



The University of  
**Nottingham**

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The University of Nottingham  
**Space Management Committee**  
Annual Report 2013/2014



# SMC Annual Report 2013/14

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### Introduction

The Space Management Committee (SMC) is an executive sub-committee of the University Executive Board (UEB) set up to rationalise the use and distribution of space around the University.

SMC Terms of Reference are available on the University's website and are currently being updated to reflect comments from the UEB Professional Services Review 2013. The Constitution is also available here.

<http://www.nottingham.ac.uk/governance/universitycommittees/spacemanagementcommittee.aspx>

The Committee is responsible for the distribution of monies to Faculties, Schools and Departments, who request support for individual projects. The budget for 2013/14 was £3.95m, an increase of £100,000 from 2012/13.

Faculties, Schools and Departments can bid for funding and/or space by submitting papers to the Committee via the SMC Project Submission Bid Forms, Parts A & B, available from the Estates Office, Space Management webpage.

<http://www.nottingham.ac.uk/estates/spacemanagement/home.aspx>

Bids are considered, debated and commented on prior to being supported, rejected or further information requested, during the Committee meeting. Supported bids then become Estates Office administered projects, to be implemented in accordance with the Committee's instructions.

SMC is also responsible for the cost of maintaining and equipping all Centrally Timetabled rooms. Financial support is given upon application if approved, to the Estates Office and Information Services, for refurbishment works and the upgrade of AV and PC equipment.

Minor Works Funds are also offered to Faculties and the Students' Union; discretionary monies to Estates for de minimis works, University signage and ad-hoc timetabled room furniture.

This report covers the 2013/14 academic period of SMC activity, from September 2013 to August 2014.

The Estates Office Professional Services Review conducted in 2013, concluded that SMC is considered to be largely 'reactive with no formal strategy in place' and the 'core purpose of the Committee' has become unclear. The review report found that 'significantly more could be done to enable the group to be more proactive and strategic' and that it would be timely for the role and remit of SMC to be explored. The formation of a Working Group was proposed to review the SMC strategy, Terms of Reference and proactive reactions and to provide recommendations for a response to the review's findings.

The Working Group consists of:

- Mrs Clare Gough – Chair
- Professor Andy Long
- Ms Alison Clarke
- Dr Andy Fisher
- Mr Harry Copson

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The Working Group's recommendations were reported to University Executive Board in October, prior to the SMC meeting. One of the key proposals was the setting up of a Space Strategy Group to provide guidelines within which SMC would operate. The Working Group's recommendations were approved and will now be implemented from January 2015.

### Approved Projects

- 57 bid applications for funding and/or space were approved this academic year.

Faculty/Area	Bid apps.	SMC cont.	Match fund.	Total
Arts	5	£108,000	£0	<b>£108,000</b>
Engineering	8	£447,800	£317,800	<b>£765,600</b>
Medicine & HS	7	£458,000	£56,000	<b>£514,000</b>
Centrally Timetabled Rooms	5	£395,000	£0	<b>£395,000</b>
Sciences	7	£509,500	£149,500	<b>£659,000</b>
Social Sciences	9	£306,250	£221,250	<b>£527,500</b>
Students' Union	1	£5,000	£0	<b>£5,000</b>
Sutton Bonington	1	£10,000	£0	<b>£10,000</b>

Professional Services	Bid apps.	Total
Libraries, Research & Learning Resources	1	<b>£52,000</b>
Occupational Health Services	1	<b>£20,000</b>
T&L Directorate, Marketing & Learning Technology Team	1	<b>£50,000</b>

The bids range from requests for additional space only to major refurbishment works.

#### **Pharmacy**

The largest individual bid approved this year was awarded to the School of Pharmacy for extensive remodelling works on A Floor of the Pharmacy building. A large, traditional laboratory space has been repurposed into a series of small rooms for clinical contact. A central area, that these rooms surround, provides space for larger group briefings. This all supports new ways of teaching, learning and curriculum delivery. Further modernisation works have been carried out in the main stairwell to allow more natural light into the building and a small lab and workshop have been removed to create a social study space for students to use between classes. The project was awarded £325K.

It is anticipated that the School will make a further bid to the Committee for the funding of Phase Two of this project, remodelling works on B Floor.

#### **Health Sciences**

The School of Health Sciences had a bid approved for the centralisation of the Division of Midwifery into the Tower. They have been allocated the 12<sup>th</sup> Floor and awarded £167K with which to carry out remodelling and refurbishment works. The Committee were particularly supportive, because the move vacates embedded space in various hospitals and consolidates staff and students, creating a greater sense cohesion.

Following the award, the Committee received an Expression of Interest from the School in further occupation of the Tower over the next few years. This would enable the relocation of the Division of Nursing and Physiotherapy and would vacate further space

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in QMC and City Hospital, as well as in the Medical School and the Institute of Mental Health.

