Inspiring Spaces

Space Management

Develop an inspiring and transformative campus
The University has the ambition and capabilities to be world-changing.

To do this it must attract and retain inspiring people both students and staff.

To support these people it needs a world-changing campus.
While we work to deliver a world-class, world-changing campus we must remember that space is a key strategic resource which is at a premium. Hence, space must work effectively and efficiently. Moves have already been made to release pressures on the Gilmore Hill estate with 150 staff in the Medical Research Council Unit and 200 University Services Staff moved off campus into temporary, high-quality, modern and flexible space. This policy is based on the fundamental idea that all spaces should be fit for purpose and that one size does not suit all. The policy also recognises the cost of space, the plans for the new developments and that particularly in the short term some compromises may need to be reached to find the best overall solution.

Space is a strategic commodity which enhances everyone’s working environment. Hence, the use of space should match the needs of the user and not necessarily their level of seniority.

As a University community (students, staff and partners) we must embrace a collective ownership over space, moving away from thoughts of yours or mine. Space belongs to all of us, and this policy aims to ensure we are provided with the best spaces possible.

This space policy will apply to our existing estate and everyone working or studying at the University of Glasgow. It will be kept under regular review and updated on a regular basis as appropriate.

Estates and Buildings have created this policy to help Academic and University Services colleagues have the right type of space, when needed, at a cost that is at a sustainable level.

Together we can create a world-class, world-changing campus with even more inspiring spaces.
The University is a multifaceted organisation with multiple activities; the variety of space that it needs to support these activities is also varied and should create a sense of pride in the users.

**Workspace**
Workspace refers to the general office environment and all the associated support space. The University has multiple types of workspace from single offices in converted terrace houses to modern space in buildings such as the Fraser building. Recent examples of new office developments are the MRC space, the Tay House accommodation and the office facilities at the new Queen Elizabeth University Hospital. These provide an insight into different types of workspace environments. However, it is acknowledged that no one size or type of workspace meets everyone's needs and therefore in developing workspace there will always be a need to prioritise what is most important to teams and individuals: balancing the needs of quiet focused work with nosier collaboration space.

**Research Space**
Research space can vary from highly controlled wet labs to technology enabled workstations. We already provide great fit for purpose, efficient, shared research lab space, for example, in the Centre for Virus Research at Garscube. All new research space that is being developed should facilitate networking and serendipitous encounters. Another focus on new space will be on ensuring the right provision of services and IT connectivity.

**Social Space/Amenity Space**
The Gilchrist Club is a great example of the University addressing the needs of staff and students in a high quality social meeting and study space. A diverse range of facilities such as this will be provided, again encouraging chance encounters and potentially allowing further engagement with the immediate local community. It is hoped that the Glass Building at Garscube will be as successful.

**Commercial/Incubator Space**
At the moment little space is provided for incubator and commercial space. Where space is at a premium the priority must always be to meet the core needs of the University. However the University also wants to encourage innovation and impact so every effort will be made to support start-ups and develop a curious, entrepreneurial spirit in staff and students.
variety of space
Using space effectively

It is recognised that workspace is currently at a premium therefore we need some general policies and approaches to ensure it is used equitably and meets as many requests for space as possible.

As a principle space should be fit for purpose. Also, the space is not ‘owned’ by any one individual, but there for the overall benefit of everyone in the University whether this means a space is allocated to an individual or collectively shared. Particularly in the research environment, multiple space types may be required: lab, resource libraries, write up spaces, collaborative and quiet space. Where space is at a premium the only way for the University to be able to support this is for accommodation and facilities to be shared within groups. In shared facilities, security will be important and controls will be put in place to support this type of environment.

As a University we have pressure on space therefore we must work to some general principles and policies:

- New and refurbished space will be designed on a task based approach, with access to views and natural (or borrowed) light for the comfort and wellbeing of staff and students. Hence, spaces will be built to be as transparent and open as practical to let light through to all parts of the building.

- In making sure that space is used efficiently and supports everyone, the University will always benchmark across the sector and look to achieve space allocation targets in the top third of the Russell group. As the current estate is made up of a number of small properties which are inflexible in space size it may be necessary to share large rooms to keep teams and cohorts together. Where there are part time staff the workspace should not be dedicated but available for others when not in use.

- To support the welfare of our postgraduate research students they will be collocated in shared accommodation at a School or Institute level where possible. Postgraduate taught students will be encouraged to use communal study suites. Space should provide a sense of home to a team by allowing an element of personalisation. Teams should feel empowered to agree their own protocols for how their space can be used.
To ensure that visiting staff are made welcome and if their stay is of reasonable length (such as over six months) then suitable workspace should be identified well in advance of the visitor arriving. Where staff are semi-retired or only at the University for a short period of time, a shared facility should be used to make the person feel a part of the community.

