



The AUDE Awards 2025

Amgueddfa Genedlaethol Caerdydd
National Museum Cardiff

Wednesday 30 April 2025

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Welcome to the AUDE Awards 2025

The AUDE Awards are always one of the annual highlights for the association and I am so pleased to be able to welcome you all to **Amgueddfa Genedlaethol Caerdydd, the National Museum, Cardiff**, for tonight's celebrations. As the AUDE 2025 Annual Conference comes to a close, we have the pleasure of celebrating the success of colleagues from across the sector – individuals, projects and teams that have done exceptional work this year; work that we can respect and admire and of course, learn from! If a project really catches your eye, you'll have an opportunity to learn all about it in a series of awards-related webinars coming up soon, so keep an eye on the regular AUDE Friday newsletter for further information.

At a time when our universities face immense pressures, these achievements are a testament to the ingenuity, perseverance, and professionalism that define our community. Of course, not every submission can make it to the final stage, but every entry represents hard work, dedication, collaboration and ambition, and contributes to raising the bar for our profession. If any of your teams made a submission this year, thank you – your work is valued, and we encourage you to keep sharing and showcasing it.

This year's shortlist spans the full breadth of our profession – from energy innovation to student experience, space optimisation to digital transformation and much more, reminding us just how rich and diverse our contributions are. To be recognised by your peers in a national forum such as this is not just a personal or institutional honour, it strengthens our shared commitment to excellence.

If tonight inspires you, we hope you'll consider putting forward your own nomination next year, or encouraging your colleagues to do so. Every success story has the potential to inspire another. Enjoy your evening in this splendid venue. We are immensely grateful to Lancer Scott Facilities Management, the Awards supporter, for their engagement.

With best wishes

Syd Cottle

**AUDE Chair
and Director of Estates Management at the
University of Liverpool**

The AUDE Awards 2025

Categories

Eight awards will be given during the awards ceremony. Seven awards are open to AUDE members, while one award is for non-members.



The AUDE Estates/Facilities Team of the Year Award

For exceptional team working leading to significant achievement.

The AUDE Emerging Talent Award

To reward a member of staff, working in estates or facilities, who is making an exceptional contribution and demonstrates great potential for the future. This could be someone brand new to the sector or perhaps an individual who already has career experience but is fresh to estates/facilities management.

The AUDE Equality, Diversity and Inclusion Award

The EDI award seeks to recognise an individual or institution that has demonstrated exceptional commitment to the promotion of EDI in estates and facilities management.

The AUDE Sustainability Impact Initiative Award

Recognition for a specific initiative having a significant positive impact on the institution, the sector and/or the profession. AUDE encourage applications that have a carbon reduction impact.

The AUDE Reaching Higher Award

For those that have gone above and beyond the usual realm of their institution, benefiting their local community and having a positive impact on those outside of the usual student and staff community.

The AUDE Summer School Award

AUDE's sixth Summer School development programme took place in June 2024 where 48 of the sector's aspiring future leaders had the opportunity to enhance their knowledge, stretch their thinking and embark on a six-month team project. The winning project receives the Summer School award for their work, effort and contribution to the sector.

The AUDE Chair's Long Term Contribution Award

For achievements benefitting the higher education estates/FM community, by an individual, over an extended period of time in a senior position.

The AUDE Supplier of the Year Award

This award is open to all those who supply products and services to the Higher Education Sector.



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The AUDE Summer School Award

The winners of the Summer School Award are all delegates to the 2024 AUDE Summer School, which took place in June 2024 at the University of Manchester. Each year, one element of the residential programme groups the full cohort into teams, each of which is asked to propose a project for a new AUDE workstream with a defined outcome. AUDE then considers the projects and if viable, adopts the suggestion into its workflow. This has proven a reliable source of initiatives that can really make an impact within the sector.

Our winners are:

Sarah Anne Borg, University of Malta

Tshisevhe Nesengani, University of Venda

Kate Powell, University of Glasgow

Graeme Race, University of York

Helen Shaw, Cardiff University

James Wright, University of Leeds

The group's project, **'Enhancing Customer-Centric Practices in Capital Project Delivery within Higher Education Estates'** explores innovative approaches to embedding the "Voice of the Customer" in capital project briefs within the higher education sector. By engaging with best practices both within and beyond the sector, this work aims to provide actionable recommendations that will drive practical improvements to institutional performance and enhance user satisfaction.

The findings focus on three key areas: innovations in developing capital project briefs and specifications that effectively engage end-users (students, academic staff, and professional services teams); the use of post-occupancy feedback and customer data to inform future service delivery and space design; and the application of recognised customer service frameworks such as ISO 9001 and Customer Service Excellence to enhance performance outcomes. Informed by these insights, the report provides strategic recommendations for AUDE and senior leadership teams across the higher education estates community.

