



ASSOCIATION OF UNIVERSITY
DIRECTORS OF ESTATES

Excellence in estates and facilities

REPORT & REVIEW

2014/15



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The Forum, University of Exeter

AUDE – the Association of University Directors of Estates – is a membership organisation for university estates and facilities sector professionals.



What are AUDE's aims and objectives?

AUDE aims to support 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 that university estates provide best value in support of the activities of each institution – and to assist members in enabling students to have a high quality experience.

Estates are one of the 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 areas.

The sector is undergoing a period of rapid transformation and AUDE's job is 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 corresponding reduction in the proportion of university income spent on estates. AUDE aims to support its members so that these trends continue.



01

Why are university estates so important?

The estate is core to enabling the delivery of the university mission. There is a clear link between the buildings and accommodation on offer at a university and the desirability of that establishment to potential students and staff.

As well as student accommodation, universities build, run and maintain an extensive portfolio of research facilities – some very specialised – and provide teaching spaces, leisure and sports facilities, conferencing, catering outlets, banks and shops. The estate and facilities infrastructure and services help universities to fully support their students, carry out world-class research, generate spin-out businesses, attract and retain high calibre staff and access funding.

Communities local to universities benefit from the sharing of resources, facilities and expertise, or receive more direct benefits through an increase in trade and provision of services to the institution. 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.



Life Sciences Building, University of Bristol (fotohaus)

What are the responsibilities of a Director of Estates/Facilities?

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

Typically, the remit of a Director of Estates/FM will include capital development, factoring services, building maintenance, engineering services, facilities maintenance, utilities and health and safety.

Though arrangements vary, most Directors of Estates/FM are also involved in managing a wider range of services including residential accommodation, cleaning, security, grounds maintenance, space planning, car parking and transportation – and in some institutions, additional services such as catering, conference and sports facilities, insurance, furniture and equipment and printing.

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



Heart of the Campus, Sheffield Hallam University

02

How AUDE helps its members

AUDE is a valuable resource for everyone who works within university estates and facilities.

Membership of AUDE is organisational, with 154 universities in membership, almost the entire sector. Through networking, training and knowledge sharing, 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, whilst AUDE's regional groups provide a lively programme of meetings and events, run by the members and for the members.

The Association maintains collaborative relationships with an extensive number of key organisations and stakeholders both within the sector and beyond – and in 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. As a hub of best practice, AUDE is open to share learning and good practice from the estates sector to benefit everyone working in higher education.

Membership of AUDE provides the opportunity to:

- enhance and promote excellence in the strategic planning, development, management and operation of the higher education estate and facilities
- network with Estates and Facilities Management professionals in the UK and abroad to share knowledge, opinion and expertise
- build national and international links and partnerships
- access training events devised specifically to meet members need and enhance professionalism
- formulate and influence national policy
- participate in research projects and benefit from them
- contribute to consultations and initiatives
- attend the AUDE annual conference and join the members mailbase
- receive the quarterly AUDE newsletter, annual report, guidance and special publications
- participate in regional meetings and activities
- access member resources via the web site
- join with colleagues in the pursuit of quality, efficiency and effectiveness in higher education estates.

03

Key facts about the Higher Education estate

Higher education student numbers have been steadily growing over the last decade and currently stand at 1,592,000 taught FTE (down from 1,683,000 in 2011/12) students. At the same time, staff numbers have increased by 5.5% to 310,000.

The size of the university sector is 26.6 million m² (excluding residential space). Of the UK's total university estate, Wales has 1,103,000m² (or 5.4%), Scotland has 2,615,000m² (or 12.8%).

Total gross internal area has remained at around 20.4 million m² this year. The net internal area (i.e. the area that generates the activity) remains at 13.7 million m² (a net to gross ratio of 67%).

The turnover of the sector is £27.3bn.

The capital expenditure on estates, excluding residential is £2.0bn. Increasingly, this investment is made from internal funding (that is surplus and debt) rather than Government support.

The revenue cost of supporting the higher education university estate is £1.9bn per annum.

The sector has been investing substantially in the estate over the last decade. The evidence of this investment is shown in the fact that functional suitability is improving, condition is improving, and the age of the estate is decreasing.

The number of bed spaces provided by institutions continues to slowly reduce from a peak of 260,000 in 2001 to the current provision of 247,000. Private sector provision has transformed the landscape and now supplies over 100,000 of beds for institutions

(these are beds that are considered part of the institution's own provision via lease or hard nominations agreements).

The university sector continues to generate an increasing amount of income. The largest part of the income comes from teaching activities accounting for over £16bn in 2012/13. Despite a drop in student numbers, the income from teaching has increased over the last year as a result of student fees.

The impact of tuition fees has seen an increase in teaching income (notwithstanding the fall in student numbers) however; tuition fees have had a number of other impacts. Students are increasingly more 'consumer' focussed, requiring a constant reassessment of the estates and facilities provision, and this in turn is driving expenditure, both revenue and capital.

Income had been constantly rising until 2009/10; since then income has risen below inflation, meaning that the sector has, in real terms, seen a reduction in income. With tuition fees not increasing in line with inflation, this trend is set to continue.

