Keele UNIVERSITY

SPACE POLICY

1. INTRODUCTION

The University of Keele's estate is an important and expensive resource, comprising of 63 non-residential and 124 residential buildings, with a total Gross Internal Area (GIA) of 176,208m² (excluding the Science Park) on 2.5km² (600 acres) of landscaped grounds. Effective and efficient use of this valuable resource is critical to supporting Keele's learning, teaching and research growth ambitions for a number reasons:

- Rising student's expectations means that modernising Keele's facilities and improving the condition and quality of our buildings is becoming increasingly important

- The upgrade and provision of inspiring and modern teaching and learning spaces are required to support this growing student population

- Additional staff may be required, in some areas, to balance the staff:student ratio, together with office space to accommodate them

- Space is required for specialist new degree programmes

- The University also has ambitious research income targets with accompanying research facilities, staff and students to accommodate

- To secure a stable future the University estate needs to be environmentally and financially sustainable

The University's focus is upon expansion of activity and income and these need to be balanced against creating an estate that is functional and affordable. If Keele University's growth ambitions are to be achieved, together with creating the facilities required to meet those ambitions, a critical requirement will be to make

better use of existing space, ideally eliminating the requirement for additional buildings.

In order to achieve this, areas of inefficiency will need to be addressed and this Space Standards Policy has been created to define a framework by which all space should be allocated to help deliver this. Investment will be required to redevelop office spaces and other areas to create more efficient, functional and good quality spaces that are expected of a modern university. As part of the development process, consultation with affected groups is paramount and will be key to understanding individual and group requirements to inform the detailed design process.

Keele University will endeavour to make appropriate space available to allow staff and students to work well whilst acknowledging any constraints that may be imposed by the structure & layout of the internal arrangements of our existing built assets.

This Policy provides a framework for the management of space, which will inform future space changes, allocations and refurbishments. The Policy is not looking to initiate a wholesale investment plan, but establish a process and standard which will be applied by the Capital & Space Group when considering any future changes or plans.

2. CURRENT CHALLENGES

Apart from staff, buildings are the University's most expensive asset and with the current financial pressures it is essential that our assets are used more effectively.

Figure 1 below shows utilisation categories from A+ (Outstanding) to F (Unacceptable). Keele University's utilisation survey conducted 2017/2018 identified an average teaching room usage/utilisation rate of Category E 'Very Poor' at just 14.7%.

Figure 1 – University Percentage Average Utilisation Categories
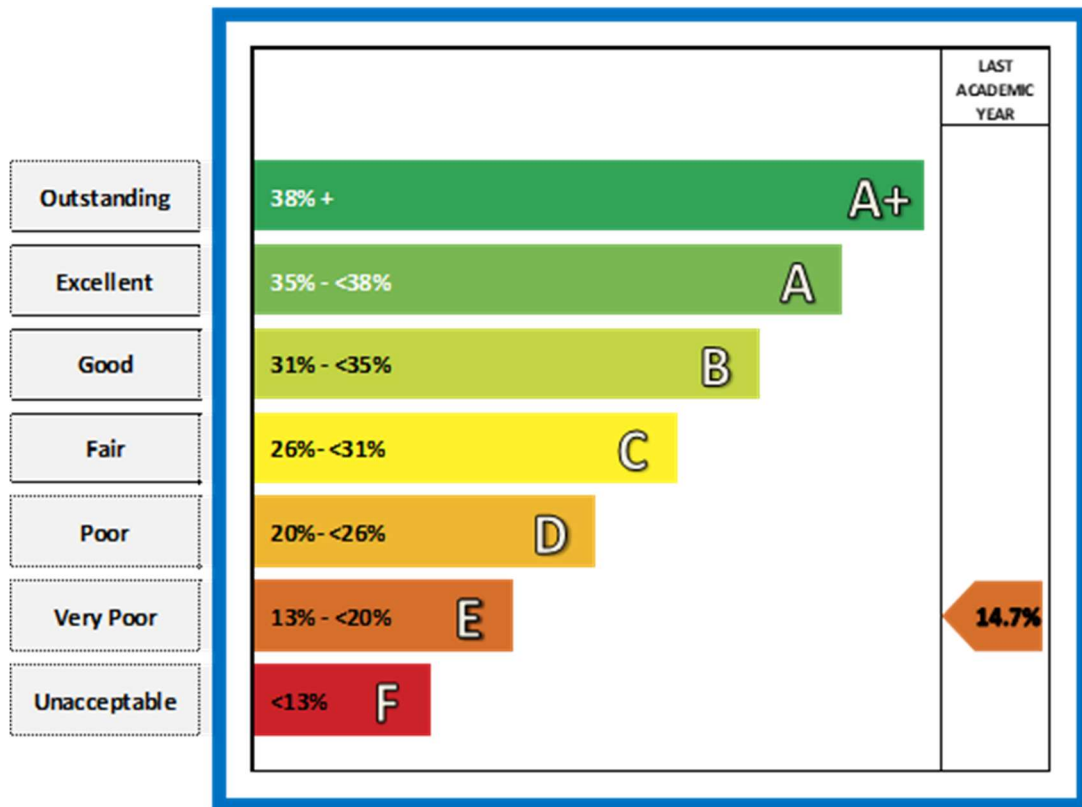
Category A+ 'Outstanding'	Individual rooms able to attain such high levels, but a traditional estate would not expect to exhibit this without impacting on other constraints*
Category A 'Excellent'	Estates should aim for this when at a 'steady-state'
Category B 'Good'	Target range for growing institutions. Likely to have learning spaces over a range of utilisation. For instance, a new build might be outstripping growth, lowering utilisation
Category C 'Fair'	The University should seek to identify improvements in terms of either frequency and/or occupancy