The AUDE Award for Sustainability Impact Initiative

THE SHORTLIST

Smart Estates: Enhancing the sustainability of the existing estate - Cardiff Metropolitan University

"The CMU Smart Estates initiative addresses systemic challenges in estate management through a scalable, data-driven framework that optimises space utilisation, improves internal environments, and reduces energy waste and emissions. By integrating IoT sensors and real-time analytics, the initiative avoided £5.1M and 457 tonnes of CO₂ in its first year, while evidence-based analysis removed the need for £53M in long-term estate expansion. Phase 2 achieved a 483MWh reduction in gas and electricity use over five months, including a 17.6% reduction in December gas consumption compared to 2023, while supporting an 11.7MWh increase in EV charging. This innovative approach links occupancy data with indoor environmental quality and energy consumption, enhancing space efficiency, learning conditions, and sustainability outcomes. Designed for scalability, the framework delivers actionable insights for estate owners targeting net-zero goals, providing significant impact with reduced capital investment, making it a practical case-study for resource-constrained institutions."

The Bright Idea: A Solar Solution Transforming Campus Energy - University of Manchester

"The University of Manchester's Medebridge solar farm is a landmark sustainability initiative, delivering 65% (58GWh) of the University's annual electricity demand through a Corporate Power Purchase Agreement (CPPA) with partner, Enviromena. Spanning 170 acres in Ockendon, Essex, it features 103,394 solar modules, 25,849 mounts, and 350 miles of cabling, making it one of the largest renewable energy projects in the Russell Group. This innovative project sets a new benchmark for institutional energy strategies, demonstrating how universities can mitigate energy costs, reduce carbon emissions, and drive the transition to renewable energy. Beyond operational impact, Medebridge will provide a 'living laboratory' for students and researchers to engage in cutting-edge biodiversity projects. The initiative showcases the power of public-private partnerships in addressing climate challenges, offering a replicable model for other institutions. Medebridge underscores the University of Manchester's commitment to leadership in sustainability and its path toward achieving net-zero carbon emissions by 2038."

Donation Drive - University of Warwick

"The Donation Drive allows students to easily donate food and belongings that they can't take with them when leaving campus via conveniently located Donation Stations, with suitable donated items being made available to arriving students or given to local charities and the Food Bank for redistribution and reuse. An engaging, impactful, scalable project that meets strategic priorities, the Donation Drive contributes to achieving goals for a more sustainable campus by reducing waste, saving carbon, supporting local organisations, promoting more sustainable consumption and helping students with the cost of living. With a multitude of environmental, economic and social benefits, this circular economy project also stimulates cross-departmental collaboration, enables and empowers students to live more sustainably and engages the local community in taking meaningful, practical action towards reducing our collective impact."

OUR OTHER NOMINEES

Heat Network - Abertay University

"Abertay University could have considered options for a heat network to simply serve their campus only, however pursued an opportunity to develop, with public sector partners, a city wide approach through true collaboration. Collaboration is a much overused term and real evidence is needed to prove its contribution in any endeavour. Abertay University dedicated time to developing and nurturing relationships with key partners that could support this initiative. The innovation in our approach was to ensure that these partners could visualise a benefit to their own organisations through support of Abertay and that our commitment to deliver these benefits was absolute. We intend for these benefits to meet head on the challenge of poverty, particularly fuel poverty, and the resulting profound disadvantages it brings. We are certain this project will generate benefits which will thrive and improve as the heat network scales up through delivery of the city wide strategy."

UCA Carbon Net Zero Programme – University for the Creative Arts

"In 2021 UCA announced a target to achieve Net Zero Carbon emissions from energy consumption (scopes 1 and 2) by 2030. Since 2010, when we published our first carbon management plan UCA has reduced carbon emissions from energy by 57% with investment in over forty measures to

improve energy efficiency and installation of roof-top solar photo-voltaic panels (PVs) for self-consumption at our Farnham and Epsom campuses. Since 2020, c 20% of our annual electricity demand has been from zero-carbon rated UK onshore wind, as part of the UK's first public-sector Power Purchase Agreement (PPA) with nineteen other universities. In 2024 UCA was awarded £2.4 million in grants towards a £6.5 million programme to decarbonise heating at our Surrey campuses by spring 2025. The funding from the DESNZ under PSDS 3b, adds significant support to UCA's Net Zero programme and is anticipated to cut emissions by up to a third."

Delivering our greener, leaner, sustainable future - Coventry University

"At Coventry University Group (CUG) decarbonisation is happening at pace with a large-scale project taking place over the next 2 years to phase out gas boilers through the connection to the Coventry District Heating Scheme. Thanks to Public Sector Decarbonisation Funding, we will be able to shortcut our plans for Net Zero Carbon by 2030 (for scopes 1&2) 11 city centre buildings will be connected to the district energy scheme, powered by a waste-to-energy plant. 800 new solar panels have been installed, and glazing improvements have been made. This equates to a saving of one-fifth of our carbon emissions from heating and electricity. The project advances CUG's sustainability goals and supports learning and skill development in renewables. It will also provide a blueprint for CUG's future decarbonisation projects and city-wide climate change plans."

