

Processes for the Planning and Management of Space at the University of Western Australia

1.0 Providing UWA with Space Management Services

The previous system with the Accommodation Committee almost separated Facilities Management (FM) from space planning which is an area of core business.

With the disestablishment of the committee in 2002, it was agreed that FM should play a more active role in planning for future needs in partnership with the University community, enabling the expertise residing within FM to be brought to space issues at an earlier stage in the process. A relationship diagram of the key players in accommodation planning is shown below in figure 1.

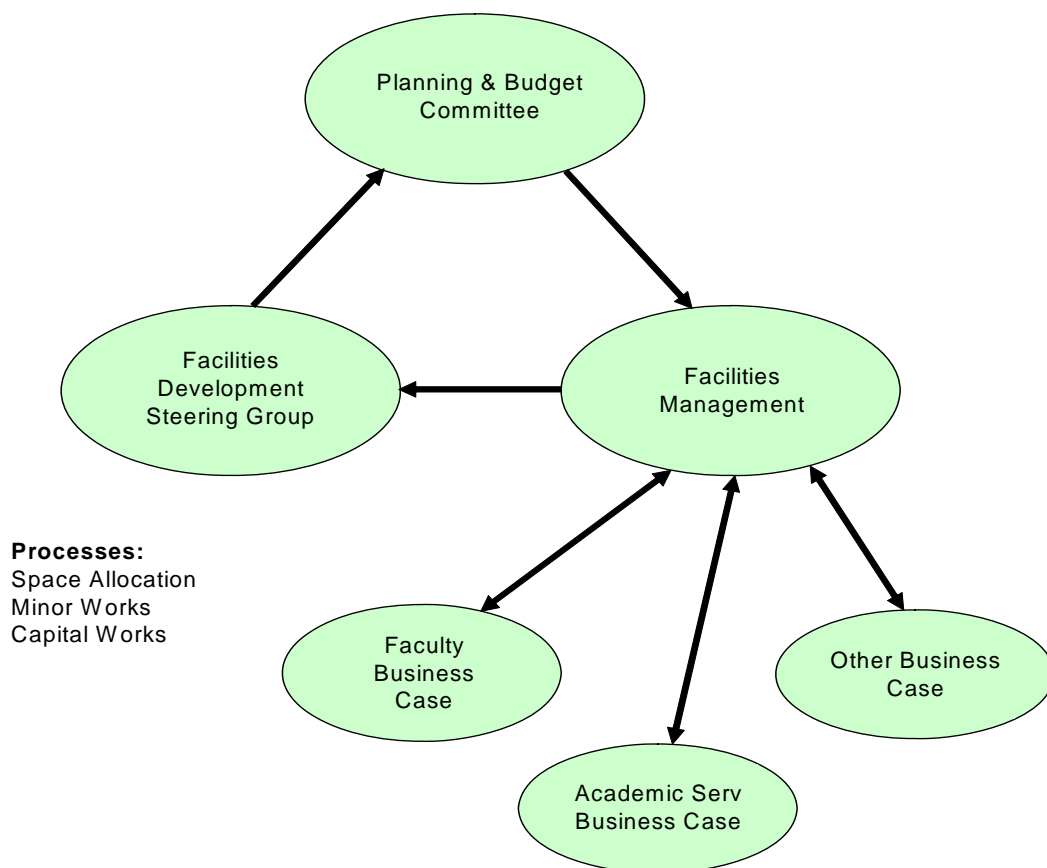


Figure 1

Apart from the committee issues, for FM to provide comprehensive accommodation planning services, the following are also key requirements:

- High level projection of future needs based on Faculty growth and accommodation data.
- Utilisation surveys and the incorporation of findings into determining space allocations.
- Requests for space, Minor Works and major Capital Works to managed through a business case justification process.

