

# AUDE

*ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES*

## Big Conversation 2022

University estates:  
Time to refocus?

*25 OCTOBER*

Headline Supporter



Business session supporters:



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#AUDE22  
#BIGCONVERSATION

# Overview of AUDE

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

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

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

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

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

## Our members

AUDE currently has over 3,305 individual members from;

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

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

## AUDE contact details

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# Chair's Welcome

## Chair's welcome

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

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

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

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

With Best Wishes



**Umesh Desai**  
AUDE Chair, and

Director of Estates at  
Nottingham Trent University

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# University estates: Time to refocus?

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

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

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

# Programme

## Tuesday 25 October 2022

Hosted by **Keith Lilley**, Director of Estates and Facilities Management, University of Sheffield

09:00 - 09:25	Registration & Networking
09:25 - 09:30	<b>Welcome Address</b> Jane White, Executive Director, AUDE Umesh Desai, Director of Estates, Nottingham Trent University and AUDE Chair
09:30 - 10:30	<b>Plenary: Your Priority is You: wellbeing and resilience</b> Leanne Spencer, Wellbeing and Burnout Prevention Expert
10:30 - 11:15	Refreshment Break Networking
11:15 - 12:15	<b>Business sessions (sponsored)</b>
<b>Session A1:</b> 	<b>Developing Your Estate - Procuring works in difficult times</b> Richard Vaughan, Partner, Weightmans
<b>Session A2:</b> 	<b>Prioritising Hybrid Learning Spaces, Student Experience and Carbon Reduction</b> Ceri Williams, Enterprise Architect, Cisco
<b>Session A3:</b> 	<b>Future Proofing Assets – Delivering net Zero student accommodation, whilst enhancing the student performance</b> Antonio Lopez, Director of Building Operations & New Opportunities, Stelling Properties Paul Humphreys, CEO, StudentCrowd James Padbury, Associate Director, Buro Happold Monika Wandzik, Senior Design Manager, Stelling Properties
12:15 - 13:30	Lunch break Networking

13:30 - 14:30	<b>Panel Debate: Time to refocus. From pandemic overload to clarity? It's time to refocus on - what exactly?</b> Michael Fischer, Research Director, EAB Nalin Seneviratne, Director, Porter Brooks and Associates Ltd Leanne Spencer, Wellbeing and Burnout Prevention Expert Joanne Marshall, Director of People and Campus Services, University of Bradford Martha Longdon, Student Panel Chair, Office for Students
14:30 - 15:15	Refreshment Break Networking
15:15 - 16:15	<b>Special interest groups roundtable discussions</b>
<b>Session B1:</b> 	<b>Pathfinders to Net Zero – 21 take on the Queen's Platinum Jubilee Challenge</b> Andrew Nolan, Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group Penny Baxter, Co-founder, SB+CO Roddy Yarr, Executive Lead Sustainability, University of Strathclyde and Deputy Chair of AUDE Sustainability Advisory Group
<b>Session B2:</b> 	<b>Hot topics for estate managers - Fire, EPC and Energy Crisis -what is everyone doing?</b> Karen Maddison, Land and Property Manager, University of York and Chair of AUDE Estates Management Group Simon Watson, Fire Safety Advisor, University of Warwick Richard Barlow, Partner, Browne Jacobson Simon Parkinson, Head of Surveying and Planning, University of Surrey
<b>Session B3:</b> 	<b>How strategic is your institution's space management?</b> Charlotte Livingston, Head of Strategic Programmes & Governance, University of Warwick and Joint Chair of AUDE Space Management Group Scott Lloyd, Senior Assistant Registrar Space Management & Timetabling, University of Warwick and Joint Chair of AUDE Space Management Group
16:20 - 16:30	<b>Feedback from AUDE special interest group sessions, wrap up and close</b> Keith Lilley, Director of Estates and Facilities Management, University of Sheffield

