sub-groups which are headed by the staff member with a remit for Space Management. All have very clear and formal procedures regarding space use, changing use, releasing space and project initiation, to promote optimal use of space by developing a positive culture where space management sustainability matters and related costs are understood.

There are 3 tiers of Space Management: Strategic, Management, Operational. It is assumed that the University Space Management Group will operate at the Strategic level feeding directly to Finance & Policy Committee and Court, focus groups will deal with the Management and Operational issues, led by the Director of Campus Services, the Space Manager, or the person appointed to oversee a particular Project e.g. improvement of L&T spaces.

Preferred Model:

a) High level space champion such as Vice Principal with a remit for Space to attend the Space Management Group, University Secretary to Chair. This helps achieve buy-in from academic groups and senior management.

b) Space Management Group (SMG) should be a management committee with formal reporting mechanisms to both the Senior Management Team and the Finance & Policy Committee/Court. This would help ensure clear authority for SMG and make Space Management visibly supported at the highest level, promoting appropriate engagement from staff throughout the University.

c) The remit of SMG is strategic space planning and space-related resource allocation (income and expenditure). Space allocation will be covered only when there is competing bids for space, where contentious issues arise and arbitration is needed, where strategic decisions and planning are needed and when additional space outside the current College or SASS footprint is requested.

d) Linking Space Management, Projects and Finance together under the umbrella of the SMG would help take a more strategic view of space planning, improvement, investment and sustainability

e) Membership of University Space Management Group should include University Secretary, VP (L&T), College Secretary/representative, Space Manager, Director of Campus Services, Director of Finance, Central Timetabling Manager, ICS representative, Corporate Services representative, Energy representative, DUSA representative to meet 3-4 times per year.
f) SMG to Report once a year to Finance & Policy Committee and to SMT more frequently as and when required.

g) SMG to Report once a year to Court

Focus Groups reporting to SMG:

h) One SASS and one College representative staff member is identified with a remit for local space management, utilisation, space improvement and information management to work closely with University Space Manager and Schools to ensure that all space related projects and information are managed at College/University level (College Space Strategy sub-group, reports to SMG and College Boards).

i) At the beginning of the year, the Director of Campus Services and Space Manager to meet with College/SASS representatives to establish their ‘wish list’ for Capital and small projects for the forthcoming year and ensure this is built into the University planning process and budget-setting for the capital plan. This relates to improving the existing Estate, making it fit for purpose and increasing utilisation. (After consultation with Maintenance Manager to tie in a programme of maintenance works and projects, report to the SMG and Finance & Policy for resource allocation).

j) One Estates person to field all other operational Projects (works closely with Space Manager/Maintenance Manager and reports on functional suitability to SMG. The helpdesk could be useful here). Potential to establish Functional Suitability as a KPI through monitoring project and planned maintenance activity as well as surveys.

k) One SASS/Estates appointed staff member to focus on property sales, disposals, purchase, rentals to third parties, rates, property insurance (works with Space Manager/Maintenance Manager/Finance/RIS, reports to SMG).

l) One SASS/Estates appointed staff member identified to focus on pro-active improvement of the Learning & Teaching space including all those spaces held within the control of Schools, to look at the functional suitability, fitness for purpose and overall quality of L&T space being the core business and outward face of the University (works together with Space Manager/CTS Manager/Corporate Services Manager/ICS/College representatives/DUSA representative and reports to SMG and L&T Committee).

m) One SASS/Estates appointed staff member identified to focus on marketing and income generation activity for space when it is not required for academic activity (Corporate Service Manager/CTS Manager/ICS/Space Manager/College representatives/Public Engagement/RIS – same group as above, reports to SMG and L&T Committee).

n) Clear links with Energy & Environment Office through strategic reduction of carbon (works with Space Manager/Finance (TRAC)/Procurement, reports to SMG, Carbon Committee).

o) The above focus groups report to the SMG as the key Space Planning forum which ties projects and space use together at University level. Providing reports on:

   1) Space: KPI targets, Sustainable Affordable Estate, utilisation, benchmarking, strategic planning
   2) Property: sales, disposals, leases, income, investment
   3) Projects: programme, functional suitability (KPI?), expenditure
   4) Energy: KPI targets, reduction in costs, reduction in carbon
5) L&T space: condition, bookings, use, utilisation surveys (KPI), functional suitability, facilities and space, expenditure

6) Corporate Services: income generation & potential growth

p) A formal process should be established whereby all requests to give up space, change space use or layout go through the Director of Campus Services. Space and Projects need to be tied together so that there is one filter in Estates & Buildings for all projects to ensure that there is no duplication of effort or wasted work/finances. Currently, projects can be initiated in various ways: a) directly with small projects team b) directly with Capital Project team c) through Space Manager/Space Management Group d) through Director of Campus Services/Capital Projects. A coordinated approach to projects will help tie up a planned programme of works that feeds into the strategic plan and hopefully avoid the surplus budget dash at end of year. The existing E&B helpdesk may be useful in this gate-keeping process.

Possible additions:
- Functional suitability/fitness for purpose: this could be a new KPI to improving the existing Estate
- Model of the Affordable Estate (national tool): maximising income/reducing expenditure/sustainable Estate
- Enhancement of the quality of the environment, improving the staff and student experience
- Space standards