2.0 Space Management Processes

The initial emphasis is on the Faculty Dean/Faculty Manager to resolve space issues within the existing faculty allocation, however any major revisions to space are to be based on justification and case development of needs identified by the campus community. Three processes are available:

- Space Planning
- Minor Works
- Capital Works

FM's responsibility is to manage the process of developing cases and ensuring they are brought forward for assessment by the Facilities Development Steering Group in a Space Planning, Minor Works, or Capital Works format. The Facilities Development Steering Group is made up of:

- Vice Chancellor
- Deputy Vice Chancellor
- Deputy Chair of the Academic Board
- Executive Director, Finance and Resources
- Director, FM
- Associate Director, FM
- Executive Officer, Accommodation Planning

FM also has the support role of partnering/assisting the Faculties during the process to provide space data, building costs and campus planning advice, and develop a comprehensive case combining academic intent with strategic information on facilities. The respective roles of key players is represented in the table attached as Appendix 1.

It is intended these processes provide:

- Substantial opportunity for Faculties to develop and have a sense of ownership of cases.
- More responsiveness to the University's changing strategic needs by providing a speedy way of tabling needs independent of a committee driven process, and the opportunity to develop cases at any time.
- A standardised format for cases enabling informed comparison between bids.
- A merit based approach linked to the University's Operational Priorities Plan.

2.1 Space Planning Process

FM is the University's custodian of all campus space. Space is a central resource which can be allocated at any time via a business case endorsed by the Facilities Development Steering Group.

FM receives many requests during the year for assistance in resolving space issues (in a typical year approximately 150 – 200 requests). The requests vary from minor, involving a single room, to larger submission style requests highlighting needs for greater quantities of space.

Faculty Deans/ Managers remain responsible for attempting to resolve issues within the existing faculty space allocation, however it is suggested for larger space requests an early involvement by FM to provide strategic planning services would facilitate:

- Quantifying the space issue and the development of preliminary briefs/accommodation schedules.
- Negotiations for exchange of space between Faculties with an independent party.
- Assessing the adequacy of the present holdings of space based on projections modelling.
- Assessing whether the space is fit for purpose.
- Developing precincts for schools and faculties.
- Forward notice to the Faculty of the need to develop a case for a future facility.

Space requests should be channelled through to the Executive Officer, Accommodation Planning, as the primary point of contact. These requests are recorded in a database and assessed by FM on a weekly basis. It is anticipated most requests could be resolved between FM and the party raising the issue, with re-allocations being made, the agreements recorded and the University space inventory updated. All agreements are managed through FM and placed on Central files. Agreements are quantified and reported annually to the Planning and Budget Committee.