# Speakers

## Plenary: Your Priority is You: wellbeing and resilience

Leanne Spencer, Wellbeing and Burnout Prevention Expert



**Leanne Spencer**

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

## Session A1: Developing Your Estate - Procuring works in difficult times

Richard Vaughan, Partner, Weightmans



**Richard Vaughan**

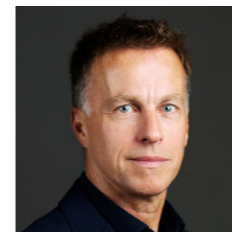
Weightmans

Richard is a Partner in construction. He joined Weightmans from Squire Patton Boggs, where he worked for 6 years, and prior to that, he spent 8 years at DLA Piper.

Richard is extremely experienced in contentious and non-contentious construction law, and regularly advises universities, local authorities, emergency services and government in relation to their major projects.

## Session A2: Prioritising Hybrid Learning Spaces, Student Experience and Carbon Reduction

Ceri Williams, Enterprise Architect, Cisco



**Ceri Williams**



Ceri's digital career spans nearly forty years of systems integration, strategic planning and Enterprise Architecture. Working across all major verticals, Ceri helps Clients structure their digital response to future business intent. He works regularly with Clients to clarify the implications of their business and digital strategies, taking account of technology market developments and their own organisational and market dynamics. Ceri works both top-down on strategy, target architecture and roadmap development and bottom up to fully exploit existing deployed infrastructure and applications.

Ceri's work at Cisco involves a systematic approach to market assessment and development of Cisco's propositional response to adapt to major market shifts. He works primarily in the Higher Education sector, clearly linking technology investment with customers' business outcomes – driving well-targeted & well-formed investment plans and helping digital teams build compelling business cases in service of their stakeholders.

Session A3: Future Proofing Assets – Delivering net Zero student accommodation, whilst enhancing the student performance

Antonio Lopez, Director of Building Operations & New Opportunities, Stelling Properties  
Paul Humphreys, CEO, StudentCrowd  
James Padbury, Associate Director, Buro Happold  
Monika Wandzik, Senior Design Manager, Stelling Properties



Antonio Lopez

Antonio is an experienced Managing Director with a demonstrable history of working in the real estate industry. Antonio has strong operations experience from many roles within the Hospitality and Property Management sectors.



Paul Humphreys

Paul Humphreys is Founder and CEO of StudentCrowd, the number one student review platform for all things 'Higher Education'. A platform which helped where over 1.8 million students chose to study and live last year. With a background in data analytics, Paul's passion is to help people to make the best decisions. Aside from running StudentCrowd, Paul is also a member of the Higher Education Commission, House of Lords.



