

# AUDE

ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES

## Big Conversation 2022

University estates:  
Time to refocus?

*11 November 2022*

*University of Sheffield*

Headline Supporter



Networking Supporter

RIDGE

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#AUDEBC22  
#BIGCONVERSATION

# Overview of AUDE

**AUDE promotes excellence in the strategic planning, management, operation and development of higher education estates and facilities. AUDE offers membership to publicly funded UK bodies whose primary remit is higher education teaching and/or research, AUDE membership includes a growing number of private providers of higher education and international universities. There are also business partner opportunities for commercial bodies.**

We are the UK’s leading source of expert information about the university estates and facilities sector and work to ensure estates professionals are equipped to take a strategic and proactive approach. AUDE is a not-for-profit organisation. Any funds generated through the activities of the Association are used to fulfil its objectives and mission.

AUDE’s members are generally represented by the most senior member of staff responsible for managing, planning, constructing and maintaining all types of accommodation for higher education institutions. Though arrangements vary, most directors of estates are also involved in managing a wider range of capital projects and services including cleaning, security, grounds maintenance, space planning and management, car parking and traffic and, in some institutions, additional services such as catering, conference and sports facilities, insurance, furniture and equipment and printing.

Our membership offer is growing, and we provide benefits and services for all those working in estates and FM within education.

A primary objective is to make sure that university estates provide best value for money and contribute positively to a high-quality student experience. Estates are one of the university’s largest assets, AUDE and its members are at the forefront of ensuring that universities use this valuable asset to full advantage. There is a clear link between the buildings, facilities and accommodation on offer at a university and the desirability of the establishment to potential students and staff.

### Our members

AUDE currently has over 3,300 individual members from;

- 172 UK and Ireland higher education institutions
- 8 international institutions
- 8 business partners
- 8 alternative providers

Joining AUDE will allow your organisation to develop and grow relationships with estates and FM professionals in the HE sector. Speak to a member of the AUDE team or visit [aude.ac.uk/membership](http://aude.ac.uk/membership) for further details.

### AUDE contact details

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# Chair's Welcome

## Chair's welcome

**In recent years AUDE's Big Conversation has acted as a great opportunity for colleagues to come together to discuss pressing issues. Our problem in 2022? Everything seems pressing.**

All of us feel like we have only just escaped the enormous crisis period of the pandemic. It's natural to feel the need for a period of calm after such huge disruption. But reality bites, and no such period of calm exists. The war in Ukraine is one aspect of a supply chain storm that continues to affect every estates project. Energy prices have rocketed. Last year we had to rapidly upskill our colleagues in their understanding of ventilation systems, but now we find ourselves reminding them of the good old-fashioned virtues of a woolly jumper. We try to find time to focus on the new hybrid world of work, on our teams' wellbeing, on student experience during testing times – it isn't just our energy strategy that needs our attention. And the looming question of climate change, the push towards net zero targets and the costs associated with that agenda, all get closer and more urgent with every day spent focused elsewhere.

So yes, after Covid, it is time to refocus. But colleagues can be forgiven for asking, refocus on exactly what?

As always at the AUDE Big Conversation, great speakers will guide us through their thinking, we'll find much to agree with, and much that gives us a new perspective or a chance to learn. This year the event takes part over two days – the first digital, the second in-person at the University of Sheffield – and you have my warmest welcome in whatever capacity you are here today. To everyone involved – as a participant, a delegate or a partner organisation – thank you for joining us.

With Best Wishes



**Umesh Desai**  
AUDE Chair, and

Director of Estates at  
Nottingham Trent University

**#AUDEBC22**  
**#BIGCONVERSATION**

# Your host

## Your host

***“We are delighted to welcome back Simon Fanshawe OBE to host our in person Big Conversation 2022. Through his organisation Diversity By Design Simon works to transform the organisational performance of organisations in the public, private and third sectors.”***

Simon Fanshawe OBE is a diversity consultant, broadcaster and author. He is the co-founder of Diversity by Design which supports organisations to truly diversify their senior people. His latest book “The Power of Difference – where the complexities of diversity and inclusion meet practical solutions” was published in December 2021 by Kogan Page. He was voted the second Most Influential Thinker in 2022 by HR Magazine.