### **Centrally Timetabled Rooms**

A significant proportion of SMC's budget has been allocated to the Estates Office for the refurbishment of Centrally Timetabled rooms. The single largest spend has been in Law & Social Sciences B62, large lecture theatre, at £110K. Four small seminar rooms, in Lenton Grove, have been refurbished and the computer room redecorated, at £55K. This prompted further works by Estates to improve social and circulation spaces. Other planned maintenance works have been carried out throughout the University, following the normal practice of evaluation on a five yearly cycle.

*Appendix B – Centrally Timetabled Room Refurbishments*

### **Engineering**

Engineering have undertaken a project to improve individual department's visual identity and aid navigation through Coates building. The works have involved creating graphic symbols, which identify departments and a colour code system to navigate by. The graphic elements were inspired by those in the Medical School and Pharmacy building foyers. They were awarded £81.5K, which was match-funded. It is anticipated that other Schools will aspire to such works, where they can demonstrate a need to harmonise distinct, but linked disciplines.

### **Computer Sciences**

Computer Sciences were awarded £75K, which they match-funded, to refurbish two computer teaching labs allowing better provision for work with mobile technology and space for students to work collaboratively. The works have created a bright, modern environment, which is hoped will be of benefit to students and the School.

### **Other Projects**

The Committee commissioned the Estates Office to invest £75K for the replacement of furniture in CT rooms. This has enabled significant investment and improvements in Amenities B18 large seminar room; Main Building Charnwood Room lecture theatre; Exchange C3 & C33 large seminar rooms; Sustainable Research C10 large seminar room and Portland E125-127 small seminar rooms.

In alignment with the emerging Strategy 2020 theme of Excellence in Education and in order to 'put students at the heart' of the University, Engineering, Computer Sciences, Geography and Sociology all had bids for the funding of New Department/School Reception areas approved.

Engineering and Economics had projects endorsed for works to improve corridor spaces in Sir Clive Granger and Coates buildings. The works involve redecorations, in the case of Economics, new carpeting and lighting and the replacement of the old, dark wood veneered door sets, with the new style in Ash.

Part of an award for Signage and promotional material has been expended on digital wallpaper, which has been installed in the main, A & C Floor corridors in Pope; circulation space in Amenities on A & B Floors and in the Lecture Block at Sutton Bonington. The works are to enliven circulation spaces around campuses where students gather prior to lectures. It is anticipated that further installations will be endorsed.

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Information Services have been the single, largest recipient of SMC funding, providing PCs and AV equipment in Centrally Timetabled rooms, on a five year rolling programme. It is anticipated that this will continue and is in support of the Global Strategy 2020 vision of ensuring Fundamental Foundations, Making the Most of New Technology.

*Appendix C – AV & PC Upgrades 2013/14*

### **Working Groups**

Over the year, SMC has implemented a new strategy of delegating responsibility to Working Groups to refine unrealistic or underdeveloped bids. This has been done through various task and finish groups of members. Ten Working Groups have convened or continued to work during 2013/14, to fulfil specific tasks that the Committee, as a whole would have been unable to take forward in meetings.

#### **Teaching Lab Review & the Provision of MDLs:**

The Working Group on Teaching Laboratories was asked to assess the quality and provision of existing, traditional lab spaces around campus, particularly in University Park and Sutton Bonington; evaluate the requirement of an individual School's need to have specific laboratory space allocated to them; and investigate the opportunities offered by the provision of Multidisciplinary Labs (MDLs). It reached its conclusion and is in the process of producing a final report.

The SMC Working Group, which has been running for several years, consisted of:

- Professor Michele Clarke – Chair
- Professor Wyn Morgan
- Professor Terry Moore
- Dr Derek Chambers
- Ms Alison Clarke
- Mrs Clare Gough
- Mr Chris Jagger

The Group was supported by the expertise of:

- Professor Neil Crout
- Dr David Chambers-Asman

The Group's Terms of Reference were: To analyse the use and distribution of wet teaching lab spaces, with the view to optimising effective utilisation and identifying potential for multidisciplinary activities.

SMC acknowledged the trend in other institutions, when provision for new laboratory space was being considered, to the supply of MDLs, as opposed to space dedicated to a particular School or Faculty. Shared amenities and equipment can reduce costs, improve utilisation and increase the capacity of teaching for several Schools simultaneously. They encourage interdisciplinary activity and teaching, and makes infrastructure available for other use. Study was made of existing facilities and the opportunity taken to learn from other institutes' developments, to establish the most appropriate solution for the University of Nottingham.

Whilst the University does already have some MDLs in the Medical School that are managed by Timetabling, they are primarily used by the Faculty of Medicine & Health Sciences. They have been operating well for a number of years, but consideration has not been given before to providing such resources to others.

