



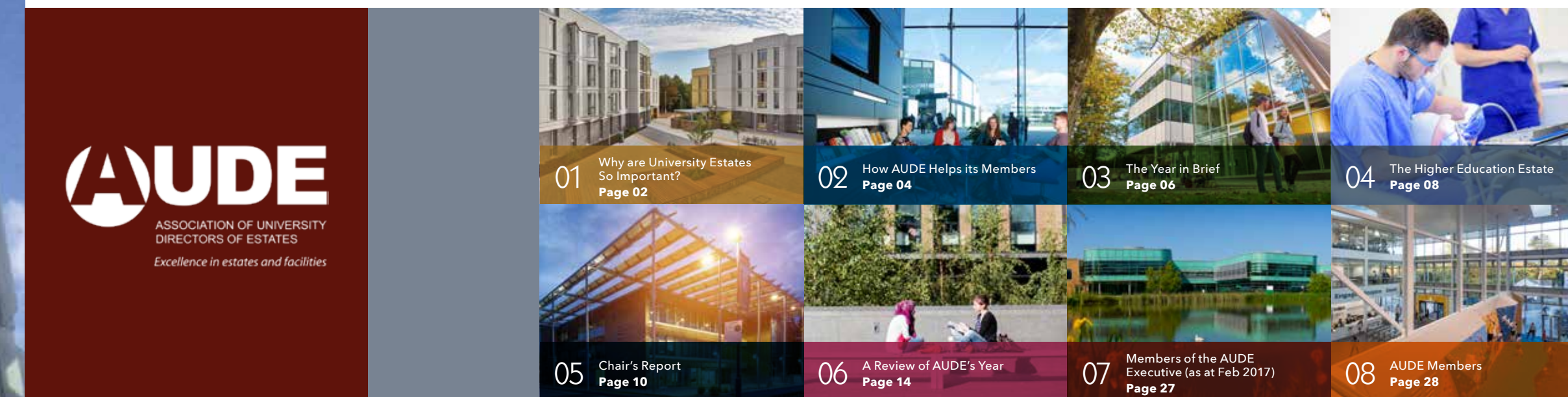
Report & Review 2016/17



AUDE

The Association of University Directors of Estates
is a membership organisation for University estates
and facilities sector professionals.

AUDE's Aims and Objectives



AUDE supports its members, to ensure University estates and facilities are run in a professional, innovative, efficient and effective manner. AUDE's key objectives are to make sure University estates are valuable in supporting each institution's activities – and in enabling a high-quality experience for students.

Estates are one of a University's largest assets, and AUDE's activities extend across the full estates and facilities remit – from strategic capital investment and factoring services, through to catering and cleaning. AUDE aims to promote best practice across all these areas.

The sector is changing rapidly and we are here to help estates and facilities professionals plan for and respond to these changes. With AUDE's support, the University estates and facilities sector has seen a consistent positive trend in environmental sustainability, building condition, and 'doing more with less', despite a reduction in the proportion of University income spent on estates. We aim to help our members continue these trends.

Why are University Estates so Important?

The Responsibilities of a Director of Estates and Facilities Management



Blackdale Building, University of East Anglia



Radcliffe Primary Care Building, University of Oxford



The Atrium, Queen Margaret University

The estate is central to helping a University achieve its purpose. There is a clear link between the buildings and accommodation on offer, and a University's attraction for potential students and staff.

As well as student accommodation, universities build, run and maintain an extensive portfolio of research facilities, some of which are very specialised. They also provide teaching rooms, leisure, sports and conference facilities, catering outlets, banks and shops. This estate and facilities infrastructure helps universities fully support their students, carry out world-class research, develop businesses, attract and retain high-calibre staff and attract funding.

Local communities benefit from sharing resources, facilities and expertise, or by supplying goods and services. A thriving, professional University estates sector is vital to the success of the UK higher education system, and of real benefit to both the local and UK economies.

The Director of Estates and Facilities Management (FM) is responsible for managing, planning, constructing and maintaining the higher education estate, in support of the institution's strategic objectives.

Typically, their remit will include capital development, factoring services, building maintenance, engineering services, facilities maintenance, utilities and health and safety.

Though individual posts vary, most are also involved in managing a wider range of services, such as residential accommodation, cleaning, security, grounds maintenance, space planning, car parking and transportation – and in some cases, services such as catering, conference and sports facilities, insurance, furniture and equipment and printing.

Directors of Estates or FM come from varied professional backgrounds: 31 percent are members of the Royal Institution of Chartered Surveyors; 30 percent belong to the British Institute of Facilities Management; 22 percent are Chartered Institute of Building members; 9 percent belong to the Engineering Council and 6 percent to the Royal Institute of British Architects.

How AUDE Helps its Members



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“
AUDE is a valuable resource for everyone who works within University estates and facilities

Sue Holmes, Director of Estates and Facilities, Oxford Brookes University

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AUDE is a valuable resource for everyone who works within University estates and facilities. We have 166 member institutions which represents almost the entire sector.

Through networking, training and sharing knowledge, AUDE can help support University estates staff in their jobs and careers. The AUDE annual conference is the premier event for senior higher education estates professionals, while AUDE’s Regional Groups offer a lively programme of meetings and events, run by members for members.

The Association collaborates with an extensive number of people and organisations within the sector and beyond across the UK and internationally, ensuring the voice of University estates is represented and heard. In a changing financial environment, AUDE can help members demonstrate best value. We are open to sharing good practice from the estates sector to benefit everyone working in higher education.

As an association, our primary focus is with our senior members. This includes Directors of Estates, deputy Directors and their direct reports.

Our senior members exclusively enjoy:

- Attendance at the AUDE annual conference
- Reduced cost training and development opportunities across a huge variety of topics
- Participation in regional meetings and activities
- Access to a private discussion forum to network solely with other Directors of Estates

All members benefit from:

- Access to our online resources, reports, news and blog
- Posting and reading topics on our online discussion board
- Fortnightly digest emails with key updates
- Formulating and influencing national policy

Any member of staff within a member institution can register with AUDE and access the website resources, news and tools. To register visit www.aude.ac.uk/register

The Year in Brief



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The full report
can be found at
www.aude.ac.uk/emr



Over the past few years UK higher education has been through a period of great change; austerity, changing higher education policies across the nations of the United Kingdom; and most recently the results of the Referendum on EU membership have all impacted on strategic decisions within individual institutions.