Health and wellbeing can be directly impacted by the style and quality of furniture, hence a variety of types should be used in the workspace to accommodate different needs. Provision of plants is encouraged as is ensuring ease of access to welfare and kitchen facilities.

Where there are general purpose learning / teaching spaces and meeting rooms these should be managed through central timetabling.

New learning and teaching space created through refurbishment or conversion will support new pedagogy and active learning either through collaborative lecture theatres or flat floored group working spaces. As with workspace, the University will benchmark both utilisation and space provision against the rest of the Russell group and look to be in the top third for both these benchmarks. Opportunities to create group or individual project / study space will be taken wherever possible.

It is also recognised that for both staff and students learning resources are essential and where possible, resource centres will be developed, these will reflect and use new technology but also have space for book and periodicals as required.

The University will continue to promote inclusiveness in the design and delivery of the environment ensuring provision made for wheelchair users, colour / contrast techniques employed, induction loops installed and amenity facilities located nearby such as appropriate toilets, reflection rooms and any other such necessary requirements.

All controlled laboratory space will comply with legislative requirements / international standards, Research Excellence Framework requirements, fitness for purpose including numbers of people plus equipment to be accommodated, adaptability where appropriate and good utilisation. The amount of laboratory research space varies in accordance with discipline and type of research. Research income metrics may also be taken into account.

Specific, specialised secondary laboratory space that can be shared and managed centrally will be encouraged where appropriate to avoid duplication. Example of these could be stores, a clean room, equipment rooms, instrument rooms and preparation rooms.
Hubs

Hubs allow our key shared activities to be less disparately spread across our estate and act as a way of welcoming and orientating our new members and invited guests. Moreover, they, strengthen the common Glasgow identity that we all share.

The five central hubs on the Gilmorehill campus envisaged are:

**Gilbert Scott**
The Gilbert Scott building is the spiritual heart of the University. A globally iconic building that can act as a home for many formal and informal activities, as well as an inviting space to share with the wider Glasgow and West Coast of Scotland community. The Adam Smith Business School re-envisioning project will be an exciting catalyst for change and improvement of the interior of this magnificent building from 2019.

**Student Hub**
The Library, Fraser and Macmillan Round Reading Room buildings will continue to be developed over the coming summers to act as a student centre on our campus, equidistant to our Unions and encompassing our Students’ Representative Council.

**Learning Hub**
From 2019, the major new learning and teaching centre, adjacent to the Boyd Orr, will act as a new home for innovative, creative pedagogies, technologies and furnishings to allow staff to experiment with their teaching and for students to experience this teaching as well as making use of top quality nook and huddle spaces.

**Fitness Hub**
Stevenson facilities were enhanced and extended in 2015 creating an improved Fitness centre. The hub will also encompass the Sports Association and the Sports and Recreation Service activity.

**Research Hub**
A world-class research facility is due to open in 2020 as part of a redeveloped Western Infirmary site. This building will allow researchers to excel further whilst displaying the work being conducted for all to see.

In addition to the hubs, increased co-location for many schools and institutes should allow for greater collegiate and cross-collegiate – service activity. New, inspirational spaces along with the traditional grandeur of buildings such as the Gilbert Scott will attract the best possible staff and students as well as further benefiting those of us who already call Glasgow home.
Allocation of space

To support ongoing growth and change at the University an easy to use space allocation process will be put in place that is fair and transparent, to ensure each and every one of us benefits.

An overview of the process for releasing and requesting space is outlined in the flowchart below. This process should be followed when requesting or releasing space, unless the change is happening within a College or University Service.

If a change happens within a College / Service, the Space Data and Space-CAD Record Manager should still be notified by emailing estates-spacerequests@glasgow.ac.uk. The Space Data and Space-CAD Record Manager should also be notified of any research grant applications and awards to ensure there is an understanding of the (potential) space implications.

Appendix 1 goes into more detail about the steps and scenarios.

The online space request form can be found online here: www.glasgow.ac.uk/spacerequestform

Complete online change form. Before Submitting ensure approved by Head of College or Secretary to Court as appropriate.

Received by Space Planning Team who will review request and propose a space solution.

Reviewed by Space Management Group who will prepare recommendation for Senior Vice Principal if necessary.

Review by Senior Vice Principal with Director of Estates & Buildings if necessary.

Review by Senior Management Group for decision if necessary.

If approved EDM (Estate Development Manager) appointed and College/Service contact notified.

If rejected, College/Service contact notified by Space Planning.

Estates Development Manager appointed to progress. They complete the Project Initiation form with School/Service, following project management procedures and Space Guidelines.
Monitoring the Policy

An annual report on space effectiveness and efficiency will be provided. This will be used as a strategic space management tool to aid decision making and monitor progress.

The contents of the report will include:

1. **Executive summary**
   of space developments and strategy in previous year.

2. **Key facts and figures**
   on staff and student numbers, the size of the estate and how this is allocated.

