UNIVERSITY OF KENT

INTERIM SPACE MANAGEMENT POLICY

Aims

This policy sets out a framework for the management and allocation of University space. It applies to all space owned or leased by the University, but excludes those areas identified as residential.

The key aims are:

- To provide fit-for-purpose space from within the available resources that meets the needs of its users, and which promotes an effective, efficient, flexible and positive workplace.
- To support the strategic objectives (Education and student experience; Research and innovation; and Engagement, impact and civic mission) articulated in the University Strategy 2025 in an effective manner.
- To set down the rules which will be applied when allocating space based on best practice.
- To identify cost-effective solutions consistent with maximising the utilisation of space.
- To ensure that the allocation of space is fair and based on operational requirements and demonstrated need.

Guiding principles

1. The allocation of space, as a limited resource, is done in a consistent, effective, fair and transparent manner.
2. The allocation of space should be driven by the aims of the Estate Strategy 2015-2025, and guided by the ambitions set out in the University Strategy.
3. The allocation of space is not “forever” and reviews of requirement, need and utilisation will be conducted on a regular basis to ensure fairness and best use, and that the aims of the University Strategy and Estate Strategy are being best met.
4. Re-allocation of space will be done based on requirement and utilisation ensuring that any reduction in space allocation will be undertaken with sufficient notice given.
5. Units (i.e. Schools, Professional Service Departments [PSDs]) allocated space may release unneeded space at any time and are encouraged to do so in order to maximise utilisation.
6. All teaching spaces should be entered onto the University timetable system and booked using this method to ensure maximum flexibility of provision and utilisation, and to ensure comprehensive data is available to assess future requirements.
7. All space, including teaching and meeting space, should also be periodically monitored for utilisation.
8. Meeting rooms should be made as widely available as possible. Accessible booking software should be used to allow effective booking and management of meeting rooms.

Review

1. All space will be kept under active review to ensure effective utilisation. Either the Estates Space Management team or an individual unit may review an allocation of space at any time. Units should facilitate access for any space utilisation study required.
2. Review recommendations for improving utilisation will be made to the relevant unit where necessary by the Head of Planning & Projects/Estates Space Management team.
3. Published plans including but not limited to the University Strategy, the Estates Strategy, Divisional Plans (or equivalent) and School/PSD Plans will be taken into account in any review.
4. Data from established sources will be factored into any review. Such data may include current student statistics, future student projections, occupancy and utilisation ratios and any other relevant statistics.
5. Any relevant surveys (including NSS, UGS, PTES, PRES and staff surveys) will be factored into any review where appropriate.

Allocation – General

1. All space will be allocated to a unit and not to an individual.
2. Each unit must identify a space manager who will be the primary contact for Estates and will be responsible for updating the space records.
3. Allocations will be reviewed periodically in line with the principles in this policy.
4. All allocation of space either by the Head of Planning & Projects to individual units or sub-allocation by units to individuals or groups must abide by this policy and these rules.
5. The head of any given unit is responsible for the sub-allocation of space and is expected to work with the nominated space manager for the unit in determining the best use of space.
6. Space shared by multiple units must be managed collaboratively by those units. Disputes must be referred to the Head of Planning & Projects in Estates for resolution in the first instance.
7. No individual may be allocated more than one exclusive workspace. A workspace is defined as a desk in an open plan space or cellular office.
8. It is a unit's responsibility to ensure that it has sufficient space to accommodate new appointments or activities in advance. Early engagement with the Head of Planning & Projects/Estates Space Management team is encouraged where more space is required and this need should be flagged in relevant business plans.

Allocation – Staff

The University acknowledges that there is a need for appropriate spaces to meet the many and varied needs of its staff. It also acknowledges that space is a costly and sought-after resource and that it must be used effectively and allocated equitably. It is desirable that where possible space is shared not just between individuals but between units.