Research income has held relatively stable over the last four years.

Estates and Facilities Management departments employ almost 10% of the higher education workforce.

These statistics give some idea of the scale of operations across the sector. AUDE endeavours to maintain an on going programme of activities and projects, focussed on the needs of the members, to ensure the efficient and effective utilisation of the estates resource for higher education.



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Chairman's Report

The pace of change in higher education shows no prospect of slowing down and, in an election year, the potential for a shift in policy is always on the horizon. In this context, the need for Estates and Facilities teams to provide a world class experience and environment for students and staff remains of paramount importance. 2014/15 has seen a variety of continuing and new AUDE initiatives in support of our members, to ensure that they remain best placed to provide a high quality physical learning environment – and are seen in by the University as the “go to” team to deliver this.

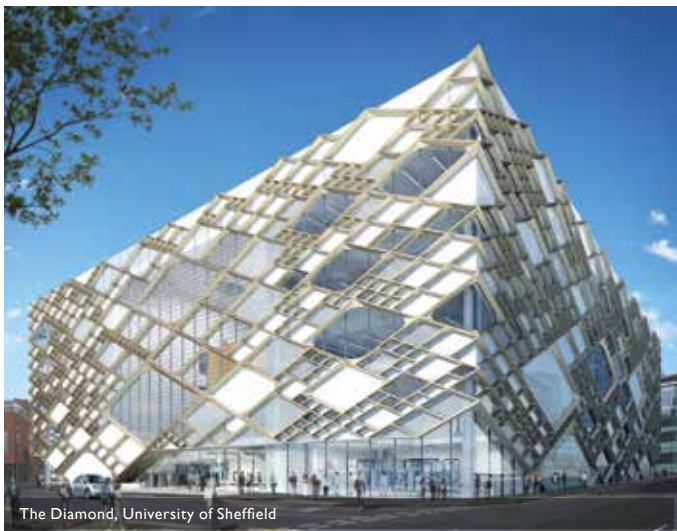
2014 was the second year in which AUDE produced the Estate Management Statistics annual report, with this data set continuing to be seen as the definitive key data collection supporting the higher education estate. The Estates data can assist with advising on strategic direction for an institution and allows colleagues to undertake peer benchmarking, which is proving to be of vital importance to many Estates and Facilities teams, especially as the collection and analysis continues to develop and grow in maturity.

The report, once again, illustrated the magnitude of the higher education estates sector in terms of the work it delivers, the scale it covers and the people it provides for. The University Estates sector is often taken for granted, but the Estates Statistics Report 2014 demonstrated that its annual turnover is larger than 346 of the FTSE 350 top revenues. Sir Ian Diamond, Principal and Vice-Chancellor of the University of Aberdeen, said:

“The University estate is, quite literally, the building blocks of our nation’s academia and future and should be supported and celebrated at every opportunity.”

The AUDE Academy masterclass series has transitioned this year to provide an embedded and varied programme of development opportunities. We have listened to our members and tailored our activities by both topic and location to ensure we are providing a comprehensive and popular programme. The next step is to look at provision for senior estates professionals in strategic management and leadership for progression and to consider development programmes for our aspiring leaders within estates and facilities.

We have continued to work with a variety of other sector organisations. Notably, this year, we have provided a significant contribution to the Government sponsored efficiency and effectiveness Diamond 2 report, providing data, evidence and expertise on space utilisation. The resulting report will be published in spring 2015. Many of you will be aware of the sector concerns about the People and Planet Green League survey, particularly relating to the increasing burden of collecting data and the subsequent fairness of interpretation. We presented a position reflecting the concerns of a large proportion of our membership and the outcome will be a green scorecard which should provide a way forward. We continue to make progress with the carbon life cycle project under the direction of the Sustainability Advisory Group and the SKA project looking at environmental sustainability and refurbishments – the latter work is being progressed in partnership with the Royal Institution of Chartered Surveyors.



The Diamond, University of Sheffield

Recognising an area of our membership that, to-date, has been underrepresented, we intend to form a Capital Group, to provide a forum and network for colleagues responsible for delivering capital projects. The group activities will be included in our forward Strategic Plan, with a set of aims and objectives to take forward.

We are well on the way to incorporating under the umbrella of Professional Higher Education Services (PHES). The arrangement will allow AUDE to become a Company Limited by Guarantee and should deliver numerous benefits as part of a shared service arrangement with other higher education associations. AUDE will, in future, be able to employ its own staff through PHES and we are working on a role description for the engagement of a dedicated Project Manager.

I am very pleased to report that we have just concluded the judging of the inaugural AUDE Awards; the winners will be announced at the Stirling Gala Conference Dinner. We had a very healthy return of applications and look forward to celebrating the success of colleagues from our estates and facilities teams. The objective is to build on this promising beginning for future years.