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Categories D-E 'Poor'-'V Poor'	Action needed. Individual rooms might be unfit for purpose, impacting on NSS. Consider removing from use, reconfiguration to reduce size or refurbishment
Caegory F 'Unacceptable'	Immediate action needed. Individual rooms might be unfit for purpose. Consider removing from use, or review consolidation opportunities

*To achieve Category A+ 'oustanding' would be possible for a few indivdual rooms but not desirable as a university-wide average, as this could impact on room availability for self-directed study or ad-hoc bookings for example.

As Keele University is undergoing curriculum development, Category A 'excellent' utilisation would not be a realistic goal at this present time.

Category B 'good' would be an achievable target for Keele University - with new buildings being commissioned, it would experience a 'non-steady state' during this growth period.

Figure 2 below provides utilisation comparisons between Keele and its peer universities. The red line depicts Category F 'Unacceptable' plus the other categories for comparison. This poor utilisation has a detrimental impact upon a number of areas including timetabling, revenue opportunities and curriculum development. A note of caution must be added as there are a couple of methods to measure utilisation, but this graph does not indicate which was employed where.

Figure 2 – Utilisation Statistics Comparison

Peer Group Percentage Utilisation Rate - 2017/2018
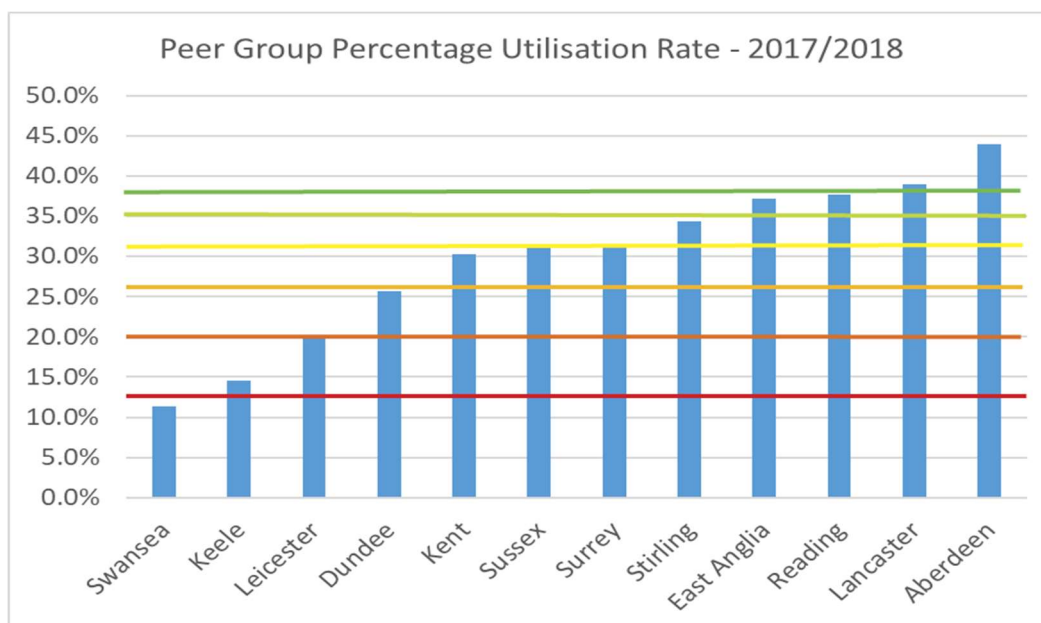
3. AIMS AND OBJECTIVES

