



Policy statement on the use of University buildings and facilities for commercial, event and external meeting purposes

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The Director of Commercial and International reserves the right to amend this document at any time should the need arise.



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1 Purpose

1.1 This policy serves four key aims:

- To state the University's agreed policies on the commercial use of University buildings and facilities for the benefit of all those involved in the service delivery.
- To document the processes and the responsibilities of individuals and teams. Taken together, this should ensure that where there are opportunities to secure income from our buildings and facilities, these are realised.
- That the commercial usage of university buildings operates within the agreed corporate priorities of the University, supported by integrated business planning by the Directorate of Commercial and International and Faculties.
- That all individuals and teams recognise and support the additional value of increased commercial activity, while maintaining teaching and learning as the core business of the University.

2 Ownership and Governance

2.1 The policy will be owned by the Directorate of Commercial and International, be approved by the University's Strategic Management Group (SMG), and be subject to annual review.

2.2 This policy will be one of a collection of approved University policies and procedures that form the overarching Space Management Policy.

3 Definition

3.1 Commercial activity refers to all activity undertaken either in liaison with or directly by the Directorate of Commercial and International, both income generating and activities that provide a reputational return on investment.

3.2 Corporate events, managed by the Directorate of Commercial and International, should carry a reputational return on investment. An event itself may not necessarily be income generating, but may lead to other business for the University.

- 3.3 The following guidelines will be applied in determining whether an event is to be managed at a corporate, rather than the local level:
- Does the event help achieve specific corporate priorities?
 - Are there University-wide benefits from the event?
 - Are current, and/or potential commercial clients being invited to the event?
 - Does the event showcase resources unique to our institution?
 - Will corporate reputation be affected by the event?
- 3.4 Staff should seek advice from the Directorate of Commercial and International on the management of events at the earliest possible stage.

4 Policy Drivers and Aspirations

4.1 The main policy driver is to optimise the utility of University facilities including space and specialist equipment where appropriate, maximising opportunities for commercial use. This needs to be managed in a fair and transparent manner taking into account potential conflicts that may arise around space and resources. Ultimately, a corporate view is required ensuring all resources are utilised for the maximum benefit of the University.

4.2 The aspirations of the policy can be summarised as follows:

- **Optimised space use.** The optimum benefit is obtained for commercial purposes, within the parameters of the institutional timetable.
- **Transparency.** Commercial use of University buildings is managed transparently with respect to business planning and financial arrangements.
- **Clarification of responsibilities.** The responsibilities of individuals and teams are understood by all involved in the process, and accountability for the different elements of service delivery is clear. The high standards of service expected within commercial activity should apply in all aspects of the University's operation.
- **Working across functional boundaries.** Successful commercial activity is dependent upon inputs from Faculty and service areas. Flexibility in our approach is a critical success factor.

5 Coverage

5.1 The policy is underpinned by the principle that all space is shared and should be managed to achieve the maximum benefit for the University.

5.2 The following categories of space are covered by the policy:

General Space – This covers seminar rooms, lecture theatres and meeting rooms that are managed through the University timetable system, Syllabus Plus. These spaces would be available for commercial usage within the parameters of the institutional timetable. General space is booked via Faculty timetable staff.

Public Space - This is space that has a defined public usage, and an intended commercial return, for example, the public space within the Art and Design Academy. Because of the public interface, and the requirement to manage the corporate reputation arising from this, public spaces are managed institutionally. Teaching is scheduled within the space against the parameters agreed by the Directorate of Commercial and International and Faculties.

Institutional Space - These are spaces that meet institutional needs and strategic priorities. Examples are central committee rooms and the University Professional Centre within the new Redmonds' Building. These spaces are intended for academic and commercial use, but have specific parameters that govern usage. These spaces are managed institutionally.

Specialist Facilities - Where appropriate and with the approval of the Dean of Faculty, specialist facilities can be used for commercial purposes. These are facilities and equipment (workshops, labs, cad suites) that are managed through the University timetable system, or due to specific circumstances are managed locally. They contain facilities and equipment that would provide a commercial benefit, and would not be constrained by rules concerning commercial usage. Because of the specialist nature, technical support would be required for commercial activities that take place in these spaces.