We continue to develop our strategic relationships with AUDE international partners. The Association was represented at the Tertiary Education Facilities Management Association (TEFMA) conference in Cairns, Australia; presented at the Higher Education Facilities Management Association (HEFMA) conference in Port Elizabeth, South Africa and joined APPA for their San Diego Conference in America in 2014. What is very

noticeable in these collaborative exchanges is that the world of higher education and the impact on estates and facilities are very similar and not differentiated by geography.

I would like to extend my thanks to the Officers and Executive of AUDE who have been a huge support to me and make a massive contribution on your behalf. In particular, I would like to thank Sue Holmes (Oxford Brookes) who will succeed me; she has been a fantastic Chair-Elect and has supported me without question as required during the last year. At the 2015 AGM, Sue will become the new AUDE Chair, with Trevor Humphreys (Leicester) as Chair-Elect, Alan Burrell (Open University) continuing as Treasurer and Stephen Godber (South Wales) as Association Secretary, whilst a new AUDE Deputy will be selected.

When I addressed you at the AGM last year, I asked for your support and encouraged you to get involved in your organisation, some of you have come forward, but my plea remains for more to volunteer. The more of you who are involved, the stronger we can become.

Finally, I would like to extend my thanks on your behalf for Suzanne Irwin our Executive Officer who will retire in September of this year. Suzanne has provided unstinting support for AUDE for thirteen years and is respected by many of our partner organisations as well as yourselves.

Andrew Burgess
AUDE Chair





Hulme Campus, Manchester Metropolitan University

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Review of the year 2014/15

2014/15 was a busy year for the Association. A selection of some of the major initiatives and activities carried out by AUDE and members of AUDE are detailed in this section of our annual report and review. Our members are involved with numerous other projects, both directly sponsored by AUDE and also developed in partnership with other organisations within the sector and beyond.

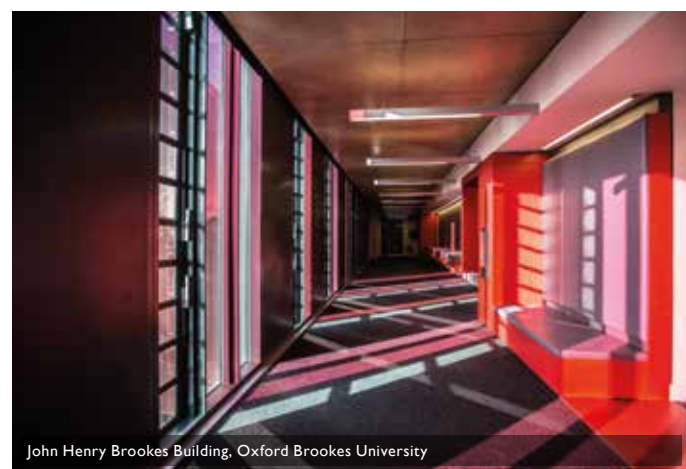
New Chair, Chair-Elect and Deputy Chair for the Association

On 14 April 2014, at the AUDE AGM a new Chair, Chair-Elect and Deputy were selected to lead the Association – and subsequently a new AUDE Secretary has joined the senior team. Andrew Burgess succeeded to the position of AUDE Chair, Sue Holmes became Chair-Elect, Ghazwa Alwani-Starr was appointed as Deputy Chair of the Association and, in September, Stephen Godber took up the position of Secretary.

Andrew Burgess, the 2014/15 AUDE Chair, is the Deputy Chief Operating Officer at Loughborough University, with responsibility for strategic leadership and the development and management of a portfolio of the university's non-academic Professional Services. Andrew leads the Facilities Management Directorate; imago Conference and Hotels and Campus Living; Student Services and Arts, Librarian and Corporate Services.

Sue Holmes, who will become Chair of AUDE at the 2015 AGM, is Director of Estates and Facilities at Oxford Brookes University and Ghazwa Alwani-Starr is Director of Estates and Campus Services at the University of Roehampton

“ AUDE aims to promote and develop the knowledge base, skills and competence of its members

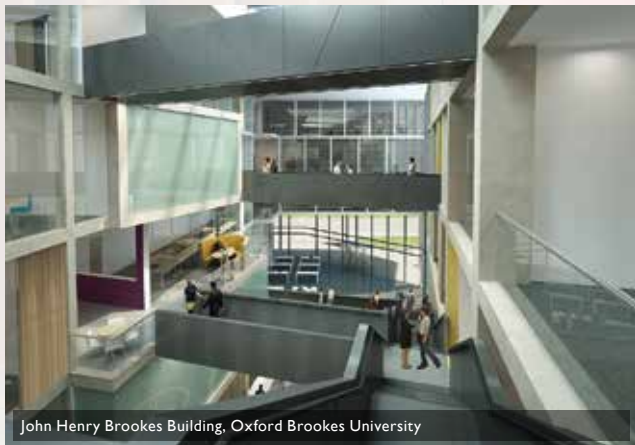


John Henry Brookes Building, Oxford Brookes University

Stephen Godber, the new Secretary, is Director of Estates and Facilities at the University of South Wales. The senior Executive team also includes Alan Burrell, Director of Estates at the Open University.

AUDE Strategic Plan

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 plan period and a schedule of projects and activities designed to deliver these initiatives.