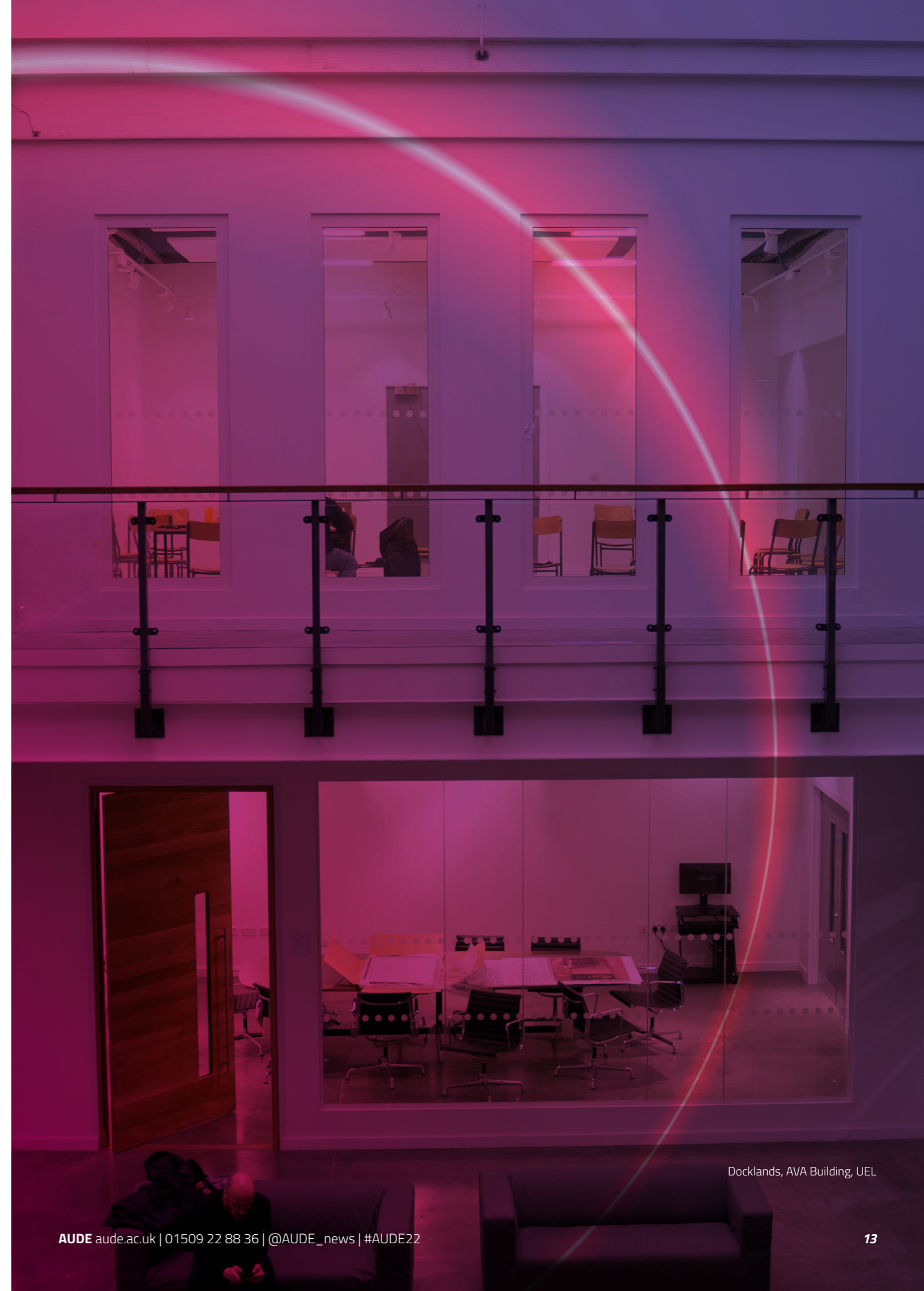
James Padbury

James is an Associate Director at Buro Happold based in their Bath office. Having lived and worked both in the UK and Canada James brings a wide range of project experience to his projects. Understanding how building services design can be used to deliver better academic outcomes as well as reduce energy consumption is an underlying design philosophy James brings to his higher education work.



Monika Wandzik

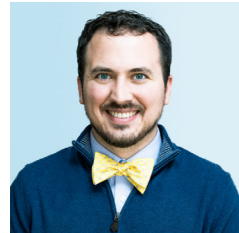
Monika is an award-winning architect with experience in residential and Modular Construction design. Having graduated from Aachen University in 2009, Monika joined Ayre Chamberlain Gaunt a Multi-Award-winning architect firm, which specialises in private residential and commercial student housing projects, Monika moved on to work for PegasusLife where she was responsible for later living projects including site acquisition and early feasibility, through to planning, tender and construction. Monika is currently the senior design manager at Stelling Properties playing a pivotal role in turning a client brief into a design which allows for standardisation of manufacture and easy on-site installation.



Docklands, AVA Building, UEL

Panel Debate: Time to refocus. From pandemic overload to clarity? It's time to refocus on - what exactly?