1. Staff assuming roles that come with ex-officio workspaces, (e.g. head of unit) are expected to occupy one workspace only, and must vacate any other workspace.
2. Workspaces vacated for more than one month (e.g. maternity leave, sabbatical/study leave) must be vacated or made available for alternate use

during the period of absence, and should also be made available for use by others during more limited periods of absence.

3. Allocation of space to staff should be made with reference to the workspace allocation table below.
4. Any cellular office greater than 10m^2 has the potential to be a shared / multi-occupancy office and workspaces should be assigned accordingly.
5. Staff working across multiple University buildings or campuses will be allocated a workspace at their primary location.
6. The provision of workspaces for retired/emeritus staff will be on a hot desk basis, where an ongoing contribution to the school's activities is made.
7. Additional space requests may be turned down where offices have not been utilised as outlined above.

Workspace allocation table

Type	Description	Criteria
Dedicated workspace	Space that is for the exclusive use of a role. Dedicated workspace may be in an open plan office, shared office or single occupancy office.	Staff spending more than 3 days per week on-site
Shared workspace	An allocation of space assigned to two or more users. Spaces in shared workspace may or may not be dedicated spaces.	Staff spending 3 days per week or less onsite OR staff with flexible working arrangements that require less than 24 hours per week on-site OR multiple staff engaged on a specific project OR research students during primary registration.
Hot desk workspace	Multi-occupant workspace(s) that are not dedicated to any specific role or that are for the use of students.	Staff who typically spend less than 3 days per week on-site and when on-site require a desk for less than 4 hours a day due to meetings / teaching etc. OR staff who have dedicated space in an alternate location OR student space for postgraduates or undergraduates.
Visitor workspace	Workspace assigned for the use of visitors	Occupants requiring space for a short visit.

Allocation – Students

The allocation of a wide range of educational spaces for student use is very important to the University, in supporting a range of progressive teaching and learning pedagogies. In allocating resources, a holistic view should be taken and opportunities to maximise the number of flexible, modern, digitally enabled learning spaces should be taken.

1. Space will be allocated to units for student use based on bids submitted as per the Requests for Space section below.
2. Dedicated workspace will not normally be allocated to taught undergraduate and postgraduate students. Hot-desk workspace may be allocated to these students for certain activities e.g. research-linked project work.
3. Hot desk workspace may be allocated by Schools to research postgraduates based on need related to the discipline.
4. Research students may only be allocated shared workspaces during their period of primary registration. Continuing / writing-up students may not be allocated a dedicated workspace but they may use open access student space.

Requests for Space

1. All requests for space from units must be submitted to the Head of Planning & Projects as soon as a requirement is identified. There will also be an annual invitation to submit bids for additional space (subject to funding being available). Bids will be assessed against set criteria, and with due regard to principles in this policy and prioritised accordingly.
2. Bids will be collated and reviewed by the Head of Planning & Projects and the Director of University Operations
3. Reviewed bids will be considered by the Space Strategy Group comprising the Head of Planning & Projects, the Director of University Operations, the Chief Financial Officer (representing PSD planning interests) and the DVC Academic Strategy, Planning and Performance representing academic planning interests.
4. All proposed alterations to existing spaces, however funded, should be agreed by the Head of Planning & Projects in advance to ensure best use/maximum utilisation of existing resources, and to ensure consistency of approach across the University.

Vacating Space

1. When vacating space, it is the responsibility of the occupant to arrange for the removal of all personal effects.
2. All waste including confidential or hazardous waste should be disposed of appropriately – Estates can provide advice and assistance in this.
3. If the space is being returned to Estates for re-use, the business unit should arrange the removal of all equipment and non-standard furniture in consultation with the Head of Planning & Projects.
4. All reallocations of vacated space to another unit will be decided by the Head of Planning & Projects.

Policy Review

1. This policy will be reviewed periodically by the Head of Planning & Projects/ Estates Space Management team.
2. Changes will be recommended to the Director of Estates for approval by Executive Group.

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