John Henry Brookes Building, Oxford Brookes University



John Henry Brookes Building, Oxford Brookes University



Faculty of Engineering and Computing Building (ECB), Coventry University



National Graphene Institute, The University of Manchester

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Review of the year 2014/15 continued

The objectives (see below) 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 and 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.

AUDE members were reminded at the AGM that suggestions for projects and activities are always welcome and should be forwarded via regional representatives to the Executive committee.

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.



Higher Education Estates Statistics report 2014

Published in September, the 2014 AUDE HE Estates Statistics report received extensive coverage in the media, raising the profile and wider understanding of the valuable work carried out by estates and facilities colleagues in the sector.

The comprehensive and robust report details the impact of university estates and facilities across the UK, showing that the sector has a turnover of £27.3 billion and occupies an area of 26 million m² (280 million sq. ft.) nearly as large as the NHS estate and two and a half times the size of the Government's own estate. In terms of capital expenditure on university estates, excluding residential, the spend was £2bn between 2012–2013. University estates and facilities are accessed by 2.4 million members of the UK population.

The sector has experienced monumental changes over the past 5 years with tuition fees trebling in England, income declining in real terms, competition growing and any surplus income or space under significant pressure and demand. Up to 2010, the sector saw year-on-year increases in income – greater than inflation – but now copes with the fact that its income has not been as fast growing and there are ever increasing costs. The report also reveals that the substantial investment made in estates – £2bn in 2012/13 – is increasingly coming from internal university sources rather than from the Government.

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Review of the year 2014/15 continued

Data on energy and emissions reveal that the sector is at the forefront of carbon reduction strategies. At present all the excellent work taking place has held the increase in consumption to a manageable level, but many major projects will continue to deliver a reduction in consumption over considerable periods of time. As more reduction strategies are implemented the story for carbon reduction is likely to be increasingly positive.

Excellent work has been carried out across the sector to date and a theme of continuous improvement is apparent. The Estates Statistics report highlights some of the key trends to date, examples of which include:

- A reduction in space as a result of efficiencies and greater utilisation
- The size of the estate remains stable with older buildings demolished and new buildings producing more balanced space
- A slight reduction in total property costs, despite significant upward pressure on the increasing cost of energy and other factors outside the control of universities
- Improved income per m²
- Stable overall carbon emissions, showing the previous upward trend has been halted (reducing when calculated by FTE)
- Improvements in functional suitability and the condition of buildings
- Increased residential capital expenditure
- Investment, excluding residential, in the academic estate has risen by £170m or 9% from 2011–12.

Andrew Burgess AUDE Chairman and Deputy Chief Operating Officer of Loughborough University commented:

“The EMS report once again shows the magnitude of what the HE Estates sector produces annually, in terms of the work it delivers, the scale it covers and the people it provides for. This report undoubtedly shows that good-quality estates management translates into a better staff and student experience which, in a climate of increased tuition fees, less income and added competition, is more valuable than ever. The university estates sector is often taken for granted, but through demonstrating that its annual turnover is larger than 346 of the FTSE 350 top revenues, I hope that people will appreciate the size, quality and impact of HE estates to both local and the UK economy.”

Sir Ian Diamond, Principal and Vice-Chancellor of the University of Aberdeen, said:

“The HE sector has undergone Copernican changes in recent years as the effects of budget cuts, tuition fees and soaring energy prices pile pressure onto a body already providing so much for so many. This report shines a light on exemplary practice and should be mandatory reading for anybody facing cuts and similar changes. The university estate is, quite literally, the building blocks of our nation’s academia and future and should be supported and celebrated at every opportunity.”

The AUDE Estates Statistics report, which uses data compiled from every UK-wide higher education institution, presents a robust and complete picture for the entire sector. The report has been written, for the second consecutive year by CBRE, the global experts in commercial real estate services.

Access this report at: <http://www.aude.ac.uk/resources/ems/>

AUDE Professional Learning and Development

The new Chair of the AUDE Learning and Development Group is Henry Gun-Why (Wolverhampton). The 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 compliment the professional development opportunities delivered through the regional group structure and importantly enables ‘grass roots’ input into the national training programme.

In 2014/15, the AUDE Learning and Development programme included successful AUDE Academy Masterclasses in Space Management, Legal Compliance, Estates Strategy, BIM in HE, Leading Change, Sustainability, Negotiating and Influencing and 21st Century Leadership.

AUDE Awards

The inaugural AUDE Awards, launched at the beginning of October 2014, are designed to highlight and celebrate the exceptional achievements of universities and those who work in them. Providing a showcase for the work of teams and individuals in higher education estates and facilities, the Awards enable everyone to learn from the very best practice taking place in universities today.

There are four Award categories – the AUDE Estates/Facilities Team of the Year Award; the AUDE University Impact Initiative of the Year Award; the AUDE Emerging Talent Award and the Chair's Award for Long Term Contribution.