Michael Fischer, Research Director, EAB  
Joanne Marshall, Director of People and Campus Services, University of Bradford  
Nalin Seneviratne, Director, Porter Brooks and Associates Ltd  
Leanne Spencer, Wellbeing and Burnout Prevention Expert  
Martha Longdon, Student Panel Chair, Office for Students



**Michael Fischer**

Michael Fischer is a Director with EAB's Research Advisory Services. Michael works closely with Senior Facilities Officers, Heads of Estates, CBOs, and other campus leaders to diagnose challenges and provide advice on best practices and applicable strategies for their campuses and teams. His research specialties include the future of campus physical and virtual spaces, the identification and execution of international academic and research partnerships, and Facilities strategy and efficiency. During 2020 he also served as one of EAB's primary COVID-19 pandemic response researchers.

Michael joined EAB in 2016, and previously he held instructional and educational support positions in both the United States and United Kingdom. Michael holds a Bachelor of Science in Foreign Service from Georgetown University.



**Joanne Marshall**

Joanne was appointed as Director of People, OD and Support Services at the University of Bradford in December 2013. She oversees the University's Human Resources, Organisational Development, Health, Safety and Wellbeing and Support Services.

She is passionate about people and providing high quality and innovative professional leadership, to help drive delivery of the University's mission, objectives and Strategy.

During her time at the University of Bradford, Joanne has successfully implemented large scale transformation, bringing over 9 million in efficiency savings.

Previously the Director of Organisational Culture Development at NHS England she developed and lead on a number of OD programmes aimed at creating and supporting a new culture in order to sustain the achievement of the national priorities and objectives of NHS England.

In 2009, Joanne was awarded NHS HR Director of the year for her contribution to the profession, in 2015 she was awarded European HRD of the year (not for profit) by the HRO Today Magazine and in 2019 she was shortlisted for HRD of the year by Personnel Today.

Joanne is also currently the President for UHR and a Trustee of HPMA, and Vice-Chair of Education Competencies Consortium (ECC)

Nalin has over two decades working at a strategic level in private sector construction and local authority property, development, and regeneration.

Nalin was Chief Property officer to both Plymouth and Sheffield City Councils. While at Sheffield Nalin led on the strategic implementation of the £470m Heart of the City development and more recently led on the delivery of Sheffield's City Centre Strategic Vision in his role as Director of City Centre Development.

Following securing the funding for Sheffield's city redevelopment, he secured funding from Future High Street and Levelling Up Funds for the continued sustainable growth of the city.

He is a fellow of the Royal Institution of Chartered Surveyors and the Royal Society for Arts, Manufacturers and Commerce.



**Nalin Seneviratne**

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



**Leanne Spencer**



**Martha Longdon**

Martha is the outgoing Student Experience Board Member at the Office for Students, and chair of the OFS Student Panel. She is currently studying towards a PhD in Higher Education.

In 2017, Martha was elected President of Nottingham Trent Students' Union, and was appointed a Student Governor on the NTU board. During this time, both organisations embarked on capital projects, and Martha had the opportunity to experience how student engagement can shape successful university estates.

In 2018, Martha was appointed Deputy Chair of the Natural Sciences panel in the TEF Subject Pilot, a role which highlighted the importance of learning environments, including facilities and technology, in the delivery of high-quality learning and teaching. She also served for 2 years as a member of the WhatUni Student Advisory Board, exploring the factors that drive applicant choice in higher education.

During the pandemic, Martha worked with the OfS student panel and other key stakeholders to highlight the challenges faced by self-isolating students on campus. She also contributed to the Digital Teaching & Learning Review. Martha is particularly interested in how distance and blended models of delivery might shape university estates of the future, whilst facilitating vital in-person aspects of the student experience.