Common Areas - These including lobbies, reception areas, corridors and external spaces. Property Services are responsible for the maintenance of the University estate. Where an activity requires an alteration to the estate, including painting, works are only to be requested via, and managed, by Property Services.

5.3 It is acknowledged that space is one aspect of the commercialisation process, and it may be more appropriate in certain circumstances to utilise external spaces for commercial bookings.

5.4 LJMU takes an active role in supporting the region and has led the way in a range of Corporate Social Responsibility activities. The use of University buildings and facilities by professional bodies, community groups, arts groups and other local-based organisations is encouraged in supporting the social and cultural well being of the region. All such bookings should be made in

accordance with this policy, although it is recognised there may be no income generation associated with these activities.

- 5.5 Institutional and public spaces will be managed through an annual calendar of activities, agreed by the Directorate of Commercial and International and Faculties, and supported by specific business plans. The basic calendar will be published no later than the 1st of September each year. It will be updated to include new bookings on a first come first served basis thereafter providing they meet the objectives of the relevant business plan.
- 5.6 The letting of University accommodation is subject to a separate policy statement. This can be found at www.ljmu.ac.uk/infrastructure/70016.htm.
- 5.7 The effectiveness of the calendars and the business plan will be monitored by the Directorate of Commercial and International.
- 5.8 Commercial activity will be coordinated through building user and senior user groups, comprising staff from Faculties, the Directorate of Commercial and International, Property Services and other service areas as required.

6 Responsibilities

- 6.1 High standards of service are expected of everyone involved in commercial activity. These standards should not be any different to the high standards of service required in supporting students.

The high-level responsibilities within the commercial process are outlined as follows:

Directorate of Commercial and International

- Develop a strategic plan with annual targets and performance indicators for all areas of the Directorate.
- Develop business plans for institutional and public spaces.
- Take full responsibility for the overall management and coordination of all commercial activities.
- Maintain, implement and review all Directorate processes, ensuring best value in support of the strategic plan and Faculty plans.
- Support Faculties in the development of commercial activity, identifying and realising sustainable, mutually beneficial opportunities for commercial activity.
- Manage public and institutional spaces on behalf of the University.
- Ensure all commercial activities are managed to the highest professional standards.
- Timetable in accordance with University policy, ensuring the needs of students are prioritised.

- Communicate the forward plan for all events to all areas supporting the activity, providing clear instructions on the requirements in a timely manner.
- Ensure Health and Safety and security requirements are met for commercial activities.
- Manage an incentivised transparent financial model for all commercial activity, where appropriate input costs are reimbursed and surpluses are returned to the areas which generated the activity.

Faculties

- Implement a commercial use strategy, with the support of the Directorate of Commercial and International.
- Provide academic expertise to identify and develop commercial opportunities for external organisations and institutions.
- Take full operational responsibility for all academic aspects of the development and delivery of commercial projects.
- Support the development of commercial activity through the engagement of all staff in the process.
- Follow and adhere to Directorate policies and procedures for commercial activity.
- Ensure that commercial work does not commence until a signed agreement is in place.
- Support the Property Services Department, in maintaining high standards of housekeeping in all University spaces in accordance with agreed protocols.
- Timetable teaching in accordance with University policy and deadlines.
- Employ a campus approach to timetabling, providing increased scope for the commercial use of University buildings, while ensuring that student needs are met first.

Property Services

- Manage and review agreed key performance indicators for the facilities management of buildings.
- Ensure rooms are set up as required for commercial activities, in a timely manner, and are of a high standard of presentation.
- Operate an inspection regime for all University buildings.
- Support the development of commercial activity through the engagement of all staff in the process.
- Resolve building issues logged on the Helpdesk within agreed response times.
- Contribute to the effective forward planning of events through user groups.

Planning and Information

- Ensure that the timetable is delivered for the academic year in accordance with the agreed deadlines.
- Advise and report on the management of teaching accommodation, acknowledging the priorities of the core business when timetabling, but also recognising the additional value of commercial activity.
- Advise and report on the effective promotion of University space management policies and procedures.
- Subject to funding, organise the production of room occupancy surveys and utilisation statistics.