Awards judges were Professor Quintin McKellar, CBE, the Vice-Chancellor of the University of Hertfordshire; Steve Egan, CBE, the Deputy Chief Executive of the Higher Education Funding Council for England (HEFCE); Andrew Burgess, the Chair of AUDE and Deputy Chief Operating Officer at Loughborough University; Andrew Smith, Head of Estates and Sustainable Development at HEFCE and Sue Holmes, the AUDE Chair Elect and Director of Estates and Facilities Management at Oxford Brookes University.

The Awards will be presented at a Gala Dinner in the magnificent setting of Stirling Castle in Scotland at the end of March 2015, during the AUDE annual conference.

The Awards web site and entry portal is at:
www.eventsforce.net/audeawards2015

AUDE transition to Company Limited by Guarantee

Members of AUDE voted to change the way the Association is constituted at the 2014 AGM held on 14 April at Roehampton.

Currently, AUDE is an unincorporated body, but as the organisation has grown and expanded its operations this structure has begun to limit the scope of its activities.

The newly agreed Company Limited by Guarantee will allow AUDE to clarify its status with a professional arrangement in which responsibilities are regulated by Articles overseen by Companies House. The liability of those involved in the organisation, particularly at Executive level, will be clear cut.

Andrew Burgess, Chair of AUDE said,

"These new arrangements will give AUDE a recognised professional and externally regulated structure. A Company Limited by Guarantee is a clear democratic legal entity and its creation will establish a robust platform for the future growth and development of our Association."

Swindon book store shelving owned by the University of Oxford

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Review of the year 2014/15 continued

The AUDE 2014 Conference

Ghazwa Alwani-Starr and her team hosted a highly successful AUDE annual conference at the University of Roehampton in April 2014. An impressive line-up of keynote and plenary speakers were supported by a comprehensive seminar programme, a 50 stand exhibition and main sponsors Capita; Morgan Sindall; Norland and UNITE, plus 13 additional sponsors.

Speakers included: Professor Paul O'Prey, Vice-Chancellor of Roehampton; Colum McGuire from the NUS; Professor Ian Diamond (Aberdeen); Steve Egan (HEFCE); Steve Denton (AHUA London Chair); Bob Rabone (BUFDG Chair); James Pestell (University of London); Chris Hale (UUK); Jonathon Porritt (Forum for the Future); Simon Fanshawe (former Chair of Council Sussex); Ian Watmore (Non Executive Director); Ken Livingstone (former Mayor of London) and Paul Fletcher (University College of Football Business).

Delegates could choose from a seminar programme covering Soft Landings; the NUS Students' Green Fund projects; HEDQF on Design; EMR, HESA and People and Planet; the UUK Modernisation and Efficiency Space Management project; Future energy supply resilience; Change in direct labour organisations and RIBA design competitions.

The exhibition was housed in a huge marquee providing plenty of space for networking, whilst the magnificent Grade 2 listed Parkstead House on the Whitelands Campus of the University of Roehampton was used as a venue for plenaries, seminars and some of the social activities.

A superb black tie dinner was held at Stamford Bridge on Monday, with Chris Hollins as after dinner speaker, supplemented by the Head Groundsman for Chelsea FC who explained how the top quality pitch is maintained. The Members Dinner on Tuesday was a magnificent occasion with Universities from across London sending their chefs to present a Michelin starred banquet and laser light show to delegates in the beautiful setting of the Manresa Hall in Parkstead House.

AUDE would like to record sincere thanks to everyone involved in planning, administering, organising, attending and participating in the conference and helping to make it such a success – with particular thanks to our delegates and international guests; sponsors and exhibitors; Assured Events; the AUDE Conference Steering Group; and the entire team at the University of Roehampton.

AUDE Conference Steering Group

This group, chaired by Gary Jebb (Edinburgh) 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 Officer.

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.

AUDE Sustainability Advisory Group (SAG)

The importance of sustainability and the commitment of members to this agenda were reflected in the activities of this advisory group throughout the past year.

Chaired by Roger Bond (UEA), the group identifies and prioritises areas for action, makes recommendations to the Executive committee about future actions and addresses resourcing issues. In addition, the SAG has a coordinating role, helping to spread information, share expertise and identify and disseminate good practice to the AUDE membership and beyond.

The group produces a regular sustainability briefing for AUDE members, working in conjunction with the Environmental Association of Universities and Colleges (EAUC). SAG is currently taking forward a major project on Life Cycle Costing for AUDE.

New AUDE web site

A brand new web site was unveiled by the Association of University Directors of Estates (AUDE) on 9th May. The new look site is user friendly, easier to navigate, has increased capacity and a completely up-to-date and state of the art content management system.

Developed by the company NetXtra, the site is designed not only to provide a wealth of information about the Association, but to showcase estates and facilities achievements for the whole sector.

Every aspect of the work of the Association is represented through the new site including the AUDE regional groups, the work of the Executive committee and its sub-groups, projects, case studies and examples of good practice, the Learning and Development programme including AUDE Masterclasses, Events, the Conference, the newsletter and the Strategic plan. Members can log on to access enhanced content and a full AUDE members contact database.