He is currently on the Board of Powerful Women and is Chairman of Hexagon Housing Association. He was Chairman of Sussex University 2007-13, a non-exec director of Housing & Care 21, a Governor of the Museum of London and on the Board of Brighton Dome & Festival. He has long been involved in campaigns for equality and positive social change and has served on the Board of companies and organisations in the private and charity sectors for over thirty-five years. He was a co-founder of Stonewall and of the Kaleidoscope Trust.

He was awarded an OBE in 2013 for services to Higher Education and made an Honorary Doctor of the University of Sussex for services to diversity and human rights.

He lives in Brighton with his husband and they have neither children nor dogs. When not celebrating difference, he is cooking.



**Simon Fanshawe, OBE**  
Co-Founder and Partner,  
Diversity by Design



# University estates: Time to refocus?

The system shock of the last two years raises uncomfortable questions for our universities. Students, staff (and government) question aspects of the status quo – from the cost of degrees and the quality of accommodation, to learning delivery models and the opportunities of hybrid working. Is it time for a fundamental rethink about our places and our purpose? As the physical and the digital become ever more closely entwined what can we learn from our students about how they want to study, and about the wellbeing and inclusivity aspects of learning environments? As we work hard to take on all the new learning of the pandemic period, what do estates teams need to do to create spaces that make both students and staff keen to enjoy life on a vibrant campus? We've been living through a period of immense flux. It's time to refocus.

But with so many competing demands for our attention, and so many ideas about what the future holds – refocus on exactly what?

At AUDE's Big Conversation event (with both digital and in-person formats, 25 October and 11 November 2022) we'll be asking delegates to help us prioritise between some of the huge and competing demands for our time and our universities' investment. Does the push towards net zero outrank any other challenge? Does the 'cost of living crisis' demand we place our focus on energy generation? Where does EDI sit within our estates planning? How can AUDE focus its work to foster co-operation between competing institutions? Join us for stimulating conversation, and clarity, and your chance to refocus on the ways to achieve everything that is demanded of you as estates senior leaders.

Heartspace University of Sheffield

# Programme

## Thursday 10 November

**16:00 - 18:00**

University of Sheffield Tour

The tour includes the new Social Sciences Building, the Award-Winning Diamond Building and the Engineering Heart Space. This tour is open to AUDE members only.

**18:15 - 20:00**

Drinks and Buffet Reception Kelham Island Museum

Networking Drinks Reception sponsored by Ridge  
Nick Hayes, Sustainability Partner, Ridge

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## Friday 11 November

All sessions will take place in Firth Hall, Firth Court, University of Sheffield.

**Hosted by Simon Fanshawe OBE**, Co-Founder and Partner, Diversity by Design

**08:45 - 09:20**

Registration and Networking

**09:20 - 09:30**

Welcome Address

Simon Fanshawe OBE, Co-Founder and Partner, Diversity by Design  
Professor Gill Valentine, Provost and Deputy Vice-Chancellor, University of Sheffield  
Keith Lilley, Director of Estates and Facilities Management, University of Sheffield

**09:30 - 11:00**

Plenary 1: Time to Refocus: VCs & COO give their institutional perspectives

Saskia Loer Hansen, Deputy Vice-Chancellor, Aston University  
Professor Debra Humphris, Vice-Chancellor, University of Brighton  
Rachel Brealey, Chief Operating Officer, University of Leeds

**11:00**

We will be observing a two minutes silence to mark Armistice Day

**11:00 - 11:30**

**Refreshment break, Council Room**

**11:35 - 12:35**

Panel debate: Hybrid: Friend or Foe?