6.2 Service level agreements containing key performance indicators will be established between the teams involved in the process. Performance will be monitored via operational meetings, user groups and annual service reviews.

6.3 Catering for commercial activity, both internal and external will be benchmarked against best practice within the higher education sector.

7 Financial Model

7.1 The established financial model will apply to the commercial use of University buildings, this being:

- Faculty/service areas that provide appropriate input costs to an activity (e.g. academic, technical, security, manual staff costs) will have those costs reimbursed to them in accordance with the University P forms.
- Reimbursement of appropriate input costs will occur when staff are providing time above their contracted hours, and/or there is the need to provide cover for their substantive role.
- The Faculty/service area who generated the event will receive the surplus from the contract.

7.2 The Directorate of Commercial and International will be responsible for the completion of the financial model for all commercial activities.

7.3 All commercial activities, including reputational activity will be costed using the existing University P-form on a cost recovery basis.

7.4 An appropriate balance will be managed between income generating activities and reputational activity, which maximises financial return and reputational benefit.

7.5 Business plans for public and institutional spaces will include the planned reinvestment of funds back into the building fabric which generated them. For

example this will include new floor coverings, and painting required outside of the periodic painting programme.

- 7.6 Periodic performance reports will be produced for commercial activity. The reports will measure actual performance against budget.

8 Timetabling Process

- 8.1 The approved timetabled procedures are available within the approved University Space Management Policy.

- 8.2 Planning and Information are responsible for managing the institutional timetabling process. The University Timetabling Team will publish an annual calendar of tasks to facilitate the production of a teaching timetable.

- 8.3 All teaching accommodation is to be included on the Syllabus Plus Timetabling Database, including laboratory and other specialist teaching space.

- 8.4 A programme of scheduling tasks with agreed deadlines is published by the University Timetabling Team. Deadlines will be closely monitored to ensure that tasks are completed in a timely manner, facilitating the publication of the final timetable on the live web page in September.

- 8.5 The Directorate of Commercial and International will work within the approved timetable procedures. For each category of space this means in effect:

General Space - Commercial bookings will be made into the University timetable system from July 1st each year, for the subsequent academic year.

Public Space - Commercial bookings will be made directly into the University timetable system within the parameters agreed between the Directorate of Commercial and International and Faculties. Forward bookings will be recorded by the Directorate of Commercial and International. The public space will be supported by the agreed calendar of events and a specific business plan.

Institutional Space - Commercial bookings will be made directly into the University timetable system. Forward bookings will be recorded by the Directorate of Commercial and International. Bookings will be managed

against the agreed corporate priorities of the institution, supported by the agreed calendar of events and a specific business plan.

Specialist Facilities -

Where appropriate and with the approval of the Dean of Faculty, commercial bookings will be made into the University timetable system from July 1st each year, for the subsequent academic year. Specific rules governing usage will be agreed between the Directorate of Commercial and International and Faculties.

- 8.6 Room booking requests from external bodies as non-commercial users should be processed in accordance with this policy.
- 8.7 Overbooking and just-in-case bookings are not permitted. Any booking cancellations are to be processed on the University timetable system at the earliest opportunity to make the space available for other purposes.
- 8.8 Once bookings have been made by the Directorate of Commercial and International within the parameters of the institutional timetable, the booking will stand and cannot be changed
- 8.9 Only in very exceptional circumstances, and by agreement with the relevant Faculty, should teaching be rescheduled/ relocated to accommodate a commercial booking. The manager concerned should have a full understanding of the business case around the proposed rescheduling/ relocation, before the timetable is altered. This will involve knowing the financial value of the commercial activity. Students should only be rescheduled/ relocated into accommodation of an equivalent standard. Rescheduling/ relocation to accommodate a commercial booking should only be considered if substantial business is likely to be lost.
- 8.10 If a dispute arises from a commercial booking, the matter should initially be referred to the Director of School/Service Team Director and the Director of Commercial and International. If the dispute cannot be resolved, the matter should be referred to the relevant Dean of Faculty, and the Pro-Vice Chancellor for Marketing, Commercial and International for final resolution.
- 8.11 Internal bookings made during term time within public and institutional spaces can only be accepted within fourteen days of the event taking place, to allow the maximum utility of the space for commercial purposes.