Andrew May, the AUDE Executive Lead for Communications said, *“The AUDE web site has been transformed with a brand new look and feel. Not only is it packed with content, it also has vibrant graphics and a vastly increased capacity. This new site will provide a portal to the full range of AUDE resources and enables the Association to reflect the breadth and quality of work carried out in the higher education sector by AUDE members.”*

AUDE membership

154 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 2014/5.

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.

Keeping in Touch

The AUDE electronic discussion list (the mailbase) was lively in 2014/5 with an average of 35 topics a month being discussed. The Association administers two additional mailbases, enabling a rapid and effective exchange of views, information and good practice between members.

The quarterly AUDE newsletter continues to be well received. 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.

International liaison

AUDE was represented at the conferences of our key International Strategic Partners in 2014. Andrew Burgess (Loughborough), the AUDE Chair travelled to the TEFMA conference in Cairns, Australia and to the HEFMA conference in Port Elizabeth, South Africa.

Ghazwa Alwani-Starr, the then AUDE Deputy Chair, represented AUDE at the APPA conference in San Diego in July, whilst in the same month, Sue Holmes (Oxford Brookes), the AUDE Chair Elect, attended the SCUP conference in Pittsburgh.

AUDE was delighted to welcome colleagues from APPA, TEFMA and HEFMA to its own 2014 conference.

HEEAF

The Higher Education Estates Association Forum (HEEAF), set up by AUDE, continues to carry out a valuable role in enabling sector estates related Associations to co-ordinate their activities and exchange good practice.

The group, which meets twice a year, comprises representatives from the following estates-related organisations: Association for Student Residential Accommodation (ASRA); Association of University Chief Security Officers (AUCSO); Association of University Engineers (AUE); British Association of Cleaning in HE (BACHE); the College and University Business Officers (CUBO); Environmental Association for Universities and Colleges (EAUC); Standing Conference for Heads of Media Services (SCHOMS); The University Caterers Organisation Ltd. (TUCO) and the Universities Safety and Health Association (USHA).

HEEAF promotes communication between the sector Associations, fosters co-operation and assists in the dissemination of information and expertise.

Collaborative work

AUDE collaborates with an extensive number of Associations, organisations and individuals both within the higher education sector and beyond.

The Association continues to enjoy dialogue with all of the UK Higher Education Funding Councils and members participate in relevant consultations and engage with government bodies on estates related matters. Colleagues from AUDE are part of the group overseeing the Universities UK Code of Practice for Student Accommodation.

06

Sector Excellence

AUDE member institutions are very diverse and their estates and facilities teams excel in many different ways. We have picked just a very small selection of examples below to give a flavour of some of the good things that went on in 2014/5.

Manchester Learning Commons wins Guardian Facilities Award

The Alan Gilbert Learning Commons (AGLC) building at the University of Manchester won the Facilities project category in the 2014 Guardian University Awards in 2014.

End-user involvement in the creation of the Learning Commons was integral to the £24m project, the UK's first truly digital library.

Students were involved in every decision, from grand concept through to technology choices, furniture design, interior colour, opening hours and even the type of coffee. Crucially, a student consultation group was used throughout every phase to understand modern learning behaviours, preferences and styles, and to hear ideas about the best use of space and the most appropriate application of ICT.

Key partners in the design also included the student's union, faculty members, IT services, the directorate of student experience, marketing, finance and teaching and learning support. A full professional team was appointed by the university's estates and facilities directorate to work with the broad base of stakeholder interest to progress the design, procurement and delivery of the project. Contractors were selected by a tender process that emphasised a willingness to support the collaborative working approach.

The AGLC offers 24/7 access to high tech study facilities and receives an average of 2,670 visitors per day. The library's NSS score now stands at its highest ever level of 91%.

Runners up in the Facilities category of the Guardian Awards were Staffordshire University for its UNIQ educational regeneration project and Birmingham City University for The Parkside building.

Hertfordshire win the Times Higher Outstanding Estates Team Award

The University of Hertfordshire won the Outstanding Estates Team Award 2014 at the sixth annual Times Higher Education Leadership and Management Awards (THELMAs), which celebrate the very best of the sector.

The judges commended the Hertfordshire Estates Team for having a clear strategy, executed in an exemplary way. Some excellent developments have been delivered, balanced by noteworthy and well-articulated environmental performance.



Alan Gilbert Learning Commons, The University of Manchester

"The estates team at Hertfordshire has clearly been a key player in delivering the university's corporate objectives in a creative and sustainable way," added the judges.

Andrew May, Director of Estates Hospitality and Contract Services, said:

"I am delighted to have been so publicly recognised by the sector and our peers and am hugely grateful to the entire team for their unconditional loyalty and support to Hertfordshire, its students, staff, visitors and the wider community. Our estates vision is strategically important to the University and an opportunity to further enhance our student and staff experience."

The Times Higher Education Outstanding Estates Team Award seeks to recognise excellence and reward innovation, teamwork and commercial acumen, as demonstrated through projects, initiatives and best practice.