The current Westminster Higher Education Bill and the evolving impact of the European Referendum mean that a changing policy environment will continue to be central to the thoughts of all those who work in universities.

Yet, despite this turbulent period of policy upheaval one thing remains clear: UK universities continue to deliver world class education, undertake world class, often impactful research and engage with their communities in a multitude of exciting ways. And they do this because, first, UK universities are peopled with brilliant staff and students, recruited from across the world, who are committed to excellence in everything that they do. Secondly, they are able to work and study in increasingly excellent facilities that enable innovations in teaching and research that are at the heart of the University endeavour. Indeed, excellent facilities are often enabling features in the recruitment of staff and students and the experience they have.

Across the UK, improvements in facilities have been driven at a time of austerity alongside major reductions in the amount of capital funding coming from the public purse. When every University penny is a prisoner, maintenance needs continue to increase so that aging buildings can be kept fit for purpose and the energy efficiency of current buildings can improve. This scenario can be seen in the excellent case study from the University of Reading from the AUDE Estate Management Report 2016.

A real feature of the evolution of the higher education estate in recent years has been the manner in which the local community is able to use the estate and where developments are in partnership with the community, often driving jobs and growth for the region and beyond. These trends are encapsulated in AUDE’s flagship EMR report by the case studies from the universities of Sheffield and Hertfordshire both of which, in their different ways, show how imaginatively developed facilities can support and enhance higher education’s contribution to the economy and to society. At a national level by the Scottish Government’s decision, in 2016/17 to allocate extra funds for maintenance, where those funds can be shown to impact on the local economy.

AUDE were proud to publish the 2016 Estates Management Report (EMR). It highlighted a number of key metrics that helped institutions understand both how the sector is operating as a whole, and how KPIs can inform individual institutions as to their performance. No one measure is able to adequately establish estates performance and institutions need to have a ‘dashboard’ of key metrics to be able to give a rounded understanding.

The Higher Education Estate

“UK University income grows by £2 billion in one year, reaching a record £30 billion”

AUDE Estates Management Report 2016



Student at the Centre for Health Science, University of the Highlands and Islands, Inverness

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“Universities increase turnover via efficiency effectiveness agenda and business driven developments”

AUDE Estates Management Report 2016



Weston Library, University of Oxford

Key statistics

- University sector maintenance costs amount to £2 billion a year
- Capital expenditure reaches a record high of £2.75 billion per annum
- Student numbers remain constant despite decrease in home student numbers
- Brexit poses significant risk to the higher education sector
- Universities continue to develop commercial agreements to increase income from non-traditional sources

The Association of University Directors of Estates (AUDE) Estates Management Report revealed the sector grew by £2 billion in one year, despite a challenging funding environment and a decrease in home students. The annual turnover for the entire UK University sector now equates to £30 billion overall.

The report spans the academic year 2014-2015, and details the evolving profile of the University estate in the UK. Highlights include:

- The sector has a total income of £30 billion
- Teaching income has increased by 6 percent per annum
- Income from research has risen by 12 percent
- The University estate equates to 14.3 million square metres – more than 170 times the space of the Shard and an increase of 200,000 square metres since the previous year
- Undergraduate student numbers are down by 700 students, research students increased by 10,000 and staff numbers increased by 2,000
- The two largest institutions in the UK each turnover in excess of £1 billion per annum
- Capital expenditure is in excess of £2.75 billion, a growth of 5.6 percent on last year

Capital expenditure grew by 5.6 percent across the UK, driven by investment in the estate as the sector continues to improve its estate and facilities in the knowledge that staff and students expect high quality and attractive facilities.

The report also details how Brexit may present a significant risk to the HE sector; it is impossible to predict the level of impact although opportunities are also likely to emerge. Risks identified in the report includes recruitment of EU staff and students, rising construction costs, alongside changes to regional EU funding (EU research funding generates more than 19,000 jobs across the UK and £1.86 billion for the UK economy. This equates to 14 percent of all UK income from research grants).

The report reveals University estates continue to expand. The University estate equates to 14.3 million square metres – more than 170 times the space of the Shard and an increase of 200,000 square metres since the previous year. Individually, the universities of Manchester, Cambridge, Edinburgh, Oxford and Nottingham all have academic estates (i.e. excluding residential accommodation) in excess of 500,000 square metres.

Despite this growth and significant inflationary pressures (staff costs and construction price inflation), total property costs have remained relatively level for the past six to seven years, moving from £95 to £98 per square metre, showing the sector’s continued commitment to driving efficiency.

For example, the University of Hertfordshire embarked on a strategy to boost income by securing commercial deals with businesses such as Ocado and Regus for office space, as well as commercial leases with bank Santander and the NHS which runs a GP clinic on campus. University’s income rose to £1,477 per square metre in 2014/15.

Across the sector, examples are documented in the report of universities exploiting its estate in order to secure alternative funding streams outside of traditional routes. The University of Sheffield built workshops, laboratories and office space in Catcliffe near the M1 in a business park. The capital expenditure in Sheffield Business Park will deliver 4,000 jobs and generate over £210 million per annum to the regional economy when fully developed.

Driving efficiency, reducing costs, improving the estate, raising service levels and increasing the commercial income from the estate remain key areas of focus for Estate Directors.

Chair’s Report – Trevor Humphreys



Library, University of Surrey

05



5G Innovation Centre, University of Surrey

“We held the inaugural ‘Big Conversation’ in London in January where over 70 delegates attended”

It seems that as each year goes by higher education continues to be faced with fresh challenges and this last year has been no exception, in fact, it could be argued that the sector faces its toughest challenges at this very time.