Referencing the utilisation categories shown in Figure 1, The target for Keele is Category B 'Good' which would significantly increase teaching space utilisation from 14.9% to 34%.

Note: 34% utilisation[3] is an average recommended product of room frequency[1] 70% and room occupancy[2] 49%, which still allows for flexibility of additional ad-hoc bookings for externals and self-directed study sessions.

To facilitate this change, the Space Standards Policy aims to:

- Provide a mechanism for managing, rationalising, re-assigning and allocating all types of space

- Link all Space Planning with University strategic plans

- Maximise flexibility of spaces to facilitate cross-University usage wherever feasible

- Allow university to expand/develop curriculum

[1] *Frequency is the number of hours a room is in use as a proportion of total availability (the timetabled week)*

[2] *Occupancy is the average group size as a proportion of total capacity for the hours a room is in use*

[3] *Utilisation is a product of Frequency & Occupancy*

4. VALUE AND IMPACT

Any changes will be applied by the Capital & Space Group when considering all future changes or plans in order to:

- Develop an estate that matches supply with demand

- Provide space that is 'fit for purpose'

- Ensure prudent expenditure

- Maximise space opportunities

- Ease timetabling pressures

- Increase revenue opportunities

- Reduce vacant space

- Increase opportunities for collaborative working

- Improve working environment

- Comply with H&S plus Equality, Diversity & Inclusivity regulations (EDI)

5. PRINCIPLES OF SPACE ALLOCATION

There are a number of methods described in this document for allocation of space. Generic 'Space Norms' are detailed for offices and teaching spaces in order to be fair, transparent and consistent. It is anticipated that this document will be a working document and will evolve over time to follow changes in business needs and maintain flexibility in approach.

These guiding principles apply to the whole estate and will be implemented for all refurbishments and new-builds:

- Space shall be allocated on clearly defined and justifiable needs rather than space that may be available or desired

- All space, new and existing, shall be allocated according to the standards set in this document, when affected by refurbishments, moves or projects irrespective of the instigator of such activities

- Circulation and non-usable areas, including the inner duplicate corridors along the wings of a building, shall be reduced wherever possible

- Where practicable Faculties and Directorates will be encouraged to share space where common functions exist, e.g. lab space, meeting rooms etc. to reduce duplication of activity

- Store rooms or ancillary functions will be targeted to 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 located in an appropriate space on the lower ground floor or basement of a building if possible

- All spaces will be reviewed to establish access protocols, enabling Authorised personnel admission when needed

- Faculties/Directorates cannot legitimately retain space that remains vacant or that is being ineffectively used if there is another pertinent need for that space, identified by the University Capital & Space Group chaired by the Vice-Chancellor

- Tea Points/Kitchens/Breakout/Common Rooms will be provided locally and consideration will be given to the location of kitchen facilities. The provision of appropriate breakout or common room spaces shall be considered during stakeholder consultation

- Equality, Diversity & Inclusion (EDI) - An individual's circumstances will be considered during the design brief and proposal stages.