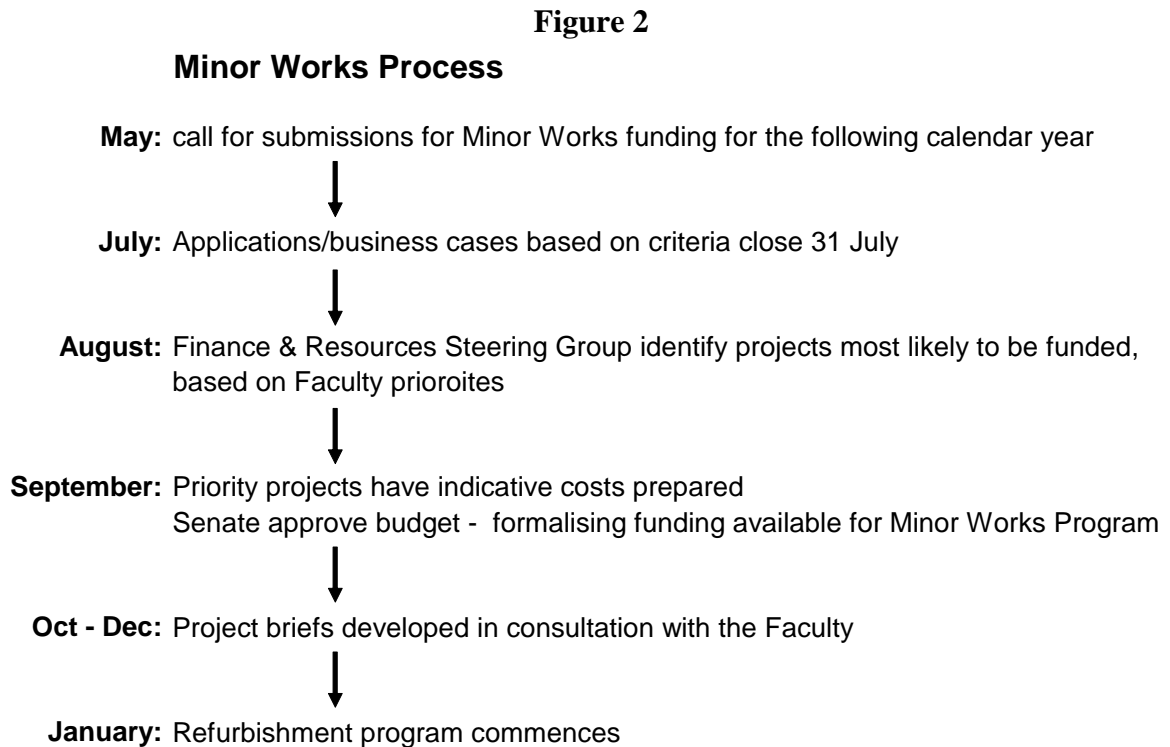
Larger requests over \$500k or 500m², or involving an exchange of space between Faculties (see Appendix 1) should proceed as a business case and be approved by the Facilities Development Steering Group. Exchanges of space could be incentive based, with the Faculty relinquishing space recognised in the overall case and an agreed value placed on the space at square metre rates. This value could be used by the Faculty to justify funding for other Faculty needs. Recommendations are forwarded to the next meeting of the Facilities Development Steering Group.

Any proposal to sub-lease space or grant access to University space for commercial or joint commercial/research purposes requires a business case to be forwarded to the Executive Officer, Accommodation Planning for assessment by FM Planning and Property Services and the Insurance and Risk Management Officer and approval by the Executive Director, Finance and Resources ([leasing rates](#)).

Once approval has been received, the proposal should be forwarded to the Legal Services Office for the preparation of appropriate documentation regarding lease arrangements or building access rights. This documentation must be jointly signed by the Dean and the Executive Director, Finance and Resources (under Power of Attorney for the Vice-Chancellor), or the Vice-Chancellor.

2.2 Minor Works Process

The process is represented diagrammatically in figure 2. Primarily, the process is an annual cycle to prioritise and recommend the program of works for the following year.



The whole program of Minor Works is managed through FM, irrespective of contract value. This ensures the University's interests are protected through the use of inducted contractors, and ensures compliance with building regulations and UWA standards. Data is recorded for the continual task of keeping the University's spatial information up to date.

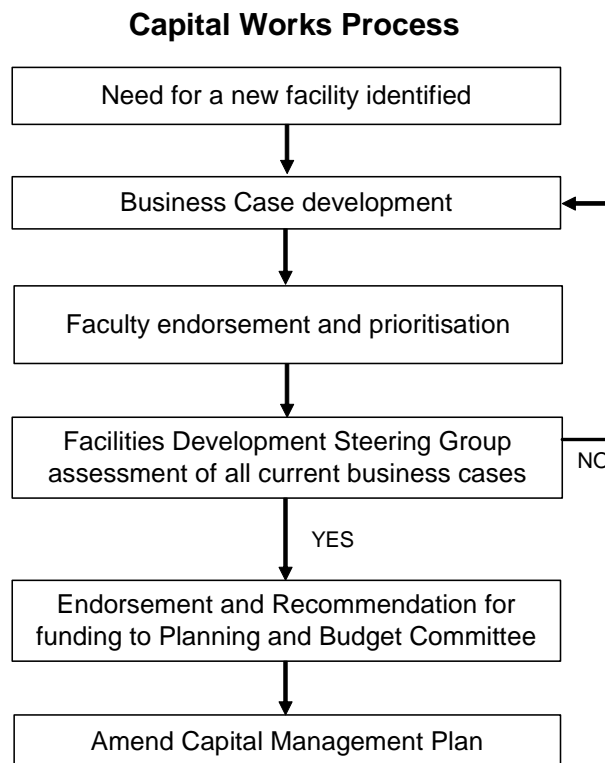
There is also an emphasis on justification and case development of Minor Works needs. The pro-forma for submissions is available on the web at:

http://www.fm.uwa.edu.au/__data/page/13615/minorworks.pdf

2.3 Capital Works Process

This process is a means of identifying and scoping the major UWA needs for future capital expenditure. The process is based on the merits of a business case developed for a project. It is envisaged most cases would be developed jointly between a Faculty or project champion and FM, with FM responsible for bringing cases forward to the Facilities Development Steering Group for consideration.

Figure 3



It is possible to commence development of a case at any time and in that respect is responsive to changing demands, however, since the capital commitments are significant, the Faculty must prioritise each case and advise if a case is to be withdrawn.

Any business cases or cases under development are considered bimonthly by the Facilities Development Steering Group and the recommendations forwarded to Planning and Budget.

Projects overall are to be managed within the agreed budgets. In the case of unforeseen substantial changes in scope, the case would be required to be re-scoped and re-submitted for additional funding. A pro-forma containing the criteria on which to base a submission is available from the Executive Officer, Accommodation Planning. This process is represented diagrammatically in figure 3 above.

3.0 Hot Spots Program

The Hot Spots Program is usually provided \$1 million per year from the Capital Works allocation for retro-fitting air conditioning. The process for applying for funding is the same as that for Minor Works, however as well as the faculty prioritisation being taken into account, consideration is given to the orientation of the building and the use of the rooms. The policy can be found on the web at:

http://www.ofm.uwa.edu.au/about/policies/hot_spots_air_conditioning

4.0 Utilisation Surveys

An annual program of surveys is managed through FM. The survey results are intended to have a planning emphasis to assist Faculties in managing their accommodation issues. An annual report on the efficiency of usage of existing space is presented to the Planning and Budget Committee.

Accommodation Planning Services Role of Facilities Management

SERVICES and ROLES	PROCESS	FACILITIES MANAGEMENT	STEERING GROUP	PLANNING & BUDGET
Review, analyse and make recommendations on requests for space	Joint preparation of a discussion document	Assist Faculty with development of cases as required	Recommend major exchanges of space to Planning & Budget	Endorse major exchanges of space
Capital Management Plan	See Capital Works Process - figure 3	Manage the coordination of business cases for new capital projects. Work with and assist Faculties with development of the case. Provide space and building cost data	Prioritise cases and make recommendations to Planning & Budget	Endorse projects recommended for inclusion in Capital Plan.
Prepare Minor Works Programme	See Minor Works Process - figure 2	Manage the coordination of MW submissions, prioritise based on Faculty priority and available funding. Manage the approved program of works and advise all applicants	MW cases prioritised in August	Endorse budget for Minor Works Programme in September
Prioritise Business Cases	Business Cases grouped and prioritised against agreed University criteria	Manage the prioritisation criteria and provide support for the Steering Group meetings	Prioritisation of cases as appropriate	
Evaluation of cases based on agreed University criteria	Cases assessed against agreed criteria based on University OPP	Manage presentation of cases to the Steering group meetings	Recommend preferred cases to Planning & Budget	Endorse preferred business cases
Undertake Utilisation Surveys	Current Process	Manage the annual program of surveys and prepare annual report on utilisation highlighting areas of under or over supply	Annual Report	Annual Report
Benchmark with the Go8 on space	Current Process	Compare go8 space data with the Go8 at Faculty and School level	Annual Report	Annual Report
Manage accommodation space allocation models	Project space needs based on the accepted UWA models	Model space needs and report annually	Annual Report	Annual Report
Keep inventory of all space and space requests	Requests for space channelled through Executive Officer, Accommodation Planning	Alterations to space and requests for space recorded in database. Agreements recorded in University files.	Annual Report	Annual Report