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### **Pharmacy Remodel – Phase One:**

A Working Group was convened to review in detail, the School of Pharmacy's bid submission, first made to the Committee in January 2014. The Group was tasked with accessing the proposal, analyse its content in regard to University norms and strategies and to report back its recommendation. This was considered the most suitable action, by the Committee, considering the scale and aspiration of the request.

The Working Group consists of:

- Professor Wyn Morgan – Chair
- Professor Malcolm Cobb
- Professor Uwe Aickelin
- Dr Derek Chambers

The Group met with representatives of the School, who explained the detail of their bid and conducted a tour of the building. A phased approach to the School's goal was developed.

The Chair reported back to the Committee that the Working Group was generally in support of the bid and recommended the award of £325K in funding be made to deliver Phase One

It is anticipated that on completion of the works in September 2014, that the Group will reconvene to review Phase One installation and advise on Phase Two submission bid.

### **Pope A13 & A14 – Space in which to Teach Engineering Design:**

The Faculty of Engineering submitted an extremely ambitious bid to the Committee in March 2014, for major alterations to Pope A13 & A14, to make them more suitable for teaching engineering design. Noting that the bid involved Centrally Timetabled rooms, rather than enhancement to Faculty allocated space, a Working Group was proposed to oversee the development of the proposal, ensure consultation with all interested parties was conducted and that the final design and specification was suitable for the University, not just Engineering.

The Working Group consists of:

- Professor Wyn Morgan - Chair
- Professor Terry Moore
- Professor Andy Long
- Professor Malcolm Cobb
- Ms Alison Clarke

Consultation took place with:

- Mr Daniel Robinson – Timetabling Services
- Ms Gayle Timmins – Hospitality and Conferencing
- Mrs Andrea Blackbourn – School of Mathematical Sciences, School Manager
- Ms Sarah Sealy – Examinations Office
- Ms Alex Glen – Estates Office
- Mr Dick Eite – Gaskell Construction Consultants

The Working Group submitted its report to the Committee for consideration in October, recommending that further consideration be given to Central Timetabling and Teaching and Learning Board requirements.

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### **Psychology – Teaching & Learning Hub:**

The Working Group first met with representatives from the School of Psychology in January 2014, after a submission was made to the Committee at the previous meeting. The School requested C5 lab suite be allocated to them for use as a Teaching & Learning Hub.

The Working Group consists of:

- Mr Chris Jagger – Chair
- Professor Wyn Morgan
- Dr Andy Fisher

The Group concluded that the additional allocation of space was unjustified and recommended that the School consider how A16, whilst maintained as a centrally timetabled room, could be reconfigured and used as a Learning Hub with support teaching staff in adjacent rooms, A12-15.

Further to the initial meeting, Psychology C5 lab suite has been allocated to the School of Pharmacy, for an existing lab based research group, by the University Executive Board.

### **Allocation of Space for Multidisciplinary Research Group:**

The Faculty of Engineering submitted a bid to the Committee, on behalf of themselves, the Faculties of Social Sciences and Sciences requesting office space be allocated to house a research group supported by a Leverhulme Trust grant.

The Committee acknowledged the growing trend in multidisciplinary research groups' requirement for space and the conflict that can occur when decisions are made regarding their location and proposed a Working Group be established to form a strategy that the Committee can adopt then required to address such issues.

Professor Michele Clarke will chair the Working Group and take forward an assessment of the bid before reporting back to Committee.

### **Life Sciences – Remodelling & Refurbishments:**

Life Sciences submitted a Notice of Future Submission document to the Committee in January 2014. The correspondence expressed an interest in a reallocation of space and major refurbishment works in Life Sciences and Life Sciences Link buildings, following projects to relocate the photography unit and the creation of student administration hubs. Due to the extent of the works the Committee proposed a Working Group be formed to support the necessary content for a bid for space and funding. The bid will enable the vacation of embedded space in the Queen's Medical Centre, which is part of the estates strategy.

The Working Group consists of:

- Mr Chris Jagger - Chair
- Professor Wyn Morgan
- Professor Malcolm Cobb

The Working Group has met with representatives of Life Sciences on several occasions to help in the development of their bid, costing and phasing.



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### **Faculty of Arts – Additional Performing Arts Studio:**

The Faculty of Arts submitted a paper to the Committee requesting the provision of an additional Centrally Timetabled Performing Arts Studio (PAS). The Committee challenged the Faculty, asking for an assessment of all existing facilities, the timetable and need. Following further correspondence the Committee proposed to form a working group, initially tasked with identifying space to solve the immediate need in 2014/15 academic year and to further assess options for a long term solution.