A low carbon home for Professional Services – Durham University

"Boldon House provides a new home for professional services staff at Durham, making space for transformation within our science faculty. It has achieved this key institutional goal by refurbishing an unoccupied office building to the highest standards of sustainability, ensuring

the site has a path to net zero, utilising embodied carbon in the existing building structure and providing infrastructure for sustainable travel. The project demonstrates what will be required to decarbonise buildings in response to climate change."

The Big Campus Clear Out - Edge Hill University

"The Big Campus Clear Out is an exciting and collaborative time for students and colleagues across campus, marking the end of a year of hard work as they prepare to pack up and head home for the summer break. We work closely with all students to help them responsibly clear out and dispose of unwanted items, including food, clothes, and household goods. These items are managed sustainably, with a focus on keeping them within the local area to benefit our charity and food bank partners. Every effort is made to ensure that all donations remain within the local community, with careful consideration given to minimising emissions during the transportation of items. This initiative not only reduces waste but also strengthens our ties with local organisations, demonstrating our commitment to sustainability and community support."

The Look and Feel campaign – University of Exeter

"Exeter's Look and Feel campaign sought to raise awareness both of the vital importance of sustainability, and the university's own engagement with and contribution to its advancement. Fun, innovative and replicable, these public-facing projects brought together staff and students from across the institution to create installations of a very different nature. The Sound Trail celebrates the biodiversity found on its largest campus, fusing poetry and ecology, and enabling students to work with an award-winning eco-poet, gaining invaluable insight into his creative processes and exploring their own. The Climate Wall, meanwhile, presented science from its world-leading academic community via a

digital light installation, but used motion capture and QR technology to interact with the audience, facilitating conversation and reflection. Both are believed to be firsts in UK higher education and demonstrate the commitment to creating a more sustainable world at the heart of Exeter's 2030 Strategy."

Green Greenwich Foundation Course - University of Greenwich

"The Green Greenwich Foundation Course builds staff sustainability knowledge to a shared common level, providing a platform to develop all our staff, leaving nobody behind. To develop it, we harnessed expertise from IBM, as well as internal teams from IT, People and Sustainability, to create an effective, adaptable, free and replicable system that any university or organisation using Oracle ERP can apply. We moved from conception to launch in 12 weeks, creating a platform that is central to supporting the University of Greenwich's sustainability ambitions. The platform provides us the ability to provide bespoke further sustainability professional development support ensuring we can support staff according to their specific roles and responsibilities."

The King's Food Living Laboratory – King's College London

"The King's Food Living Laboratory and the root-to-tip project at King's College London is an innovative initiative that promotes sustainability by using more parts of edible plants in recipes, reducing food waste, and enhancing nutritional quality. The project is a collaboration between academics, students, King's Food, and The University Caterers Organisation (TUCO). It involves consumer focus groups, social media campaigns, recipe development, and community events to raise awareness and interest in root-to-tip dining. Key achievements include the development of new recipes, increased engagement through social media, and the successful organisation of community cook-along



events, where participants improved their cooking skills. The project has also led to significant sector recognition, with King's Food winning multiple awards for sustainability and innovation. The initiative serves as a replicable model for other institutions, demonstrating the potential for widespread adoption and impact in promoting sustainable and healthy eating practices."

Halls Sustainability Programme - University of Liverpool

"At the University of Liverpool the Residential Services and Property and Campus Services Sustainability teams have developed an interesting series of sustainability initiatives in the University Halls of Residence which have engaged the student community. Results include a lowering of overall waste by 10%, an increase in recycled waste by 30% and significant contributions to local charities. The programme has also involved collaboration with the Liverpool Guild of Students and the University Procurement team. Overall this has established a base from which to build further sustainability gains. Success to date was recognised by the service being a finalist for the Best Environmental Management award in the Global Student Index awards 2024."

GAB and Dining Hall Decarbonisation - University of Oxford (Pembroke College, Oxford)

"Pembroke College undertook the first project in its journey to achieving Net Zero Operational Carbon by 2030, and reduced its gas consumption by 30%. The project has successfully delivered an effective and carbon efficient heating system to a large Grade II listed Dining Hall, as well as 97 student bedrooms. The project also provided an opportunity for increased knowledge sharing around low-carbon systems within the College community, and the construction team continue to work alongside the College's own maintenance department to upskill the team ready to meet the demands of integrating a new heating system over a short period of time."

Resource M&T: A Data-Driven Resource Management System - University of Reading

"Inspired by the successful Monitoring and Targeting approach to energy management, the University of Reading has developed a data-driven system to track its material usage and resource management. Measuring its resource consumption and wastage has allowed the institution to reduce greenhouse gas emissions by generating less waste and moving resources up the Waste Hierarchy. This resource management system relies on three things: robust data, collaborative working, and a centralised management hub. This system can be replicated in other institutions that want to better understand their resource usage and material streams, and make tangible improvements to their environmental impact. A key building block of the system is the collaboration with Select Environmental Services Ltd, the University's waste management contractor, to gather accurate data on material streams across the University and their onward treatment, and to introduce innovative resource collections to move waste up the Waste Hierarchy."