The University of Hertfordshire Times Higher Outstanding Estates Team 2014

The RIBA recognises sector excellence with its 2014 Awards

Three university buildings won Royal Institute of British Architects (RIBA) National Awards in 2014 – the John Henry Brookes Building at Oxford Brookes University; the Saw Swee Hock Student Centre at LSE and the Manchester School of Art, Manchester Metropolitan University.

An additional five won Regional Awards including: the Parkside Building at Birmingham City University; The Exchange in Falmouth; the Oxford Martin School, University of Oxford; the Mathematical Institute University of Oxford (Andrew Wiles Building) and the McCall MacBain Graduate Study Centre, Wadham College, Oxford.

Oxford Brookes BREEAM Excellent Building ‘simply brilliant’

The John Henry Brookes Building at Oxford Brookes University, by Design Engine Architects, won a National award from the Royal Institute of British Architects (RIBA) in 2014, plus three Regional RIBA South Awards.

The building, which includes a library, students’ union, teaching rooms, student support functions and social learning areas, was described by RIBA judges as:

“simply brilliant... the space made us wish we could go back to university again.”

Despite being a large building with many points of entry and routes through, RIBA judges agreed that it is very easy to navigate and move around, with access for all abilities. The public route has a free-flowing, comfortable atmosphere with plenty of coffee shops and hang-out areas, which makes it feel almost like a street. The building has a personality made evident throughout and has achieved immediate impact and popularity.

Professor Janet Beer, Vice-Chancellor, Oxford Brookes University, commented:

“The John Henry Brookes Building provides our students with inspirational spaces to match our excellent teaching, support and research. We put the student experience at the heart of everything we do here as a University and we are delighted that our beautiful building has received national recognition from RIBA.”

Other comments from the RIBA judges were – that the build cost represents very good value for money, while the various different sizes and types of internal and external space encourage informal use in many ways. The existing building is carefully adapted and integrated into the new buildings seamlessly and the invisible library security is very effective, allowing fluid movement within the spaces.

The John Henry Brookes building has achieved a BREEAM Excellent rating. There is a highly efficient building management system as well as rainwater recycling provision. This project has the lowest total emissions of all the RIBA 2014 projects by a long way, mainly due to the huge area of photovoltaics.

The John Henry Brookes Building, Oxford Brookes University

LSE client of the year and RIBA award winner

The London School of Economics (LSE) was named the AJ100 Client of the Year by the Architects’ Journal for its outstanding contribution to UK architecture, reflecting the “innovation and quality” that LSE has shown with the construction of the highly-acclaimed, award winning, Saw Swee Hock Student Centre; its plans for a new £90 million Global Centre for Social Sciences building and its “consistent patronage of high-quality architecture”, with the use of design competitions to ensure fresh thinking from sophisticated practices.

Julian Robinson, Director of Estates at LSE, said:

“This is a great honour. To even be shortlisted in the company of some of the biggest names in the British development industry was an accolade in itself, but to be recognised as the client who made the greatest contribution to UK architecture over the year is an outstanding result for the School. Being an effective client is hard work and this is a fitting reward for the Estates Capital Development team.”

The Saw Swee Hock Student Centre (SAW) won both RIBA Regional Awards and also the RIBA London Building of the Year Award 2014.

Designed by Irish architects O’Donnell + Tuomey, the Award winning SAW’s dramatic sculptural form and unusual perforated brick façade is home to the School’s Students’ Union and student-focused services and includes a Faith Centre, gym, bar and several cafes. The RIBA judges considered that the SAW is a building with a striking and original appearance, whilst at the same time fitting happily into its context. Similarly, it has a complex and unusual plan form that accommodates functions with effortless ease.



Saw Swee Hock Student Centre, LSE

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Sector Excellence continued

Remodelled Manchester School of Art will enable creativity

A major refurbishment and extension to the Manchester School of Art by Feilden Clegg Bradley Studios was recognised with an RIBA 2014 Regional and National award.

The judges considered that design excellence has been coupled with the brief of a visionary client, to break down the traditional art and design units, encouraging staff and students across disciplines to work together and to explore the common ground between subjects. They commented that this is a building where the exploration of design and creativity will flourish.

David Crow, Dean of the Manchester School of Art, said:

"I think the building is so successful because its design is based on a clear vision about what we were trying to achieve, which was interpreted with a great deal of care and attention to detail by the Architects FCB and the design team who were helping us realise our vision."

Inside the building, the welcoming 'vertical gallery' space is open to all via gently rising flying staircases. Behind the vertical element sits the 'design shed' where open studios, workshops and teaching spaces produce a wide range of spaces for learning.

The security systems are discrete, allowing students to access studios without the need for turnstile systems, whilst large custom-made hanger doors enable the 'shed' to be opened up to the public for exhibitions or other events.

Three Oxford university buildings win awards

Three Oxford university buildings won RIBA Southern Region Awards in 2014. The Oxford Martin School at the University of Oxford, designed by Berman Guedes Stretton; the Andrew Wiles new Mathematical Institute for the University of Oxford by Rafael Vinoly Architects and the McCall MacBain Graduate Centre, designed by Lee Fitzgerald Architects for Wadham College, Oxford.