## Session B1: Pathfinders to Net Zero – 21 take on the Queen's Platinum Jubilee Challenge

Andrew Nolan, Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group  
Penny Baxter, Co-founder, SB+CO  
Roddy Yarr, Executive Lead Sustainability, University of Strathclyde and Deputy Chair of AUDE Sustainability Advisory Group



**Andy Nolan**

Andy Nolan is an experienced director-level professional with expertise in sustainable development, estate management, cities, governance, policy and strategy. With 20 years of experience working in both the private and public sector Andy has worked in both higher education and local government and has significant experience of multi-authority partnerships locally and nationally. He has worked for four universities (Bradford, Leeds Metropolitan (now Leeds Beckett), Sheffield and Nottingham) and is a Fellow of the EAUC and Chair of the Association of University Directors of Estates (AUDE) Sustainability Advisory Group. He has co-ordinated the UI Green Metric UK Network of participating universities. He is responsible for the University of Nottingham's development and capital programme as well as the sustainability strategy and delivery.



**Penny Baxter**

Penny Baxter is the co-founder of the sustainability consultancy SB+CO and is leading the Queen's Platinum Jubilee Challenge on behalf of the Royal Anniversary Trust. She brings over 25 years' experience in sustainability and helps large organisations develop sustainability strategy and programmes, building effective engagement and communications with multi-stakeholder groups.





**Roddy Yarr**

Roddy Yarr is Executive Lead for Sustainability at the University of Strathclyde. Roddy is a sustainability expert who is responsible for the development and delivery of climate change and social responsibility initiatives that address the University's response to net zero and sustainability issues across all of its operational assets in west central Scotland.

Roddy leads the Sustainable Strathclyde team which is delivering the University's Climate Change and Social Responsibility Plan and net zero targets. Roddy successfully led the delivery of the £20M District Heating project at the main campus and developed the design and funding programme that has enabled the delivery of the University's first energy carbon neutral building in operation at the new National Manufacturing Institute Scotland.

Roddy has also developed an innovative, bold and collaborative 'Climate Neutral Districts' vision deploying 100% renewable heat, power, active travel, adaptation and well being solutions across all University assets in the central belt of Scotland. The vision takes a partnership approach to enable 'scale and speed' of climate action in Glasgow and region, with people at the centre.

Roddy advises the Sustainable Glasgow Partnership and he is Interim Chair of Climate Ready Clyde. Roddy leads the Clyde Mission Net Zero Group that is seeking to decarbonise Clyde Corridor. Roddy is a board member of the Clyde Climate Forest Programme Group and an external advisor and Board member of the West Dunbartonshire Energy Company which operates the award winning Queens Quay Heat Pump and Energy Centre. He is an external advisor to the Scottish Parliament's Sustainability Board.

### Session B2: Hot topics for estate managers - Fire, EPC and Energy Crisis - what is everyone doing?

Karen Maddison, Land and Property Manager, University of York and Chair of AUDE Estates Management Group  
Simon Watson, Fire Safety Advisor, University of Warwick  
Richard Barlow, Partner, Browne Jacobson  
Simon Parkinson, Head of Surveying and Planning, University of Surrey



**Karen Maddison**

Karen joined University of York in 2014 as Land and Buildings Manager. As a Chartered Surveyor she predominantly manages the leasehold portfolio along with managing the Building Surveying team. Leasehold assets held by the University range from residential colleges to a donkey field. Projects undertaken by Karen support all teams within the department and the wider University delivering a range of strategic initiatives.

Current projects include working with academic colleagues to use York's historic High Streets as a heritage catalyst for community renewal, completing a 1450 bed residential college on campus and acquiring strategic assets to allow future campus growth.

Karen was elected chair of the AUDE Estate Managers Group in June 2020. Karen was a founding member of the group and hosted the Group's first conference in 2017. Having undertaken a degree in surveying at Bristol, Karen's career started in Newcastle in private consultancy. An opportunity arose to move to North Yorkshire at Harrogate Borough Council, as Estates Manager. At Harrogate Karen managed a diverse portfolio and led on a number of economic development initiatives and the capital disposals programme.

Simon joined the Royal Air Force Fire and Rescue Service in 1999, with over 18 years' service he progressed through the ranks, before leaving to join the University of Warwick. Having been at the University of Warwick for over 5 years, Simon leads on the fire safety and dangerous explosive atmosphere management across the large and diverse estate.