Delivering a Sustainable University Campus – University of St Andrews

“The Estates Team at University of St Andrews and the Simulator team at Darcy Thomson have developed 6D models of its buildings on the Eden Campus, utilizing these advanced simulation technologies to integrate with existing BMS data to capture and present real-time energy visual simulations and reporting. This project supports sustainability deliverables and operational efficiency optimization. Key achievements to date include detailed analysis of solar energy impacts, HVAC system functionality, and optimized energy usage, resulting in cost savings and improved building management practices. The project sets a new standard by challenging traditional methods and showcasing the potential of advanced technology in building management.”



Purdown View: the largest certified Passivhaus scheme in the UK - UWE Bristol

“UWE Bristol’s Purdown View is a pioneering accommodation development that encompasses 900 beds and is recognized as the largest certified Passivhaus project in the UK and one of the largest in Europe. The initiative reflects a concerted effort to redefine sustainability standards in the realm of student accommodation. UWE Bristol has collaborated with designers and contractors to push the boundaries of Passivhaus standards, tailoring methodologies with the assistance of the Passivhaus Trust to meet the unique needs of student living. The Purdown View initiative not only sets a high standard for sustainable student accommodation but also actively engages with various stakeholders to share knowledge and foster collaborative approaches to the challenges of building sustainably in the academic sector.”

Heat decarbonisation at UWL - University of West London

“Through a multi-year and multi-site project the University of West London decommissioned 10 antiquated gas boilers and numerous storage heaters, replacing these with alternative renewable heat sources as part of our journey toward becoming a net-zero institution. This included the installation of Europe’s largest combined ground source heat pump and solar photo-voltaic thermal system in an education building, as well as spearheading the installation of new air source heat pump solutions. This has resulted in savings of 4,534,926kWh, and 913.6tCO₂e across two operational years, as well as delivering £15m of measured social benefits (SROI), improved air quality for the local community and learning opportunities for our students. As a result, UWL now ranks No. 1 in the UK for Carbon Reduction and third in the UK overall in the 2024/25 People & Planet University League, demonstrating continuous improvement in its sustainability performance across all aspects of environmental and social governance.”

The AUDE Award for Emerging Talent

THE SHORTLIST

Ann-Marie Dyer, Security Access Systems Project Coordinator - University of Plymouth

"Ann-Marie has played an instrumental role in the successful delivery of a new £1.6m access control system. She has meticulous attention to detail, both technical and with engaging people, which has been pivotal to this success. She exemplifies the best elements of estates & facilities work, with a strong customer focus and drive to get things right. She is committed to developing her skills and experience, learning both formally and informally. She is a great member of the team, supportive to her reports as well as her managers, and finds solutions to problems in all areas of her work. As the need for people to grasp the use of data and AI increases in E&F work, Ann-Marie's talents will become increasingly important to the directorate and University. She is indeed an emerging talent."

Jemma Maguire, Sustainability Coordinator - Nottingham Trent University

"As NTU's Sustainability Coordinator, Jemma Maguire's work is a key driver for our sustainability agenda. She enables and encourages the institution to look beyond the carbon myopia and recognise the value and benefit of investing in ecology and wildlife across the estate. Jemma has tirelessly initiated and promoted learning opportunities around ecology and wildlife for colleagues, students, local businesses and the wider community. By presenting the benefits as positive business cases, she has allowed the university to recognise the value in enhancing our wildlife and biodiversity portfolio. Jemma is passionate about promoting investment in ecology as an opportunity and not a barrier to business development. And those opportunities are not limited to the NTU estate: Jemma is continually seeking out ways for students and the local community to invest time and resources into enhancing biodiversity. In this way, NTU has the power and purpose to transform the world around it."

Sarfraz Mohammed, Head of Estates IT & Systems - University of Edinburgh

"Sarfraz Mohammed is nominated for the Emerging Talent Award for his commitment to, and transformation of, the University of Edinburgh's Estates Department approach to maximising the value of its IT, systems and data assets. In just over two years, using his prior IT knowledge and, through his personal diligence and interest, acquiring an incredible depth and breadth of Estates knowledge he has delivered significant business improvement. The work he has already delivered, and that he has planned will contribute enormously to the sustainable, effective and efficient running of the University's estate for many years to come."

OUR OTHER NOMINEES

Lauren Wallace, Space Planning Manager - University of Glasgow

"Lauren joined the University of Glasgow in 2021 as Space Planner, supporting minor redesign and refurbishment projects across the University. She has since grown her team to a 6-strong unit, with an expanded remit covering larger, more complex design projects, strategic space planning, and BIM."