Brexit dominates the media and threatens our ability to continue to attract students and staff from Europe. The Higher Education Bill has resulted in the sector having to cope with the impending TEF amongst other things contained within the Bill. Government’s rhetoric and approach to international students (outside EU) also poses a threat to our ability to attract students. Financial sustainability for the sector remains a real risk with significant variances in the size of institutional surplus generation as increasingly we compete with each other for a reducing student market at both under graduate and post graduate levels. Our sector has faced significant challenges before and, like the British economy, seems to be coping at the moment.

As Directors of Estates and Facilities we are at the vanguard of supporting and enabling the continued success of our individual institutions and I know from speaking with many of you that the role remains extremely demanding at both a strategic and operational

level – the latter dominated by a need to ensure high levels of customer (student) satisfaction across all facility services. The role isn’t a job for the faint hearted but it is also extremely rewarding. The demands faced by Directors has been a primary driver for the changes that have taken place to AUDE over the last year. The Executive has recognised for some time now that it is very hard for Directors to give their time to the Association and we have had to cope with some inability to secure members into regional and special interest Groups on behalf of the Association. The decision was taken to build capacity and capability in the AUDE team. This started with the appointment of Jane White in late 2015 and then Cheryl Pick last year. Their impact has been for all to see and experience – just a casual visit to the AUDE website bears this out. The Executive felt that we needed to build on this and create a truly modern and professional Association and so as recently announced the creation of an Executive Director, assimilating Jane into this post. We approach our 25th year as an Association and this will be celebrated

at our national conference in Manchester in April and with Jane’s appointment we are very strongly placed to take the Association into the next 25 years, build its value to members and to expand our partner network to promote AUDE and the excellent work of its members.

For colleagues who attended the last national conference in Exeter, I am sure you will have gained much insight into developing trends and themes and come away with much food for thought as well as having networked with what remains an excellent Group of collegiate and collaborative colleagues. There was something for everyone both in terms of the formal and the informal parts of the conference. Of course the take away memory was the gala dinner in the quite splendid surroundings of Exeter Cathedral. I had the pleasure of presenting the AUDE awards to our much deserved winners. The response in all categories was excellent and we continue to build momentum with the awards which are there to celebrate the work of our teams. Congratulations went to Swansea University team, for the Estates/ Facilities Team of the Year Award and to University of Manchester for the University Impact Initiative of the Year Award. Kelly Grimes from Liverpool University received the Emerging Talent Award and the AUDE Chair’s Award for Long-Term Contribution for achievements benefitting the higher education estates and FM community, by an

individual, over an extended period of time was deservedly won by Diana Hampson from the University of Manchester a former Executive member and long-time AUDE supporter. You can read further detail of the submissions on page 19 of this report. The dedication and professionalism shown by so many staff within the winning awards teams and in all of the other entries was excellent and demonstrates how committed our staff are to the success of our departments.

We have received excellent media coverage this year across a number of work streams. Including 64 individual articles published, eight of those making the national papers (including the Times Higher and the Guardian) and hitting a circulation of 131,143,050 readers. Thanks to Andrew May, University of Hertfordshire for his leadership in overseeing media coverage.

There were also two ‘firsts’ this year – we held the inaugural ‘Big Conversation’ in London in January where over 70 delegates attended, a mix of AUDE members, suppliers and industry experts from the sector. Hosted by Simon Fanshawe, the day kicked off with Professor Sir Ian Diamond taking us through the key events in higher education over the decades. This event was as a real success and we intend to repeat and grow in 2018.

Chair’s Report continued



The Rowett Institute, University of Aberdeen



Manchester Cancer Research Centre, University of Manchester



Downshire House, University of Roehampton



Heartspace Project, University of Sheffield

Second we held a joint event – Universities & Healthcare Estates and Innovation 2016 – with over 50 separate trusts and over 30 universities in attendance including 250 visitors on the day, the quality of the attendees was very high. Due to the amount of content the 2017 event will switch to a two-day event. We have seen a number of colleagues enter the HE sector from the health sector as Directors as there are so many synergies in the estates and facilities. Thanks to Mike Clark (Brighton) and Trevor Payne (Birmingham) for promoting the ideas for these two events.

The Green Scorecard has been well received, continues to gather momentum and is a great example of collaboration beyond our Association with EAUC. Over 75 percent of institutions have completed the internal benchmarking exercise. Phase two developments to the application are underway including the development of case studies and a report generating aspect to the tool. Particular thanks to Keith Lilley (Sheffield) for his leadership with the Green Scorecard.

We published our flagship annual Estates Management Report. This report is an excellent way of providing senior colleagues in your institutions with a comparative assessment of what is happening in the sector in regard to estate management development.

An invaluable tool for us in show casing the excellent work in the sector. We must remind ourselves that an incredible amount of work goes into this and I am grateful to colleagues involved, particularly Sue Holmes (Oxford Brookes) and Andrew May (Hertfordshire).

The AUDE Learning and Development Group led by Colin Blair (Huddersfield) continues to provide an excellent development programme for senior staff within estates and facilities teams and we have continued to signal other relevant training activities. I would urge you to continue to support the programme we have both individually and also promoting opportunities for your staff.

As Chair I have had the pleasure of presenting on behalf of AUDE at the 2016 APPA conference in Nashville where I was blown away by the size and scale of the APPA family and team and the conference. The work of AUDE generates significant interest with APPA members and does help shape its thinking which I feel is a credit to our Association. There is of course mutual learning from APPA and to build on this, Jane White recently visited the HQ of APPA in Washington to build our relationship with APPA and learn from the experiences of their senior leadership team.

I also managed to squeeze a visit to Auckland in September to the Tertiary Education Facilities Management Association (TEFMA). Whilst this was a somewhat gruelling schedule for me I gained a great insight into the work of TEFMA and HE in Australia and if you do have the opportunity to visit international universities I recommend you take this as it does present a different perspective on campus management and our international colleagues are incredibly hospitable and very interested in how we do HE in the UK too!

A special mention for our Regional Groups. The benefits of regional events is not just about less time spent travelling (appreciating that some regions are geographically large!) but also the opportunity to focus on regional challenges and opportunities and at its very simplest to network. I would encourage you all to participate in regional activity especially in those under-represented areas. The AUDE office can assist you with getting things off the ground and providing resource and advice for initiatives that you may wish to promote. I can assure you it is very rewarding.