David Kernohan, Acting Editor, WonkHE  
Dr Maria Kordowicz, Organisational Psychologist, University of Nottingham  
Dr Matthew Davis, Associate Professor, University of Leeds  
Leanne Spencer, Wellbeing and Burnout Prevention Expert  
Karen Mosley, Managing Director, HLM Architects  
Lila Tamea, Student Panel Member at the Office for Students and Former SU President at Liverpool John Moores University SU  
Panel debate sponsored by headline supporter HLM Architects



**12:35 - 13:35**

**Lunch break and networking, Council Room**

**13:40 - 14:40**

Plenary 2: The Liminal Campus - 10 trends to inspire our future planning

Jim Tudor, Founder, The Future Index

**14:40 - 15:10**

**Refreshment break, Council Room**

**15:15 - 16:30**

The Big Question: How to refocus - prioritising university estates

Ann Allen, Director of Campus Innovation and Development, University of Leeds  
Harvey Dowdy, Director of Technology, Estates & Facilities, University of York  
Tim Hosker, Director of Estates and Facilities, University of Huddersfield  
Gary Jebb, Director of Place, University of Edinburgh  
Keith Lilley, Director of Estates and Facilities Management, University of Sheffield

**16:30**

Event wrap up

Simon Fanshawe OBE, Co-Founder and Partner, Diversity by Design

# Speakers

## Plenary 1: Time to Refocus: VCs & COO give their institutional perspectives

Saskia Loer Hansen, Deputy Vice-Chancellor, Aston University  
Professor Debra Humphris, Vice-Chancellor, University of Brighton  
Rachel Brealey, Chief Operating Officer, University of Leeds



**Saskia Loer Hansen**

Saskia Loer Hansen was the Interim Vice-Chancellor at Aston University from November 2021 to September 2022. She has returned to her role as Deputy Vice-Chancellor and is responsible for external local, national and international engagement, internal comms and marketing, development and alumni relations, and the student experience and student support functions.

Saskia joined Aston in September 2017, having worked at RMIT University in Australia since 2011 where she was the Executive Director, Global Development and Performance, responsible for transnational education partnerships, international relations, global market intelligence, and prospecting activities and initiatives outside of Australia.

Prior to 2011, Saskia held posts at the University of Strathclyde in Scotland as Head of Governance, Management and Academic Policy and at Aalborg University in Denmark responsible for industry engagement and research and innovation activity.

Additionally, Saskia was seconded on a part-time basis to the position of Secretary General to the European Consortium of Innovative Universities, working on e-learning initiatives, EU research funding, Erasmus Mundus masters programmes, leadership development and staff and student mobility.

Saskia has degrees in Social Anthropology and Ethnography and European Studies from Aarhus University, Denmark, and an MBA from Strathclyde in Scotland.



**Professor Debra Humphris**

Professor Debra Humphris took up post as Vice Chancellor at the University of Brighton in December 2015. In 2017 she was elected to chair the Universities UK student policy network and returned in August 2021 to serve a further three years. From 1st September 2019 Debra took up the role of Chair of the University's Alliance. Debra joined the University of Brighton from Imperial College in London, where she held the position of Vice Provost (Education) between 2012 and 2015. As an openly LGBT senior leader in higher education, Debra is passionate about equality and diversity.



**Rachel Brealey**

Rachel Brealey has over 25 years' experience in the higher education sector having started her career as President of the Students' Union at the University of Manchester Institute of Science and Technology (UMIST). Prior to her appointment as Chief Operating Officer at the University of Leeds, she was Director of Faculty Operations in the Faculty of Biology, Medicine and Health and joint Portfolio Director of a pan-University change programme for Professional Services at the University of Manchester. She was involved in a wide range of large-scale change programmes, including the 2004 merger of UMIST and the University of Manchester and the development of the Manchester Engineering Campus Development (MECD), a £425M capital and organisational change project to create a new home for Engineering and Materials on the main University campus.

As COO at the University of Leeds, Rachel is a key member of the University Executive Group (UEG), supporting the Vice-Chancellor and Deputy Vice-Chancellor in the leadership, management and effective operation of the University. Rachel contributes significantly to the implementation of the University strategy and delivering the goals across the themes of community, culture and impact. She manages and leads University-wide operations and the direct service delivery of key corporate functions, as well as strategic change, ensuring the efficient use of resources and the quality of service provision.