The AUDE Award for Equality, Diversity and Inclusion

THE SHORTLIST

Gavin Poyser, Supported Internship Scheme - University of Derby

"Beginning as a trial as part of academic research, there was initial concern and reluctance from prospective mentors. Most worked in lower grade roles with no management/supervisory experience and were unsure what to expect. Gavin coaches young people in his spare time and has experience of young people with SEND. He was able to speak to staff putting their minds at ease. Working with the school who had a full time presence on site he continued to provide reassurance throughout. Each intern is unique with unique needs and will need to be matched with a role that they are interested in. It is also important to recognise that this is their first experience of a work environment. To help interns understand workplace expectations, Gavin set work based challenges alongside the technical instruction, awarding certificates once completed successfully. This recognised progress and fostered positivity. Inevitably, issues will occasionally arise. Regular, open feedback is essential so that timely solutions can be sought. Through regular contact, Gavin was able to identify potential issues and worked with the school representative to resolve effectively. Following the first scheme, a round table review was completed, learning points discussed and training adjusted. Mentor feedback was

unanimous in its positivity. All felt they had gained from the experience, taking pleasure from doing something positive and feeling more confident in their own abilities. Every previous mentor has volunteered to take future interns. The university is committed to providing opportunities for all including, as part of its civic duty, internships for young adults with SEND. As scheme lead, Gavin is passionate about its' success and would like to see it expanded to other businesses and university's to provide as many opportunities as possible. He intends to utilise his invitation to the Houses of Parliament to advocate for the same."

Enhancing Mental Health Support: Student Counselling and Security Initiative - Trinity College Dublin

"From the start, the initiative sought to include voices from the student body. The training addressed the challenges faced by diverse students, including cultural, socio-economic, and neurodiverse factors through collaboration with the Student Counselling Services. The awareness campaign shows security as approachable and supportive, aiming to change perceptions among students who may have felt uneasy about seeking help from security in the past. The project has highlighted how important it is to build trust. Students need to feel confident that security staff are there to help and not simply to enforce rules. This has meant working hard to promote the initiative and make sure it's visible to students. We've also learned that training is not a one-off – it has to adapt to new challenges, such as shifts in how mental health issues present, or the needs of different student demographics. It hasn't been easy to change perceptions or to ensure security staff feel fully equipped to deal with the emotional demands of the role. These challenges have been tackled through ongoing training, role-plays, and close collaboration with counselling services. Looking to the future, the goal is to expand this training to cover other areas of EDI, such as disability and equality awareness, and to work with other institutions to share what we've learned and improve support across the sector."

Inclusive Environments Action Plan - University College London

"The eight strands of the Inclusive Environments Action Plan places responsibility across the institution, achieving whole-university accountability for its implementation: Design – applying inclusive design at the earliest stage possible; Engagement – transparency as to why and how the campus is becoming more inclusive; External Influence – creating and maintaining inclusive environments within the Higher Education Estates Sector and influencing; national, regional, and local standards and regulations; Mapping – collecting and sharing data to enable informed use of buildings and facilities; Places and Spaces – providing and maintaining accessible spaces that foster inclusion; Procurement – working with external suppliers to increase inclusive product and service awareness and provision; Strategy & Policy – committing to inclusion through equality impact assessments; Technology & IT – ensuring digital infrastructure supports technology and equipment accessibility needs."

OUR OTHER NOMINEES

EDI initiative - Durham University

"Our approach to embedding our EDI policy has been to nurture a collaborative culture and develop a strategic training and development framework, removing barriers and creating development opportunities for everyone, irrespective of role, grade, etc. : Accessing emails: ensuring an inclusive approach to communication; navigating key University SharePoint pages: ensuring access to key information, such as the Health and Wellbeing Hub, policies and procedures, and job vacancies; Accessing Oracle: enabling staff to complete mandatory training, access payslips, and/or apply for internal vacancies; Our future ambition is to apply for a

Matariki Professional Services Engagement Grant, enabling us to develop a collaborate proposal to deliver our initiatives through the creation of opportunities for multilateral cooperation in staff development and engagement."

Inclusive training for a diverse workforce – Goldsmiths, University of London

"The training programme for the Cleaning and Domestic Services Team at Goldsmiths University embodies a proactive and inclusive approach to equality, diversity, and inclusion (EDI). From its inception, the initiative focused on addressing systemic barriers faced by a diverse, non-office-based workforce, such as language challenges, limited digital literacy, and restricted access to technology. The initiative's phased approach has been a cornerstone of its success. Stage 1 prioritised mandatory training through accessible, face-to-face training sessions with multilingual support, achieving nearly 90% compliance. Stage 2 upskilled supervisors through BICSc certifications and leadership workshops, empowering them to lead with confidence and enabling the successful delivery of training outside core office hours. Stage 3 focuses on long-term development ensuring career progression opportunities for all staff. One of the most important things we learnt during the implementation of the programme was the importance of continuous engagement with the staff to understand their needs and adapt the training accordingly. A key lesson has been the value of tailoring training to specific staff groups, ensuring inclusivity and relevance. This approach has not only enhanced skills and compliance but also significantly improved morale and a sense of belonging within the team. Another takeaway was the importance of coordinating and collaborating with different stakeholders to guarantee flexibility in training schedules and securing a budget for external trainers. Looking ahead, the ambition is to sustain the culture of continuous learning through regular refresher sessions, expanding apprenticeships, and exploring additional training modules aligned with staff needs. We also aim to inspire similar efforts

across the directorate and the wider College, ensuring operational teams receive the recognition and development they deserve. This ongoing journey reflects Goldsmiths' commitment to fostering an inclusive workplace where every team member feels valued and empowered to thrive."