6. SPACE ATTRIBUTES

6.1 OVERVIEW

A move towards more multiple-occupancy office accommodation would benefit the University in a number of ways:

- Multiple occupancy spaces create a more flexible area which can better accommodate departmental changes over time

- The need for subsequent reconfigurations of the space is reduced, therefore lowering future build costs and the amount of building materials required. Time savings will be achieved for any that are required

- Easier to relocate staff therefore reducing move costs

- Improved opportunities for interaction between teams and departments

- Easier access to shared printers and recycling facilities, removing the need for individual waste baskets

- Reduced energy consumption helping to offset future increases in energy costs

- Easier access to spaces and reduce cleaning costs

Note: Requirements for quiet spaces, meeting or study rooms can be off-set by allocating specific spaces for these purposes.

6.2 ALLOCATIONS

- Office space allocations should be viewed as a maximum rather than an entitlement (See Tables 1 & 2)

- Office refurbishment requests will be reviewed on a case-by-case basis to determine justifiable requirements

- 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 must be arranged locally

- The standard 9m² offices can generally accommodate one staff member plus visitors/part-time staff, however tutorials and larger meetings will need to take place in separate spaces. Different teams work in varying ways and therefore the appropriate level of support spaces shall be discussed and determined during the consultation period prior to each development

- Post-Graduate taught students shall use central or departmental learning/study areas and will not normally be allocated dedicated workstations or hot-desk facilities

6.3 OFFICE SPACE

Tables 1 and 2 below outline space norms, however, it is recognised that there will be an element of 'bad fit' imposed by the building layout and it is expected that sensible allowances will be made for this both above and below the space norms where appropriate. Appropriate allowances shall also be made where required for EDI adjustments.

6.3.1 Full-Time

Office Space Summary Table 1

Staff	Individual Cellular Office	*Multi-Occupancy Office ***
Executive Dean / Executive Team/ Director	Not exceeding 15 m²	-
Associate Dean / Professor / Reader / Senior Lecturer / Lecturer / Teaching Fellow / Academic Support Officer / Senior Manager	Not exceeding 9 m² (Within a new build or major refurbishment offices shall be created between 8 - 9 m² depending on the nature of the project).	6 m² per person

University Management / Senior Admin / Support Staff / Sessional Staff	-	6 m² per person (Individual cellular office provided under very rare circumstances for permanent staff only, up to 9m²)
Non-Lab Researcher/Post Docs / Graduate Teaching Assistants *(Generally Non-Tutorial Staff)*	-	6 m² per person
Support Staff / PA's / Administrators / Clerical Staff	-	6 m² per person

NB: Office allocations will relate to role requirements whilst ensuring that no protected characteristic will be discriminated against

6.3.2   Research

Office Space Summary Table 2

Research	***Multi-Occupancy Office*** **
Researcher or Post Doc also using Laboratory Space	4 m² per person
Post Graduate Research Students	4 m² per person for an individual desk *or* 4 m² per desk for 'drop in' or shared desk facilities (generally lab based PGR or where space is limited) ***

** The area specified allows for circulation, access to workstations and general storage

***4m² shall be the normal allocation where ceiling heights exceed 2.8m. Where ceiling heights are lower the allowance will be increased as appropriate

6.3.3 Part-Time / Hot-Desking

Hours of work shall be taken into account when allocating space and the following shall apply to both academic and professional staff. Any shared workstations shall be managed by using a local booking system.

- Staff who job share on a non-overlapping basis shall share one workstation

- Where possible, Part time PGR Students shall share workstations within a dedicated desk sharing area and ratios of students to desks will be dependent upon expected hours of attendance

- Where staff work less than 0.5 FTE, consideration shall be given to the sharing of a single workstation with other part-time staff and where hours of work do not overlap.

- Part time staff of between 0.6 and 1.0 FTE status shall be allocated an individual workstation. The individual space allocated shall be up to 6 m² per person (role dependant) and shall be within the department's current space

6.3.4 Visiting Staff

Full time visiting staff shall be allocated an individual workstation in a multiple occupancy office. The individual space allocated shall be up to 6 m² per person and shall be within the department's current space. Visiting staff who are not expected to be in the office full time shall use drop-in facilities or be allocated space proportional to hours worked.

6.3.5 Emeritus Staff

Emeritus staff will be able to use drop-in facilities or shared accommodation, and only under exceptional circumstances, will be allocated an individual office.