3. **Key performance indicators (KPI)**
   (current position shown in Appendix 2)
   Analysis of Estates Management Records for the University of Glasgow benchmarked against others in the Russell Group to show contribution to:
   a) **Efficiency of the estate** – utilisation of centrally timetabled teaching space, NIA per student FTE, academic office space per m², support office space m², income per square metre (shared University commitment) to be at least eight in the Russell Group by 2020 (The latter is a new University Strategic Plan KPI).
   b) **Effectiveness of the estate** – Learning spaces surveys, Soft Landings reports and Leesman Index for functional suitability, user satisfaction and quality of the estate.
   c) **Carbon** – progress on reduction of carbon to less than 39Kt by 2020. (New University Strategic Plan KPI). More efficient space use of the estate can significantly contribute to this target.

5. **Space performance breakdown**
   into Colleges, Research Institutes and University Services.

6. **Proposals for coming year**
   space needs and initiatives.

7. **Conclusions**
   After the first year trend analysis will be possible.

Care will be taken to co-ordinate this with reports being prepared by Planning and Business Intelligence to prevent unnecessary duplication.
Appendix 1: Making Changes to Space (Additional Detail)

Changing use of space within a College
Where space is being changed or allocated to different people within a College then this decision should be made within the College, however to help Estates and Buildings keep accurate records they should be told when such changes occur by emailing estates-spacerequests@glasgow.ac.uk.

New research grants
To ensure early sight of potential demands Estates and Buildings will work closely with the Research Strategy and Innovation Office to track grant applications and to understand the space applications. Anyone applying for a grant which may need space should notify Estates and Buildings via estates-spacerequests@glasgow.ac.uk before the application is submitted and as soon as possible after the decision on the award is achieved should again update the department.

Releasing Space
If releasing space Heads of School, Research Unit or University Service should nominate a member of staff to manage the safe clearance of the room to ensure all items are removed and laboratory areas that have used chemical, biological or radioactive substances have been appropriately cleared/decontaminated, disposed of and decommissioned prior to vacating the area. It is also important to build in time to liaise with the Records and Information Management Service (RIMS). Staff are encouraged to make use of the furniture recycling facility where appropriate; www.glasgow.ac.uk/warpit.

To allow Estates and Buildings to keep records up to date and review options for future use please notify estates-spacerequests@glasgow.ac.uk when the space is due to be cleared and when complete.

Requesting new space
For this to be fair and equitable there is a need for some process to support requests. Any request for new space should be made on line at www.glasgow.ac.uk/spacerequestform. When making the request it is essential that this request is supported by the Head of College or Secretary to Court as appropriate and that there is clarity on availability for funding to support any refurbishment. The forms on submission will automatically be sent to the Space Planning Team who will review and process each request. An acknowledgment will be sent as confirmation of receipt along with estimated timescales to address. Any queries on completing the form can be directed to estates-spacerequests@glasgow.ac.uk who will be happy to assist.

A team in Estates and Buildings review all requests for space changes once a month and normally most matters can be agreed via this group. Often a request for space can trigger a series of events requiring other moves. Where these moves are between different Colleges, then Colleges are encouraged to have early discussions with each other to help speed the resolution.

Where there are multiple demands for the same space a short business case will be developed to assess the benefits to the different groups. A decision will then be made based on University priorities and this will be put to the Senior Vice-Principal (Vice-Principal Strategy and Resources). If appropriate, Senior Management Group’s views may be sought before a final agreement is reached. It is anticipated this will only be necessary in a very small number of requests.

The senior team of Estates and Buildings, supported by the Space Planning Team, can provide useful space data analysis to Heads of Colleges, Secretary to Court and Vice Principals to aid decision making.
## Appendix 2:
### Benchmarking Examples (compared to the 24 Russell Group Universities, 2013-14)

<table>
<thead>
<tr>
<th>MEASURE</th>
<th>KPI</th>
<th>CURRENTLY</th>
<th>2020 TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Space per Staff FTE</td>
<td>15.9m²</td>
<td>Between 7-20&lt;sup&gt;th&lt;/sup&gt; Most Efficient</td>
<td>In top 8 of Russell Group</td>
</tr>
<tr>
<td>Income per m&lt;sup&gt;2&lt;/sup&gt;</td>
<td>£1,360</td>
<td>8&lt;sup&gt;th&lt;/sup&gt; Largest Amount</td>
<td></td>
</tr>
<tr>
<td>Utilisation Rate</td>
<td>24.9%</td>
<td>16&lt;sup&gt;th&lt;/sup&gt; Best Utilisation</td>
<td></td>
</tr>
<tr>
<td>Carbon Emissions</td>
<td>45.1 mil kT</td>
<td>13&lt;sup&gt;th&lt;/sup&gt; Lowest Emissions</td>
<td>39 mil kT</td>
</tr>
</tbody>
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