In addition to his everyday role, Simon is an active member of the Universities Safety and Health Association (USHA) and is the Fire Safety Chairperson and has been supporting USHA members on the governments 'Cladding Survey', engaging with the government on how best they may access the information from the institutions. Simon is also member of the UUK Code Advisory Group and a member of the UUK Code Governance Board and advises on all matters of health, safety and fire.

Simon's spare time is spent with his young family and Commanding a Squadron with the Royal Air Force Air Cadets.



**Simon Watson**



**Richard Barlow**

Richard is a partner in our Public, Planning and Environmental Law Team. Richard and his team provide strategic and development control planning advice. He advises on the circumstances which give rise to potential non-compliance/liability and provides suitable risk management and mitigation advice. He is a Legal Associate of the Royal Town Planning Institute. Richard has wide environmental law knowledge including water pollution, waste/land contamination, emissions/air quality, green energy, noise, fisheries, marine, trees and ecology.

Richard advised Kings College London on environmental legal issues in our recent major governance review report for the University. Richard has also recently concluded acting for an education client to secure planning authorisation for the provision of car parking close to Wembley stadium resulting in the safeguarding of over £25 000 per year in income.

Richard is the Chair of the Nottingham Green Partnership and an independent member of the Disciplinary Panel of the Chartered Institute of Ecology and Environmental Managers.

After 17 years in the corporate sector Simon, a Chartered Surveyor, joined the University in 2016. Specialising in the management of commercial property Simon manages the University's property assets, external tenants, boundaries & responsibilities.

The Planning function also falls within Simon's remit with a number of capital projects in the pipeline.

The University property portfolio is mainly freehold including an adjacent farm (part of which has been allocated in the Local Plan as a residential development site). Unusually the University owns all it's 6000 residencies which are managed in house.



**Simon Parkinson**

### Session B3: How strategic is your institution's space management?

Charlotte Livingston, Head of Strategic Programmes & Governance, University of Warwick and Joint Chair of AUDE Space Management Group  
Scott Lloyd, Senior Assistant Registrar Space Management & Timetabling, University of Warwick and Joint Chair of AUDE Space Management Group



**Charlotte Livingston**

Following an early career in manufacturing Charlotte started in Higher Education lecturing in business, before moving into a space management and estate strategy role. She has moved around the sector, working in a variety of institutions, particularly enjoying working to understand institutional priorities and aligning estates developments to best support University Strategy.

For the last four years she has been at Warwick, working on Campus Masterplan, Estate Strategy, development of Estates Objectives, space modelling, governance improvement and engagement processes, and most recently as Programme Manager for the Social Sciences Grand Challenge.

Charlotte had developed a number of methodologies to support intelligent organisational decision-making. She loves to design and facilitate workshops to crack complex problems collaboratively. She is co-chair of the AUDE Space Management Special Interest Group.



**Scott Lloyd**

I have been the head of Space Management and Timetabling at Warwick University for over six years. I am secretary to the senior committee with responsibility for space and capital development planning. I also chair the Teaching and Learning Spaces Development Group which holds the budget for investment in teaching rooms. My strengths are strategic planning, supported by forecasting, and strong analytical skills. Prior to coming to Warwick, I was with the RSPCA for 11 years where I supported their business planning processes and leading several strategic change programmes.

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Within the construction, property and estates legal services sectors, our team of 60+ lawyers advise on:

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- All aspects of construction risk management from procurement to completion.
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- General commercial property matters.
- All forms of construction dispute resolution, including adjudication, arbitration, proceedings in the TCC, mediation and expert determination.



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building.

Stronger  
planet.

Sustainability is essential to powering an inclusive future for all. That's why we're committed to achieving net-zero emissions by 2040. And with Cisco® Smart Building Solutions, we're creating more intelligent workplaces while limiting environmental impact. All allowing businesses like yours to help the planet and your bottom line.

If you can imagine it, we will build the bridge to get you there.

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The bridge to possible

East Building, UEL

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