The Working Group consists of:

- Mrs Clare Gough - Chair
- Dr Andy Fisher

The Working Group identified The Den, which is Student's Union space in Portland, as the most suitable short term solution. Access has been negotiated with the Students' Union and enhancement works to replicate facilities in the existing PAS commissioned for September 2014 use.

### **Review of Centrally Timetabled Rooms:**

To date, the Estates Office, in conjunction with Timetable Services has produced a biannual paper reporting the utilisation of centrally timetabled rooms. A Working Group was proposed to review the survey output, results and conclusions and make recommendation to improve accuracy, reduce the number of bookings which aren't used and generally improve the quality of this stock.

The Working Group consists of:

- Professor Wyn Morgan – Chair
- Ms Alison Clarke

With support from:

- Ms Alex Glen
- Mr Matthew Kaylor

It is anticipated that Group will in a position to report fully in the April 2015 meeting.

### **Review of the Use of Portland Building:**

In January's meeting, the Chair briefed Committee that the possible redevelopment and remodelling of Portland and its uses, was being considered as part of the 2015-2020 Capital programme. The Students' Union was asked for a report on their preferences and a Working Group of other members was proposed to represent the views of wider stakeholders and other University interests.

The Working Group consisted of:

- Mrs Clare Gough - Chair
- Professor Michele Clarke
- Professor Wyn Morgan

With support from:

- Ms Alex Glen
- Mr Philip Smith

The Students' Union commissioned an external consultant to carry out a survey and produce a report on their behalf, which was presented to the Working Group for comment, prior to submission to University Executive Board. The emphasis of their report was to make Portland a student-focused facility.

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The SMC Working Group report has been submitted and will be considered further by a Project Management Group convened to develop a brief and delivery plan for a potential Capital project.

### Reports

Generally, SMC will commission Post Occupancy Evaluations (POEs) on projects that they have funded over £100K. They are also review the POEs carried out on Capital Projects.

A POE is a review of a recently completed building project, usually a year to eighteen months after practical completion, based around systematic evaluation through discussion, interview and completed questionnaires from the building occupants, Design Team and Estates Office. The resultant report sets out how well the building matches the user's needs and identifies examples of best practice and ways to improve design, procurement and building operations.

Capital Project Post Occupancy Evaluations 2013/14:

- Gateway, Sutton Bonington
- Bioenergy & Brewing Science, Sutton Bonington
- Highfield House, University Park
- Si Yuan Centre, Jubilee

The POEs for Gateway and Bioenergy & Brewing Science were reviewed in March. Highfield House and Si Yuan Centre formed part of the October meeting papers.

The POEs provide a closing of the loop and a chance to adjust design for the long-term based on user feedback. However, it has been recognised that we could do more to spread the learning points from each POE to inform future project management practices. The process allows oversights in the design, which have an adverse impact on reasonable expectation in the use of the building to be reviewed in a timely and considered way. Disturbance by noise, lack of security and distraction by foot traffic to perimeter offices was noted in the Humanities building. SMC have subsequently awarded £61K to address these issues.

All POEs can be found on the University's website at:  
<http://www.nottingham.ac.uk/estates/documents/spacemanagement>

The Committee will consider commissioning SMC POEs on the following 2012/13 projects during 2014/15:

Building	Dept/School	Project	Budget
Various	Professional Services	Campus Relocation	£193,000
Chemistry	Chemistry	B Floor & MSL Lab Refurbishments	£480,000
Coates	Engineering	C Floor Additional & Refurbered Space	£223,000
Various	Estates	Centrally Timetabled Room Refurbs	£161,500
SCG	Geography	New Geosciences Lab	£120,000
Various	Information Services	AV & PC Upgrades 2012/13	£1,100,000

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### Expressions of Interest

SMC have received a number of notices of future plans and aspirations. In general, they take the form of Expressions of Interest or ongoing Space Strategy documents which enable the Committee to gauge a Faculty or School's long term plans and goals.

These have been a welcome addition to the data usually seen by the Committee, giving the chance to review strategies and ensure compliance with the University's overall vision and continuous strive for excellence.

Insight into the future intentions of a School or Faculty also enables the Committee to consider ongoing expenditure. Due to the nature of these proposals, many of them require considerable financial support and vision into the future allows time for planning and phasing of works. It enables the Committee to benchmark financial commitment and aim of parity across Faculties.

SMC can support long term strategy planning through Working Groups.

Notices of Correspondence have been received from:

- School of Life Sciences – Remodelling & Major Refurbishments Works
- Faculty of Arts – Additional Centrally Timetabled Performing Arts Studio
- Department of Architecture & Built Environment – Space Strategy
- Faculty of Health Sciences – Expression of Interest in the Tower
- Faculty of Engineering – Refurbishment of Civil Engineering Laboratories