## Panel debate: Hybrid: Friend or Foe?

David Kernohan, Acting Editor, WonkHE

Dr Maria Kordowicz, Organisational Psychologist, University of Nottingham

Dr Matthew Davis, Associate Professor, University of Leeds

Leanne Spencer, Wellbeing and Burnout Prevention Expert

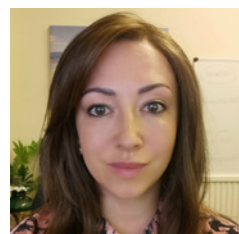
Karen Mosley, Managing Director, HLM Architects

Lila Tamea, Student Panel Member at the Office for Students and Former SU President at Liverpool John Moores University SU



**David Kernohan**

David Kernohan is Acting Editor of Wonkhe. Until June 2016, he worked at Jisc as a programme manager and senior codesign manager, after being seconded from HEFCE in 2006. He has also worked for the University of Glamorgan (now the University of South Wales). As Associate Editor, David has responsibility for the development and delivery of a variety of editorial content. His key areas of workishness include teaching quality enhancement policy, funding policy, sector agency politics and history, research policy, and the use of technology and data in Higher Education.



**Dr Maria Kordowicz**

Dr Maria Kordowicz FRSA is a Chartered Psychologist, Associate Professor in Organisational Behaviour and Director of the Centre for Interprofessional Education and Learning at the University of Nottingham.

Maria completed her PhD in Health Services Research at King's College London exploring general practice organisation, and then worked as a Quality Improvement Fellow at the School and at Guy's and St. Thomas' NHS Foundation Trust as Senior Programme Lead for a £10m imaging transformation research and communications programme. Maria was formerly the programme lead for the King's Master's in Public Health and prior for the BSc Business and Health Management at Anglia Ruskin University. She worked as Senior Lecturer in Business Psychology and as Founding Director of the Centre for Organisational Resilience at the University of Lincoln and remains a Visiting Fellow at their Community and Health Research Unit. During the pandemic, Maria worked as Head of Learning, Research and Evaluation for The Social Innovation Partnership. Her research interests lie in compassionate workplaces, relationships at work, public policy, leadership, management and organisation, and organisational ethnography. Maria regularly provides media commentary on issues relating to work and employment.

Maria spent over a decade working as head of services, projects and programmes in the NHS in London, predominantly working in secure forensic mental health settings. Alongside academia, Maria delivers evaluation and team development consultancy to the health and social care sector through her company [www.respeo.com](http://www.respeo.com), recently working with integrated care systems to help embed effective working relationships across a complex landscape. Maria is a Coaching Psychologist and presently a Trainee Person-Centred and Experiential Psychotherapist at the Sherwood Institute in Nottingham. Maria co-develops the mental health outcomes measure [www.PSYCHLOPS.org.uk](http://www.PSYCHLOPS.org.uk), which is used in a wide-range of settings, including by the World Health Organisation and Medecins sans Frontieres in areas of conflict. Follow Maria on Twitter: @mariakordowicz.



**Dr Matthew Davis**

Dr Matthew Davis is a psychologist, researcher, educator and consultant. As an Associate Professor in Organisational Psychology at Leeds University Business School, Matthew has led a range of applied research projects with corporate partners including Rolls-Royce, Marks and Spencer, Next, Arup Consulting, Atkins, Leeds City Council and British Gas. He works with both public and private sector organisations to develop insights and strategies to support hybrid working, workplace design and sustainability with a people-focused whole system mind-set.

Matthew's research has been featured by the BBC, the Atlantic, the New Yorker and the Telegraph. He has published in leading international journals and high quality edited books. Matthew is currently leading an ESRC funded multi-disciplinary project examining office adaptations in response to COVID-19 and how office design and ways of working impact employee social networks, workflow and performance.



**Leanne Spencer**

Leanne Spencer is a keynote speaker and wellbeing consultant and has specialised in wellbeing for over ten years. Leanne has over 13 qualifications in exercise and nutrition but began her career in sales and spent over 15 years working in the City of London before leaving in 2012 to set up an award-winning wellbeing company, after suffering from burnout. Leanne is the bestselling author of three books, hosts a podcast and is a Bear Grylls Survival Instructor. She lives in South London with her partner and two cats but escapes to the countryside whenever possible.