I am proud to have served as your Chair and I hope I have done my bit to develop and promote the Association thereby helping to secure its future and improve its service to members. It has been a challenging year for me as Chair but one that I have enjoyed enormously with excellent support from the wider Executive particularly the Executive Officers Sue, Mike and Stephen G and Stephen W without whom I would have been much less effective. With Jane and Cheryl (and colleagues in the PHES office) we are a great team and for that I am very grateful.

Finally, I would urge members to consider giving some time to AUDE through the regions or nationally as part of the Executive or on a Special Interest Group. But most of all I thank you – the members – without you we would not exist; your input, support, vision, insight, professionalism and humour make the Association what it is.

Trevor Humphreys

Director of Estates and Facilities, University of Surrey
AUDE Chair

A Review of AUDE’s Year



John Henry Brookes, Headington Campus, Oxford Brookes University



Inverness Campus, An Lòchran, University of the Highlands and Islands

2016/17 has been a transformational year for the Association and one which has laid the foundation for change. This section of the annual report details some of the major initiatives carried out by AUDE and our members. Our Estates Directors, their deputies and entire estates and facilities teams are involved in a vast array of projects both directly sponsored by AUDE and also developed in partnership with other organisations within the sector and beyond.

New Chair, Chair-Elect and Deputy Chair for the Association

In April 2016, at the AUDE AGM the association changed its constitution to shape the senior leadership as Chair, Chair-Elect and Immediate Past Chair, reflecting the need to retain knowledge and give the outgoing chair the opportunity to see projects and initiatives come to fruition. Trevor Humphreys succeeded to the position of AUDE Chair, Mike Clark became Chair-Elect, Sue Holmes moved to Immediate Past Chair. With Stephen Godber remaining as AUDE secretary and Stephen Wells as AUDE Treasurer. It was during this AGM meeting the AUDE opened up its membership to acknowledge a ‘Senior Member’ cohort consisting of the Directors, Deputy Directors and their Direct Reports.

AUDE Strategic Plan

The objectives (see page 15) were developed through consultation with members, regional representatives, the Executive committee, the Officers Group and key stakeholders.

The Association aims to engage fully with its members at all times and to form representational working and steering Groups as applicable to take forward its programme.

Regular dissemination of outputs from both AUDE activities, projects and external initiatives is a central part of the agenda of the Association and one of the key strengths of the AUDE network.

The Association is committed to ensuring that both AUDE and its members obtain recognition for their professionalism and expertise. AUDE aims to promote and develop the knowledge base, skills and competence of its members through the provision of a high quality training programme and through conferences, projects, meetings and networking activities. The Association maintains active links with international strategic partner Associations, fostering the sharing of information and expertise and enabling mutually beneficial learning.

Strategic Plan Objectives

The overall primary objective is to provide support to those involved in estate and facilities management within higher education, enabling the promulgation and delivery of efficient and effective use of resources.

The focus for 2015 to 2018 is on the following key areas of activity:

- Efficiency and Effectiveness
- Management Tools/EMR
- Environment and Sustainability

- Capital Projects
- Finance
- Learning and Development
- Communications
- Governance and Professional support.

The AUDE Strategic Plan for 2015 to 2018 was developed within the framework of the Association’s priority objectives.

The plan contains agreed key initiatives for the period and a schedule of projects and activities designed to deliver these initiatives.

Excellent work has been carried out across the sector to date and a theme of continuous improvement is apparent. Our members are dedicated to AUDE’s vision ‘to provide strategic support and innovation to those involved in Estates and Facilities Management within Higher Education.’

A Review of AUDE’s Year continued



The Diamond Building, University of Sheffield



Fusion Building, Bournemouth University

Green Scorecard – led by Keith Lilley, University of Sheffield

The Green Scorecard project was developed by AUDE in order that Directors of Estates could properly reflect the excellence in sustainable activity undertaken within the sector. The work undertaken in the sector had been significantly undermined and undervalued in recent years. The scorecard is a means of properly reflecting progress, and also recognising the need for creating a continuous improvement process.

The Scorecard has been developed through a series of workshops, hosted across the country with various representatives from AUDE and colleagues also representing EAUC in attendance.

The Green Scorecard has been received extremely favourably by Directors of Estates. It provides a comprehensive system for the assessment of sustainable activities across the sector. The Scorecard also provides an opportunity for universities to demonstrate their credentials but also to set targets in the future with measurable and meaningful metrics.

In its first year the Green Scorecard tool has been completed by over 75 percent of institutions across the UK. AUDE is delighted that phase two developments are now underway to grow the tool to the next level.

AUDE Professional Learning and Development – Chair Colin Blair OBE, University of Huddersfield

This AUDE Group has oversight of the AUDE Learning and Development programme on behalf of the executive committee and comprises representatives from all the AUDE Regional Groups.

Operating within the framework of the Learning and Development strategy and informed by a comprehensive needs survey, the Learning and Development Group aims to enhance the skills and knowledge base for Directors of Estates and Facilities and their senior staff through the delivery of high quality programmes targeted to member need. Regional representation allows the Group to concentrate on provision to complement the professional development opportunities delivered through the Regional Group structure and importantly enables ‘grass roots’ input into the national training programme.

In 2016/17, the AUDE Learning and Development programme included successful AUDE Academy Masterclasses in Space Management, Legal and Safety Compliance, Estates Strategy, Communications, Leading Change, Sustainability, Negotiating and Influencing and 21st Century Leadership.

The Group focused on providing local training and have succeeded in putting on a range of events all around the country.

AUDE as a part of Professionals in Higher Educational Services (PHES)

AUDE are well established as a part of the sector umbrella body, Professional HE Services. AUDE is a Company Limited by Guarantee, allowing AUDE to clarify its status with a professional arrangement in which responsibilities are regulated by Articles overseen by Companies House.