Reasonable Adjustments Rapid Improvement Event - University of Nottingham

"With many interfaces from within the institution, each with a unique viewpoint or reason for involvement, there was sometimes a disconnect within the process. Requests could be complex with multiple aspects to consider. They could come ad hoc, as separate tickets or not clearly identified as being related to a reasonable adjustment. It was often not clear that the multiple elements were related or in relation to a reasonable adjustment request. What we wanted was a clear, more consistent process, seamlessly managed from end to end, that had earlier involvement from E&F, with the user/ user's experience at the heart. The only way for this to be tackled was through a full institution perspective so that all parties could bring their requirements to the table. Where everyone was able to see the challenge from each other's perspective and were able to put aside individual team views, step back and move forward with a collective, holistic view of delivering a smooth and comprehensive resolution for the requestor. The RIE led to the creation of a 100-day plan. Our long-term plans alongside the output from the audit, our People and Culture survey and recommendations from our Disability Equality Steering Group were used to create the UoN's first Institutional Disability Equality Action Plan. This is really the beginning of the process, and we are certain we will need to flex and evolve it overtime, however now we have a framework within which to do that, one that ensures the whole institution is able to learn and grow. The step change in thinking and approach and the collaboration now achieved has resulted in an elevation of the process and a genuine establishment of an embedded, institution wide approach that will encourage and enable our community to thrive."

Accessible room categorisation project - University of Warwick

"At the heart of the Categorisation Project is the drive to improve the standard of our accessible accommodation. Therefore, the criteria of the categories have been determined by the requirements set out in The Building Regulations Approved Part M (2010) and the recommendations providing in BS 8300 2:2018 Design of an accessible and inclusive built environment. Beyond this, the project aims for continuous improvement by incorporating feedback from disabled students through surveys and engagement groups. Central to influencing the project, is Marie's involvement in the Accessible Student Room Adaptation and Planning Group, where she works alongside staff from Disability Services, Warwick Accommodation, and the Estates Office. The group oversees the allocation of all accessible rooms across on campus student accommodation, identifies reasonable adjustments for incoming and current students, makes recommendations for 5-year plan allocated accessibility budget for adaptations to Warwick Accommodation Strategic Planning Group and ensures the smooth allocation/adaption of rooms for individual students requiring accessible rooms, which has provided influence, direction and focus to the Categorisation Project. From an individual perspective, Marie has worked with disabled student for many years, having worked in the Allocations Team of Warwick Accommodation where she was the Supported Student Allocation Officer. A key learning point from her work in the Allocations Team is a keen understanding that "one size does not fit all" and that a range of accessible accommodation is needed to meet diverse needs. Future ambitions include fully embedding the Categorisation Project into the University's Estates standards, ensuring all teams follow the approach without needing intervention from the Accessibility Project Assistant. This includes integrating the project into design standards for new accommodation builds."

The AUDE Award for Reaching Higher

THE SHORTLIST

Chris Roberts - Bangor University

"Chris works as a mechanical engineering manager at Bangor University. In his spare time, he is the co-founder of the North Wales Dragons Recreational Football Teams, who play for purpose and make a difference by helping to raise funds and awareness for good causes. Two teams play under the Dragons umbrella, one male team and one female team, ranging in age from 16 years to 67 years old. The teams are based on inclusivity and not ability, therefore anyone is welcomed into the team, even if they have never kicked a ball previously. The teams have four main aims: 1. To create a platform that allows some physical exercise. 2. To create a platform that promotes mental wellness. 3. To create a platform that promotes social inclusion. 4. To create a platform that promotes giving back to the communities that the Dragons serve."

Waterside Corporate and Social Value Initiative - Durham University

"Working collaboratively with our contractor, the aim of our Waterside Corporate and Social Value initiative was to give back to our local community across Durham, through the delivery of many different activities, initiatives and engagement sessions. Throughout the project, we have had a real focus on ensuring local people benefit from the project which we have achieved by engaging with local schools, colleges and the University themselves as well as supporting local charities and communities to thrive."

Joint training exercises with South Yorkshire Police - University of Sheffield

"In the wake of the Manchester Arena Bombing, all Higher Education providers are now challenged with their response to the forthcoming Terrorism, Protection of Premises legislation. We all seek to build a diverse community of staff and students from a broad range of backgrounds, demographics and cultures, and create an inclusive, supportive and collaborative environment in which they can succeed and flourish, but this is ever more challenging against the security backdrop. This initiative built on strong existing relationships between the University of Sheffield and South Yorkshire police to deliver an innovative joint training exercise based on a potential terrorist attack on our busiest teaching buildings. These sessions were the first of their kind in the UK and created a safe learning environment for partners to examine existing responses in a challenging environment."