The Oxford Martin School project involved the refurbishment and adaptation of Basil Champney's Old Indian Institute, to create an adaptable centre for the School. Challenges included improving access into the building, creating a 160-seater lecture theatre with magnificent views of Broad Street, whilst discretely improving the services and creating a light and inspiring working environment.

The RIBA judges commented that adapting the historic environment to modern technical requirements is always challenging, but clever solutions to access and imaginative modifications make this building a success.

Hamish McMichael, director of Oxford-based Berman Guedes Stretton said:


"We are delighted to receive this recognition from our peers, for a sensitive redevelopment of an iconic Oxford building."

"Any award recognising design excellence is obviously gratifying for the design team, yet the whole of the University, including the Academic Department and Estates Team should be equally proud, as good architecture is not possible without good patrons."

The Andrew Wiles building at the University of Oxford was designed by Rafael Vinoly Architects. The RIBA judges praised the atrium which floods the building with light, the interesting walkways and stairs, extensive and generous communal areas and distinctive design features. It is a BREEAM Excellent building with good regard to solar gain, whilst still retaining individual control of personal comfort levels. It also makes good use of passive ventilation, with an ability to extend the energy centre to other new buildings – thus future-proofing the whole system.

The McCall MacBain Graduate Centre was designed by Lee/Fitzgerald Architects. The RIBA judges said:

"This project provides a completely new use for an important building which had been badly treated in the past. Spaces are consequently quirky, but this adds to the character and offers a variety of work spaces."



The Oxford Martin School, University of Oxford

BCU's Parkside building significant for the university and the city

Birmingham City University's (BCU) Parkside building is the first significant building in the urban regeneration of Eastside, bringing BCU and thousands of students into the city. It has won an RIBA West Midlands Regional Award.

The building accommodates both Birmingham Institute of Art and Design (BIAD) and the faculty of Performance, Media and English. The collaboration of creative courses and teaching under one roof is a game-changer for the university and the city, a purpose-made facility with spaces that help to engage students from different courses with each other and encourage cross-over of skills and ideas.

A further collaboration with theatre and lighting design facilities and editing/digital arts helps to create a truly exceptional centre for inspiration to students across a wide range of disciplines.

The RIBA judges commented that the arrangement of the central atrium and circulation to offer incidental, shared spaces and showcase the range of disciplines, is well executed. The priority of high-quality materials and detailing to the key circulation areas demonstrates a rational, considered approach to maximising the budget by the architects.

The stimulating yet informal environment encourages a studio-based approach offering formal and informal teaching spaces as well as workshops, seminar areas and cafes.

The BIAD centre will eventually form part of a collection of buildings for BCU's new city campus in Eastside and is, therefore, an important catalyst for this part of Birmingham. The location of the Parkside building close to the core has helped students to access and benefit from the wider city in a more sustainable manner, as well as helping the city in regenerating a challenging area. With the new city park and now thousands of students, Eastside has become a vibrant and thriving place to be.

Edge Hill University win BIFM Excellence in Customer Service Award

In October 2014, the British Institute of Facilities Management (BIFM) announced the winners of the BIFM Awards 2014 at the Grosvenor Hotel, London. Edge Hill University's customer-centric FM department scooped the highly prestigious Excellence in Customer Service Award 2014. This is the second BIFM award for the FM team at Edge Hill in as many years – winning the in-house Client Team of the Year Award in 2013.

Bill Hancox, Director of FM commented:

"Winning our second BIFM award is a tremendous achievement for our dedicated in-house team and it really emphasises our customer-centric approach."

The new Exchange in Cornwall 'learning spaces at their best'

The Exchange, located at the heart of the Falmouth Penryn Campus, is transforming the student and staff experience in Cornwall and has recently been honoured with an RIBA South West Award recognising the excellence of its design.

The Exchange provides access to the full spectrum of academic and support services, many of which are available 24/7, in one welcoming and flexible space. A 'social street' connects the library to a new collaborative lecture theatre and learning lab, spaces for small group learning and digital hubs. Wi-Fi is available throughout the building.

Designed to a BREEAM Excellent rating – its innovative layout allows opportunities for students and staff to interact, collaborate, study and socialise.

The RIBA judges said:

"These are learning spaces at their best, allowing formal, quiet learning alongside social, group activities and no corner is left without offering space to be occupied. This is a huge asset for this far-flung university."

Rich Pearson, who was Vice-President, Welfare, for the Falmouth and Exeter Students' Union (FXU) at the time said:

"The students are thrilled by The Exchange which has already made a massive contribution to the overall student experience. Many have said that The Exchange has been the missing piece of the puzzle and we now truly have a world-class university campus. The versatility and design of the space along with how students have contributed to its development have really made The Exchange something worth celebrating."

The architect of The Exchange was Nicholas Burwell from Burwell Deakins Architects and the lead contractor was The Leadbitter Group.

The Penryn Campus is shared and jointly managed by Falmouth University (Falmouth) and the University of Exeter (UoE) in an arrangement that is considered pioneering in UK higher education.



Parkside Building, Birmingham City University

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Passivhaus café, University of Leicester

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