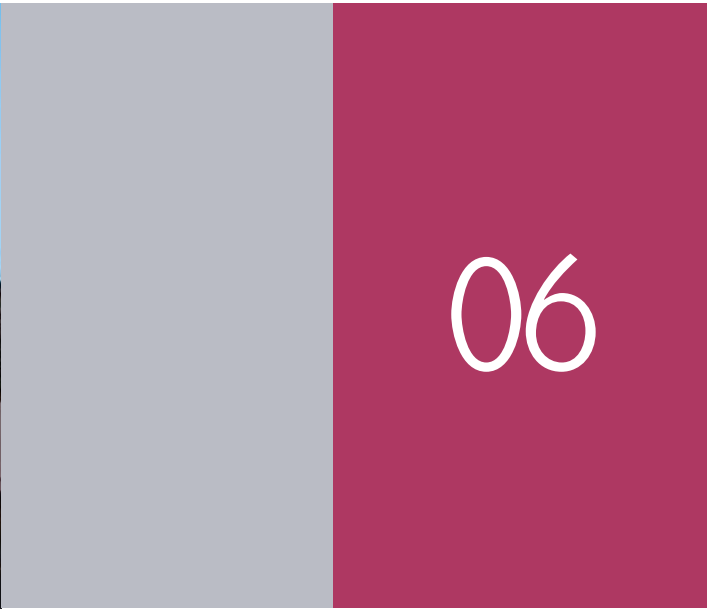
Professional HE Services (PHES) was set up to provide sector organisations with a solid legal and governance framework, and the opportunity to share some central services such as subscriptions, finance, payroll and more. It has proved that some of the biggest benefits have come from being able to collaborate with the other organisations who are part of PHES, namely the British universities Finance Directors Group (BUFDG), Higher Education Procurement Association (HEPA) and Higher Education Strategic Planners Association (HESPA).

As a result, we have seen much greater value to members from AUDE as a professionally run office. Partnership working has produced the AUDE/BUFDG Construction Tool kit aimed at both Finance and Estates Directors for their large capital build programmes. In October 2016 AUDE and HESPA held a joint space planning workshop where Directors of Estates sat with their planning teams learning from industry expert’s sharing their own experience of innovation and horizon scanning.

A Review of AUDE’s Year continued



Ruskin School of Art, University of Oxford



The Alan Gilbert Learning Commons, University of Manchester



The Rowett Institute, University of Aberdeen

6.1 - AUDE Conference

Hosted by the University of Exeter

The AUDE conference for 2016 took place on 4-6 April 2016 and was hosted on the beautiful and award winning grounds of the University of Exeter. The Forum, known as the heart of the Streatham campus for the University of Exeter was the central hub for the conference and was an ideal venue as it enabled the University of Exeter to showcase the ambitious project that was opened in 2012 by Royal approval. The Forum is a mix of outside/inside space, including a refurbished library, and boasts new retail and catering outlets along with large learning spaces.

The conference host this year was Kate Bellingham of Tomorrow's World who introduced an engaging range of speakers, such as Hugh McCann, Director of Estates from the University of Exeter and Professor Sir Steve Smith, Vice-Chancellor and Chief executive of University of Exeter. There were a host of further action packed sessions at the conference, with speakers from University of Kent, Kingston University and Exeter City Council, and even former Liberal Democrat Leader Paddy Ashdown gave a session on 'Why the world will never be the same again.'

In addition to the busy networking and learning sessions, the AUDE conference held a large exhibition area featuring companies that specialise in architecture, master planning, build and design. Each Company showcasing projects within the higher education sector, both complete and in the first stages.

Sponsors - We would like to thank the main conference sponsors this year:

- Bam
- Capita
- Hawkins\Brown
- Sir Robert McAlpine

Future Events

The AUDE 2017 conference is in Manchester hosted by Manchester Metropolitan University and led by Ian McManus Director of Estates, running from the 10-12 April. 2018 sees the event hosted by Peter Czarnomski at the University of Kent, 9-11 April.

AUDE Conference Steering Group

This Group, chaired by Diana Hampson (University of Manchester) has responsibility for overseeing the staging of the AUDE annual conference on behalf of the Executive committee and AUDE members.

The conference is the primary event of the year for the organisation and one of the main member benefits.

The Conference Steering Group (CSG) comprises:

- the Chair
- the host of the current conference
- the host of the past conference
- the host of the future conference
- an English/Welsh representative (non-hosting)
- Scottish representative (non-hosting) and
- the AUDE Executive Director.

The CSG works hard to provide support and guidance to each host to deliver an event which is relevant to members; fulfils the requirements of the AUDE strategic plan; promotes a sharing of best practice and knowledge; delivers a positive collaborative learning experience; addresses the strategic issues in the sector and assists delegates to make a positive contribution towards the business performance of their respective institutions.

It is a tribute to the members of the Group and their Chair that the Association delivers such a consistently high quality event.

6. 2 - AUDE Awards

The best of the best in Estate Management were honoured for their exceptional achievements in Higher Education Estate Management. The 2016 Higher Education Estates and Facilities Awards took place at the Gala dinner on the final night of the annual AUDE conference held at Exeter University. Each year the awards celebrate and highlight the achievements of universities and best practice in the industry, including those who lead the way in estate and facilities management.

A Review of AUDE’s Year continued



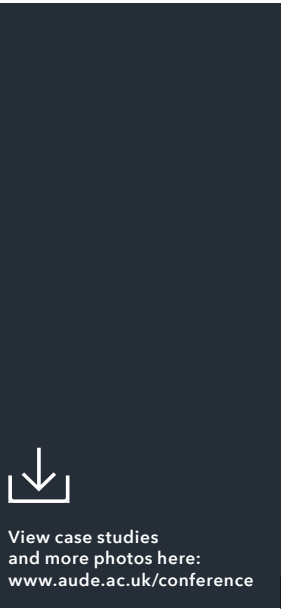
The Consultants and Estates project team led by Neil Stubbs, University of Manchester



The AUDE Emerging Talent Award Kelly Grimes, University of Liverpool



AUDE Chair's Award for Long-Term Contribution
Diana Hampson, University of Manchester



AUDE Estates/Facilities Team of the Year Award Swansea University Estates and Facilities Management Team

6. 2 - AUDE Awards continued

The judges were on the lookout for teams, projects and individuals who have made a significant contribution to enhancing excellence and ensuring University estates provide best value to support the institutional mission and promote efficiency and effectiveness.