The Grange residential development - University of St Andrews

"The town of St Andrews has long had a shortage of rental properties, especially during peak tourist seasons and international golf events, resulting in high property values and unaffordable rents for locals. This causes the contentious perception of university tenants driving people out of the market. The Grange project created a benefit to the local community, positively impacting the "town and gown" relationship between the University and its residents, by providing alternative accommodation to students and staff, thereby alleviating pressure on the local house market. International and early career staff have often been offput by the higher living costs of living in St Andrews, of which rent is a large contributing factor. This particularly impacts staff and students with young families. The additional challenge was to offer family friendly alternatives to higher cost private rentals in the town, through their early career timespan, whilst simultaneously benefiting town residents."

QMU Outdoor Learning Hub & Trail - Queen Margaret University, Edinburgh

"We have co-created an inspiring place for people within the natural world. We are making and growing places that give rich and meaningful experiences for learning, activity and being. This is the beginning; acorns are being planted that will create impact far beyond the physical place of the QMU campus."



The AUDE Estates/Facilities Team of the Year Award

THE SHORTLIST

Asset Management / Estates Operations - University of Cambridge

"The UoC embarked on a major transformation program to revamp its Facilities Management (FM) services, a project expected to save around £4 million annually. Previously, the FM model relied on outsourcing, resulting in fragmented management, poor communication, and a demoralised team. The university's maintenance standards suffered, leading to compliance issues and inefficiencies. Mental health-related absences reached 219 days annually, highlighting team dissatisfaction. In 2023, Paul Brown, Head of Asset Management, launched a £2 million change management program to address these challenges and improve FM performance. In summary, the University of Cambridge's Asset Management team has transformed into a sector-leading model of innovation, collaboration, and efficiency, becoming a benchmark for excellence for other departments in the university and the wider sector alike."

Campus Security - Trinity College Dublin

"Trinity College Dublin's Security Team exemplifies excellence in campus safety and community engagement. Through proactive crisis management, innovative safety measures, and a

commitment to continuous improvement, they ensure a secure and inclusive environment. Their achievements include life-saving emergency responses, mental health crisis support, and proactive theft reduction strategies. Highlights include their sanctuary efforts during the Dublin riots and environmental conservation initiatives led by team member Colm Ennis. Their work not only safeguards the campus but also fosters goodwill and collaboration locally and internationally. This team is a model of professionalism and innovation, inspiring others in the sector to elevate their safety standards."

Estates Teams - University of Sunderland and University of Sunderland in London

"The University of Sunderland in London's new Harbour Exchange campus, which the Estates Team have successfully delivered, is a critical part of the overall institution's strategy and success over the next decade and sets the standard for university satellite campus buildings. Expanded and enhanced student facilities will further widen opportunities to higher education, support the development and delivery of new academic courses, and facilitate deeper collaboration with key industry partners. Regular consultation, with students, the Students' Union, and university staff has added a 'richness' to the project and has ensured that the new campus is an inclusive space where everyone feels they belong. The Team's collaborative, student-centric, and consultative approach has created an inspiring environment that will enhance student academic and professional success. A workplace which professional services and academic staff can be proud of and build upon the London campus opening in 2012 – supporting further decades of success."

OUR OTHER NOMINEES

Property Services Team - Waipapa Taumata Rau, University of Auckland

"The Property Services team is circa 130 FTE across 5 teams. The team supports 14,000 staff and 43,500 students with numerous diverse backgrounds. The estate encompasses 214 buildings with a gross floor area (GFA) of 768,595 m2, across 206 hectares of land, over four main campuses. The Planning and Development (P&D) and Capital Projects (CP) teams are transforming the University estate to provide distinctive, innovative, sustainable and future-focussed buildings and surrounding spaces. The Facilities Management (FM) team ensures the safety, cleanliness and operational efficiency of all University facilities, including incident management and emergency response. The FM team includes in-house grounds and horticultural expertise that protect and enhance the biodiversity of our estate. The Environment & Sustainability (E&S) team have created a Net Zero Carbon Strategy and are implementing sustainability initiatives, environmental resilience and adaptation plans. The Commercial Services (CS) team is providing property solutions, estate rationalisation and contractual support services."

Treborth Botanic Garden, Campus Services - Bangor University

"The team at Treborth Botanic Garden are guardians of a dynamic and influential living laboratory for the natural and social sciences, for formal and informal education, including

research and as a valuable space for the health, wellbeing, and outreach of all communities of interest. They are a talented, progressive, and committed team who play a crucial role in the University's Biodiversity, Health and Wellbeing and Civic Mission strategies, and have been recognised for this through receiving international accreditation status and a National Lottery Heritage Fund grant of £250k to further develop the outstanding work they are doing to conserve and enhance the University's greenspaces. These achievements celebrate the initiative and dynamism of the team and highlight the long-term benefit and contribution to Bangor University's key strategies and wider community relationships."