6.3.6 Study Leave/Leave of Absence

Offices that are left vacant for a period of time such as when staff are on study leave, leave of absence or family leave, shall be used to meet accommodation needs where possible, for example to provide temporary accommodation for visiting fellows, tutorial/meeting space or 1:2:1 exams.

6.3.7 Equality, Diversity & Inclusion

Any existing EDI requirements incorporated within workspace-sharing proposals, will be protected.

6.4 FURNITURE

The furniture described below shall be provided where feasible, however, existing furniture will be used wherever possible. Please note that appropriate allowances shall be made for EDI requirements.

6.4.1 Offices:

- Desk: Straight Desk 1600mm x 800mm (maximum)
- 400mm(h) desk screen dividers (for multiple occupancy only)
- Pedestal: 1 no. under desk pedestal.
- Storage: 4 linear metres maximum
- Chair: Adjustable task chair

6.4.2 PGR Areas:

Desk: Straight desk 1000mm x 800mm or fixed benching at 1000mm width per person.

Storage: if required - mobile personal storage units or small lockers.

Chair: Adjustable task chair

6.4.3 Clear Desk Guidance:

This is required for all office spaces. See below link
https://www.keele.ac.uk/informationgovernance/fortheuniversity/informationgovernanceguidance/Clear%20Desk%20and%20Screen%20Guidance%20v1.0.pdf

6.4.4 Staff Relocations:

The office furniture and fixings will remain in situ (wherever possible) to ensure that only staff and their belongings/ IT equipment move. Any furniture purchases will be made through the procurement process with consideration towards need and expense.

6.5 POOLED TEACHING SPACES

The University shall seek to bring all generic spaces within all buildings (seminar rooms, lecture theatres, classrooms and training rooms) into the central pool ensuring that the space is available to all. Only certain specialist teaching and research areas, where there are identifiable health and safety risks, shall remain outside of the central pool of rooms.

The following space norms in Table 3 shall apply to any centrally pooled teaching spaces being newly refurbished or repurposed:

Table 3 - Centrally Pooled Teaching Spaces Summary

Room Type	Area per Student Workplace
Lecture Theatre (flat or raked in rows)	0.8m²
Lecture Theatre (Harvard Style)	1m²
Classroom (informal seating arrangement)	1.3m²
Seminar Room (standard & collaborative layout)	1.8m²
Computer Room (includes open access areas)	2.2m² in row arrangement

6.6 RESEARCH LABORATORIES

New labs and labs undergoing major refurbishment shall normally be allocated on a shared basis by subject, function or where synergies exist. These larger shared labs will accommodate several research groups and can better accommodate the ebb and flow between those groups over time. Allocation of labs to individual research leads will need to be justified on a case by case basis, as research spaces can be highly specialised.

Risk assessments may be required to ensure the safety of students studying in labs based within other Schools.

Space Norms will be introduced, as HE sector best practices are established.

6.7 TUTORIAL/SEMINAR SPACES/MEETING ROOMS

These spaces shall be timetabled by Keele University's Central Timetabling team. If a room requires exception, an alternative arrangement must first be agreed in writing by Keele University's Timetabling Manager.

Meeting spaces shall be provided where staff use multiple occupancy space or the standard office sizes as outlined in Table 1. They shall be booked by Keele University's Central Timetabling team / Web Room Bookings (see below link), except where their location restricts general access and so will be timetabled via a locally controlled booking system. They must not be used as a temporary office space.

https://www.keele.ac.uk/timetabling/studentsinformation/howtobookaroom/

NB Individual circumstances shall be considered on a case-by-case basis and all EDI concerns addressed where reasonably practicable.

See Space Procedure for Requests for Space Changes Process

7. REVIEW, APPROVAL & PUBLICATION

This Policy has been reviewed and approved by the Capital & Space Group, the Professional Services Group and at University Executive Committee (UEC).

This Policy will be reviewed annually, but will be revised as soon as changes have been identified. Any amendments will be reviewed and approved by the Estates & development Senior Leadership Team (SLT) and by the Capital & Space Group.

https://www.keele.ac.uk/policyzone/

8. DOCUMENT CONTROL INFORMATION

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