Leanne's personal values are to live truthfully, considerately and to "suck all the marrow out of life" to paraphrase the poet Thoreau. She facilitates workshops for the charity Diversity Role Models which works to combat homophobic, biphobic and transphobic bullying and has raised over £15,000 for Alzheimer's Research. Leanne loves sport, fitness, reading, gardening, business, podcasting, and being with her partner, cat and scampish little rescue dog, Kami from Romania.



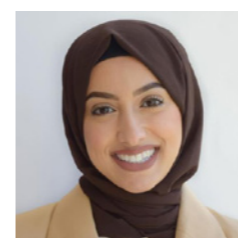
**Karen Mosley**

Karen's career journey took her from joining HLM Architects as an apprentice aged 17 to being appointed MD in 2017, and has been fuelled by commitment and passion to enable and support everyone within the business to grow and flourish.

Karen is passionate about creating an inclusive and inquisitive life-long learning environment; helping everyone achieve their personal goals, feel valued and supported. She's responsible for driving a culture of equity throughout the business and is the Diversity, Inclusion and Belonging Lead.

Her drive to break down barriers and open up opportunities for more people to enter the architectural profession fuelled HLM's involvement in the Architectural Apprenticeship Trailblazer. This was coupled by her desire to create accessible and innovative ways of helping more people return and stay within the profession. She inspired HLM to be early adopters of agile working pre-pandemic and has driven the development of HLM's new SMARTBlend scheme, which firmly embeds a post-pandemic working and reward approach.

She has dedicated her career to developing an empowered workplace which supported HLM's move to the inclusive structure of an EOT in 2020. This was a natural next step, giving employees a sense of ownership, say in their direction, and rewarding everyone for the part they play in the future success of the organisation.



**Lila Tamea**

Lila is a former VP Education and President of Liverpool John Moores SU (2019-2021) and current Student Panel Member at the Office for Students, where she has recently been involved in their Blended Learning Review (BLR). During the Blended Learning Review, alongside the BLR Panel and other student panel members, Lila led discussions with students across the providers, and heard views from academics and PVCs at the respective institutions.

Lila recently completed her Masters in Education at LJMU, where her research project explored barriers to access and participation, exploring how students from marginalised groups often learn to negotiate and compromise their needs whilst studying in order to access the best opportunities. Now, Lila works as a Student Recruitment Officer for a postgraduate legal education provider, and is passionate about the student experience, opportunities and access to quality education.

## Plenary 2: The Liminal Campus - 10 trends to inspire our future planning

Jim Tudor, Founder, The Future Index



**Jim Tudor**

Jim created the Future Index® trends consultancy ([www.thefutureindex.com](http://www.thefutureindex.com)) in 2013 to absorb and share the very best global marketing trends, and help clients to develop and shape their own successful strategies. Specialising in working with universities and business schools, Jim has taken the Future Index® to over 30 European institutions through presentations, hacks and workshops, as well as via strategic and creative consultancy. A hands-on practitioner with over 20 years' experience, Jim has helped develop everything from university visions and plans through to student-led communications platforms; from award winning social media campaigns to alumni engagement initiatives. Jim is a Top Voice for Education on LinkedIn with a following of over 145,000 and has delivered keynote presentations at CASE, CIM HE, AUDE (UK & US), UCAS and numerous other conferences in across the world. He's passionate about the future of Higher Education and looking forward to the challenges and opportunities we're facing. Jim's work has also extended into campuses, having run sessions for UEA, Loughborough on campus development whilst leading on insight collection for the new Patterson Institute cancer research building in Manchester.