The awards provided an excellent opportunity to showcase sector achievements and allow everyone to see the very best practice taking place in institutions today. This year, architect, TV presenter and Creative Director, George Clarke was the key note speaker. An advocate for how architecture can transform our everyday lives, he began the proceedings with celebrating those in the higher education estates industry.

Celebrating our 2016 winners

AUDE University Impact Initiative of the Year Award. This year the award went to The Consultants and Estates project team led by Neil Stubbs, Manchester University. This award recognises a specific initiative having a significant positive impact on the institution, the sector and/or the profession.

The team at Manchester University impressed the judges with their innovative way of engaging with the community to deliver the impressive project of a 76,000m² new build. When completed in 2019, it will provide a new campus for 8,000 staff and students in four schools and it is this extensive work on a large scale that won them the award.

The AUDE Chair's Award for Long-Term Contribution went to Diana Hampson, University of Manchester. This award celebrates Diane's long-term achievements within the higher education estates community. Director of Estates and Facilities at The University of Manchester for nearly 20 years, Diana has shown dedication and commitment to AUDE throughout her career and today leads the University's 10-year, £1 billion Campus Masterplan to create some of the world's most modern facilities for staff, students and visitors.

2016's AUDE Emerging Talent Award went to Kelly Grimes, University of Liverpool for her exceptional work in redesigning the value for money (VfM) data collection process at the University. She reinforced the positive VfM culture and ensured it remained an integral part of University business. This award celebrates her achievements and great potential for the future.

The AUDE Estates/Facilities Team of the Year Award was presented to the Swansea University Estates and Facilities Management Team for their exceptional work and amazing collaboration with the industry. They demonstrated excellent estate leadership within a multi-disciplinary commercial project, one of the largest and most significant projects in its 100 year history. The £450 million, one million sq ft, Science and Innovation focussed Bay Campus relocated more than 30 percent of the University's community and saw the institution operate across multiple campuses for the first time.

The AUDE Awards are back for 2017 and will be held at Manchester Metropolitan University on 11 April.

6.3 - Sector Excellence Celebrating success throughout the sector

The Guardian Buildings Award

The University of Huddersfield was the winner of the 2016 Guardian University Awards for its innovative new archive centre.

Heritage Quay took the honours in the Buildings that Inspire category. The award comes just weeks after the centre received its Archive Service Accreditation.

The University's official archive is an inter-disciplinary space where people from both within and outside the University community can engage with historic collections. These cover a variety of areas including music, the arts and sport, and date from the sixteenth century to the present.

A Review of AUDE’s Year continued



Heritage Quay wins 2016 Guardian University Award

06

RIBA Awards for sector excellence

RIBA

The University of Essex

Awards Won:

RIBA NATIONAL AWARD 2016

RIBA EAST AWARD 2016

RIBA EAST BUILDING OF THE YEAR 2016 –
SPONSORED BY MARLEY ETERNIT



Albert Sloman Library, Essex University

6.3 – Sector Excellence continued

Through its widening participation programme, Heritage Quay has been extremely successful in engaging the community across Yorkshire and the rest of the country. Visitors have ranged from the under fives, to the over 90s, to public events such as the Roots of Rugby League adult learning course, the Listening Room music club, Conducting for Beginners and theatre from one of the UK’s most prolific touring theatre companies, Mikron. This work was commended in the Royal Historical Society’s inaugural Public History Prize.

Heritage Quay was applauded by Guardian University Awards for the way the building is used by students and staff as a social space as well as for the opportunities it provides for teaching and research. Also noted were the regular student work placements and the unusual variety of events hosted by academics.

The Times Higher Outstanding Estates Team Award

Sponsored by AUDE, in 2016 the Staff from City University London have been recognised at the Times Higher Education Leadership and Management Awards (THELMAs).

The University was given an award in the Outstanding Estates Team category. This award was given in recognition of the work of the Property & Facilities team to transform the University estate. City was also highly commended in the Outstanding Leadership and Management Team category and shortlisted in the Outstanding Administrative Services Team category.

The prestigious awards scheme aims to celebrate the achievements of professional teams at higher education institutions across the UK by recognising the best examples of innovation, teamwork and enterprise.

The award recognises the work of the property and facilities team to transform the University estate. City’s Strategic Plan 2012-2016 featured extensive renovations of the main campus and high-profile capital projects, including: CityBar, the new student social space; CitySport, the University’s sports facility; and the subterranean Lecture Spaces project. The renovations also included the reform of the Engineering basement areas and the work to bring together staff from the School of Health Sciences from several disparate buildings.

Property & Facilities staff developed architectural and construction plans and communicated them effectively throughout the University and the local community. They also relocated hundreds of staff to alternative buildings to allow the work to take place.

Upgrades to infrastructure allowed City to be more efficient, to find financial savings and to reduce carbon emissions. The Lecture Spaces project was also shortlisted for an AJ Retrofit Award.

RIBA Awards for sector excellence

The University of Essex

The new Albert Sloman Library and Siberrad Student Centre provide an extremely successful new front door for the University of Essex’s Colchester Campus, welcoming visitors to the site and also actively drawing students from the 11,000 population to this area of the campus in large numbers.

The new student centre sits on a stone base at the edge of the lake, with an over sailing canopy that welcomes the visitor which can also be seen from the existing square to the south. The building has strong horizontal layers with an irregular window pattern, which echoes the design of the existing campus fenestration, but this never feels forced or a mere copy of the older design. The materials soften the overall feel of the campus, with the utilisation of limestone cladding, both polished and natural.

The jury were extremely impressed with the sensitive use of materials both externally and internally. The architect has paid particular attention to how natural light falls on the building’s surfaces and has specified simple concrete finishes to effectively show off the material’s capabilities. The building is obviously extremely popular with students and was fully occupied during the jury’s visit – they were left wondering what the students did before the building was open.

A Review of AUDE’s Year continued

RIBA Awards for sector excellence



Nottingham Trent University

Awards Won:

RIBA NATIONAL AWARD 2016

RIBA EAST MIDLANDS AWARD 2016

RIBA EAST MIDLANDS CLIENT OF THE YEAR 2016 (NOTTINGHAM TRENT UNIVERSITY)



Heart of the Campus, Nottingham Trent University

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The Laidlaw Library, University of Leeds

RIBA Awards for sector excellence



University of Leeds

Awards Won:

RIBA NATIONAL AWARD 2016

RIBA YORKSHIRE AWARD 2016

6.3 – Sector Excellence continued

Nottingham Trent University

Sitting at the centre of Nottingham Trent University's Clifton campus, the scheme has created a new identity for this eclectic site that sets the benchmark for new developments. The brief called for the modernisation of worn-out 1960s teaching buildings on an incoherent site, with new state-of-the-art spaces. The new social heart (The Pavilion) has been augmented with a new teaching building set at right angles and along with the existing lecture theatre building a triangular plaza has been created. This defines a much-needed centre to the campus, and provides some coherence.

The pavilion is raised up on a covered south-facing plinth, with views across the plaza and pre-cast concrete vaults are used for the roof to provide thermal mass and a sense of permanence. The building provides a generous, light and airy 'heart space' offset by intimate study pods that punctuate the glass façade. The whole area encourages students to work collaboratively and celebrates the educational vision of the University.

Contrasting this is the teaching block which has been pared back to take the majority of circulation and crush space externally. Internally it provides a range of lecture theatres and seminar spaces to support a variety of teaching styles while natural light, carefully filtered through its brick fretwork façades, animates these spaces.

The approach to sustainability and the engagement and involvement of students in the design and construction process are particularly commended.

University of Leeds

The Laidlaw Library is the first building by the University of Leeds to address the public realm in 65 years. Flanked by two Grade II listed stone churches, and close to the Grade I listed Parkinson Building, the new library uses contemporary materials and technology to respond to this historic context.

The difficult brief was well conceived and exceptionally well interpreted by the architect. The design is extremely complex but rigorously executed in all manner of detail. It does not compete with the churches on either side but sits harmoniously and maintains the strong vertical emphasis to the grain of buildings and streetscape, just as the architect set out to achieve.

Internally the fluid street through the centre is successful, with activities occurring along this route and allowing both public and private access to the upper levels via controlled points to private study spaces. The interior architecture is a simple palette of concrete floors, walls, some oak and wood wool slabs which dampen sound. All in all this is a controlled and hugely accomplished piece of architecture.

6.4 – Communications

AUDE membership

166 higher education institutions are now members of AUDE, comprising all the universities in the United Kingdom. This overwhelming support for AUDE from sector institutions is a major strength of the Association and enables AUDE to act as the representative 'voice' of estate and facilities management professionals in higher education.

AUDE regions

AUDE Regional Groups provided invaluable networking opportunities for members in 2016/7.

Joint regional meetings have been an increasing trend, with neighbouring Groups combining forces to offer more substantial programmes of activities for members, along with increased networking and training. The move has been supported with a continuation of financial assistance from the Association for Groups arranging Continuous Professional Development (CPD) activity.

A Review of AUDE’s Year continued



Heart of the Campus Atrium,Sheffield Hallam University

06

Members of the AUDE Executive (as at 1 February 2017)

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Faculty of Health, Edge Hill University

6.4 – Communications continued

Keeping in Touch

The AUDE website underwent a facelift in 2016/7 and gained an increase in functionality including the introduction of lively discussion boards with 27 topics covered.

AUDE has introduced a fortnightly news digest. The publication carries a mix of informative articles about AUDE, sector activities and issues of concern, plus features on sector developments and initiatives at member institutions. More recently a new feature adds interviews with individual Directors and gets their take on the sectors hot topics.

International Liaison

AUDE was represented at the conferences of our key International Strategic Partners in 2016. Including the TEFMA conference in, Australia. The APPA conference, USA HEFMA conference in, South Africa.

AUDE was delighted to welcome colleagues from APPA, TEFMA, SCUP and HEFMA to its own 2016 conference.

Register with the AUDE website for updates www.aude.ac.uk/register

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Trevor Humphreys (Surrey)
Mike Clark (Brighton)
Stephen Godber (South Wales)
Stephen Wells (UCL)

Immediate Past Chair
Chair
Chair Elect
Secretary
Treasurer (up to October 2016)

Executive Committee Members

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Roger Bond (UEA)
Trevor Payne (Birmingham)
Fiona Bell (Portsmouth)
Ian McManus (Manchester Met)
Colin Blair (Huddersfield)
Diana Hampson (Manchester)
Keith Lilley (Sheffield)
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Steve Scott (Queen Margaret)
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Sustainability Advisory Group Chair
West Midlands Chair
South West Chair
North West Chair
Learning & Development
Conference Steering Group Chair
North East Chair & Green Scorecard lead
East Midlands Chair & Communications lead
Wales Chair
SAUDE Chair
Capital Projects Group Chair

By Invitation

Chris Cowburn
Nolan Smith
Martin Kirkwood

HE Funding Council for Wales
HE Funding Council for England
Scottish Funding Council

Staff

Jane White
Cheryl Pick
Hayley Overton

AUDE Executive Director
Projects and Engagement Officer
Membership Officer (PHES)

AUDE Members



David Ross Sports Centre, University of Nottingham

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City Campus, Sheffield Hallam University



Inverness College UHI Campus, University of the Highlands and Islands



AUDE is here to support all estates professionals across the HE sector.