## The Big Question: How to refocus – prioritising university estates

Ann Allen, Director of Campus Innovation and Development, University of Leeds

Harvey Dowdy, Director of Technology, Estates & Facilities, University of York

Tim Hosker, Director of Estates and Facilities, University of Huddersfield

Gary Jebb, Director of Place, University of Edinburgh

Keith Lilley, Director of Estates and Facilities Management, University of Sheffield



**Ann Allen**

Ann is the newly appointed Director of Innovation and Campus Development at the University of Leeds. Ann's professional background is in asset management and construction and has worked for over 35 years across a diverse number of organisations including central government, banking, and retail as well as working in Higher Education.

Ann is Chair of Architecture Design Scotland and the Built Environment Trust. She is a Board member of Scottish Future Trust, Crown Estate Scotland and Water Industry Commission for Scotland. She is a strong advocate for diversity in property and construction and was until recently Chair of the Scottish Board of Women in Property.



**Harvey Dowdy**

Prior to joining the University of York, Harvey spent five years as Director of Estates at the University of Lincoln.

Having undertaken her Bachelors degree in Mediaeval Archaeology at University College London, Harvey went on to complete an MPhil in Land Management with the University of Reading. She is both a Fellow of the Royal Institution of Chartered Surveyors and a Fellow of the Royal Society of Arts. Since 2018 she has sat on the Executive Committee of the Association of University Directors of Estates and is a Trustee of the Higher Education Design Quality Forum.

She is also a Trustee of the Historic Lincoln Trust and has sat on committees overseeing the management of Durham Cathedral and currently holds the position of Lay Canon and Lay Master of the Fabric at Lincoln Cathedral.



**Tim Hosker**

Tim is proud to be heading the diverse yet dynamic Estates and Facilities team who were awarded the coveted Associate of Directors of Estates (AUDE), Team of the Year Award in 2019. Tim has been with the University of Huddersfield for over 30 years and has held his current position since April 2020, prior to which Tim was the Assistant Director of Property Services within the Estates and Facilities team.

During this time with the University, Tim has been instrumental in managing the transformation of its academic estate into one of the best in the UK's HE sector. Tim is committed to ensuring that the facilities offered by the University of Huddersfield to students, staff and visitors are first class, that Huddersfield maintains its strong financial position within the top ten of mainstream UK universities and has an academic estate that is rated within the top 10%.

As the property lead for the University, Tim ensures that the building user needs are paramount and that the whole life cost and benefits to the University are an integral part of the procurement process. Through challenging both design teams, contractors and the supply chain throughout the construction process, value for money is maintained, disruption on campus is kept to a minimum and the end quality is not compromised.

Tim is an integral member of the Associate of Directors of Estates (AUDE) Capital Group and Professional Development Group. Tim gives his time freely to help others, providing property advice to schools and community groups around his hometown.

Before Tim joined the University, he was a Building Surveyor with the local authority, Kirklees Council. Tim gained an MBA from the University of Huddersfield in 2016.



**Gary Jebb**

Gary Jebb has considerable experience in the development of strategic proposals, the delivery of estates projects and facilities management, and is well known in the Higher Education sector. Gary joined the University of Edinburgh in 2014, initially as Director of Estates, he was responsible for one of the largest and most diverse University estates portfolio in the UK. Since becoming Director of Place in 2020 Gary now has strategic responsibility for Accommodation, Catering and Events and the Estates Department together with aspects of the University's relationship with the City. He moved to Edinburgh from Queen's University Belfast in 2014 and has been leading out on a major capital development programme which translates the University's academic vision into reality.



**Keith Lilley**

Keith Lilley took up the role of Director of Estates and Facilities Management at the University of Sheffield in September 2010. Since joining the University, Keith has overseen a number of ambitious developments, including the 20,000 m2 Diamond building at the heart of the campus which opened in September 2015, and major improvements to the public realm around the central campus in a joint initiative with Sheffield City Council. Keith has also played a key role in the acquisition of over 100 acres of land at the former Sheffield Business Park which will be developed out as an advanced manufacturing research campus, creating a hub for collaborative research. Factory 2050, the UK's first fully reconfigurable assembly and component manufacturing facility, has already been completed on the site.

# Creating **world-class** places for learning, teaching and research

University of Sheffield, Social Sciences Hub  
currently under construction

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