If you have colleagues who haven't registered with AUDE or new team members on board, encourage them to register at aude.ac.uk/register

Abertay University
Aberystwyth University
Anglia Ruskin University
Arts University Bournemouth
Aston University
Bangor University
Bath Spa University
Birkbeck, University of London
Birmingham City University
Bishop Grosseteste University
Bournemouth University
BPP University
British School of Osteopathy
Brunel University London
Buckinghamshire New University
Canterbury Christ Church University
Cardiff Metropolitan University
Cardiff University
City University

Courtauld Institute of Art
Coventry University
Cranfield University
De Montfort University
Dublin City University
Durham University
Edge Hill University
Edinburgh Napier University
Falmouth University
Glasgow Caledonian University
Glasgow School of Art
Glyndwr University
Goldsmiths, University of London
GSM London
Guildhall School of Music and Drama
Harper Adams University
Hereford College of Arts
Heriot-Watt University
Heythrop College

Imperial College of Science, Technology and Medicine
Institute of Cancer Research
Keele University
King's College London
Kingston University
Lancaster University
Leeds Beckett University
Leeds College of Art
Leeds College of Music
Leeds Trinity University
Liverpool Hope University
Liverpool Institute for Performing Arts
Liverpool John Moores University
Liverpool School of Tropical Medicine
London Business School
London Metropolitan University
London School of Economics & Political Science

London School of Hygiene & Tropical Medicine
London South Bank University
Loughborough University
Manchester Metropolitan University
Middlesex University
National Film and Television School
National History Museum
Newcastle University
Newman University
Northumbria University
Norwich University of the Arts
Nottingham Trent University
Oxford Brookes University
Plymouth University
Queen Margaret University
Queen Mary, University of London
Queen's University Belfast
Ravensbourne

Regent's University London
Richmond, the American International University in London
Robert Gordon University
Royal Academy of Music
Royal Agricultural University
Royal College of Art
Royal College of Music
Royal Conservatoire of Scotland
Royal Holloway University of London
Royal Northern College of Music
Royal Central School of Speech and Drama
Royal Veterinary College
School of Oriental & African Studies
Scotland's Rural College
Sheffield Hallam University
Southampton Solent University
St George's University of London

St Mary's University, Twickenham
Staffordshire University
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University of West London
University of Westminster
University of Winchester
University of Wolverhampton
University of Worcester
University of York
Writtle University College
York St John University

Our primary focus is with senior members, which includes Directors of Estates, their direct reports and deputy directors. The senior members exclusively enjoy:

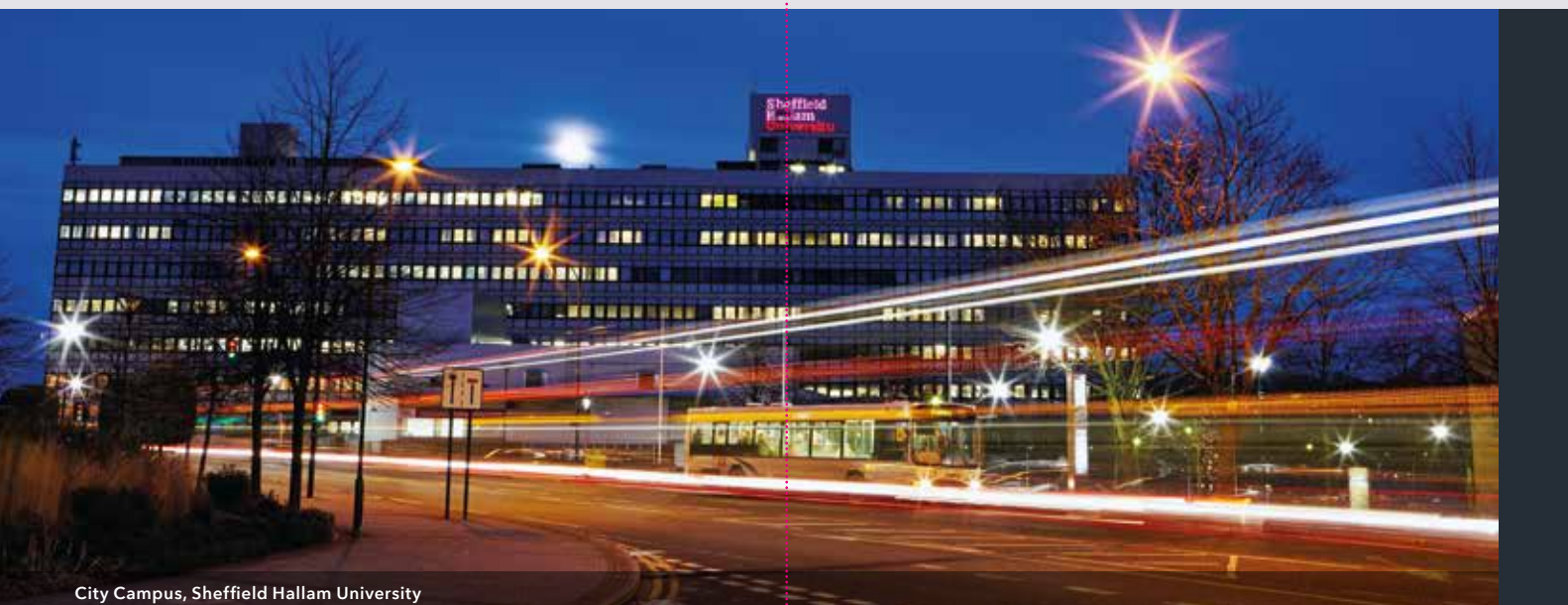
- Attendance at the AUDE annual conference
- Reduced cost training and development opportunities across a huge variety of topics
- Participation in regional meetings and activities
- Access to a private online forum to network solely with other Directors of Estates

Additional members of estates and facilities teams can also benefit from AUDE support. This includes heads of, managers, officers, executive assistants and support staff. Once registered they can enjoy:

- Access to our online resources, reports, news and blog
- Posting and reading topics on our online discussion board
- Fortnightly digest emails with key updates
- Formulating and influencing national policy



Tear off this slip and pass onto a colleague who can benefit from the AUDE network, resources and support by registering at aude.ac.uk/register



City Campus, Sheffield Hallam University



Contact:

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The Association of University Directors of Estates would like to acknowledge and thank all those who have given their time and expertise to participate in and support the activities of the Association throughout the year – and all those who kindly supplied the images and material used in this report.

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