Systems and Business Support Team - Edge Hill University

"The Systems and Business Support Team in FM is an exceptional group providing expert technical and executive support to all 14 FM Service Areas. Comprising of subject matter experts, the team works collaboratively with colleagues across the department to refine processes, enhance service quality and implement innovative solutions. Their dedication and teamwork earned them the Team of the Year award at the 2023 FM Celebration Awards. The team plays a pivotal role in managing key platforms, including the RMS Accommodation system, and recently led the mobilisation of a new Computer-Aided Facilities Management (CAFM) system, driving efficiency and integration across FM operations. Their flagship achievement, Project Thor, exemplifies their strategic impact. This initiative focuses on improving business planning, performance and governance, creating a clear framework to support FM's work. Grounded in a data-driven approach, Project Thor leverages technology to streamline practices and foster continuous improvement, delivering lasting value across the department."

Grounds Operations Team, Facilities Services, University of Glasgow

"Our Grounds Team are a group of nine highly committed individuals who live and breathe by our University Sustainability Values across our

diverse estate and are focused on improving the experience of our Students, Staff and Visitors. Our new Grounds Operations Manager Paul Brannan, working alongside our team of Gardeners, Horticulturist and Biodiversity & Arbioculture Co-ordinator, work tirelessly in all weathers to maintain and develop our beautiful campus. They are also responsible for keeping our extensive network of paths, footways and roads clear of ice and snow, maintaining safe passage for all whatever the weather. Our team are passionate in their work and highly knowledgeable in their specialisms. The team's commitment and hard work has recently been recognised in receiving the 2024 Nature for Scotland Award for their efforts in improving biodiversity in and around our Campuses."

Facilities/Facilities and Buildings Team - Health Sciences University

"We are the Health Sciences University, delivering high quality education, research, clinical and consultancy services. Our facilities team employs 11 staff, responsible for the management of all the physical estate comprising of two main campuses in Bournemouth and London. We are responsible for the procurement and implementation of capital projects, as well as estate maintenance. The team also manages the cleaning and security contracts on campus. We are a small and specialist department, dedicated to supporting the day-to-day operation of the university and contributing to its growth within the higher education sector and clinical services delivery. The team comprises of multiple qualified trades people with many years of service at the University. This has ensured a high standard of work and continuity over the years. We take pride in what we do and complete most tasks in house, resulting in reduced expenditure and a swift completion to most jobs requested."

Facilities Management Team - King's College London

"On the 16 August 2024, New Hunt's House in London Bridge and Franklin Wilkins Building in Waterloo, were handed back from Equans UK & Ireland to King's College London at the conclusion of a highly successful 25-year PFI contract . The

PFI contract, the first in the UK in Higher Education, saw Equans provide Total Facilities Management (TFM) services across the two buildings which comprise high-level research facilities, teaching and social spaces. Equans provided a broad range of TFM services through a directly employed team of 152 staff, including engineering, cleaning, security, catering, portering and waste management. There was a clear expectation from King's that this transfer in-house was to be seamless and that building users were not negatively impacted. The highly collaborative joint Project team were very successful and as a result, all staff, transferred to King's under TUPE regulations and the transfer was indeed seamless."

The Risk and Assurance Team, Estates and Infrastructure Directorate, Property and Campus Services - University of Liverpool

"The Risk and Assurance Team, part of the Estates and Infrastructure Directorate within Property and Campus Services at the University of Liverpool, is responsible for implementing a robust process for the identification, assessment and mitigation of risk relating to the university built environment. The Team has been central in enhancing a wider understanding of key risks,

leading to a reduction in uncertainty, system shocks and supporting with financial sustainability. It has led to greater control when implementing change and has seen enhanced outcomes that will not only reduce risks but assist with prioritisation of investment at a time when budget allocations are tight. The remit of the team covers risk management, compliance, health, safety, fire safety and business continuity. A small team of two (one more being recruited) with a large remit that has made a significant positive impact for the whole department of 650+ colleagues in PCS and the wider University."

Estates & Facilities Management Department - Loughborough University

E&FM colleagues make a significant contribution to help the University to maintain its position as a top ten University. Loughborough University has one of the largest single-site campuses in the UK and a campus on the former London Olympic Park. Our Estates & Facilities Management Department is responsible for the effective and sustainable management of the university's land and buildings and delivers a range of services to support the campus. The largest department in the University, it employs c725 staff and is structured into 6 divisions: 1, Programme Management responsible for the capital building and refurbishment projects; 2, engineering, maintenance and sustainability; 3, Catering, Domestic & Residential Services; 4, Operations & Student Accommodation; 5, Property advisory and asset management services and; 6, University Architect responsible for in-house architectural design and consultancy services including space management."

Property & Space Management Team - Manchester Metropolitan University

"The P&SM Team have moved from being a reactionary service to pro-actively working with colleagues across the academy to promote initiatives and develop solutions together, both to make efficient use of space but also that it is effective in its function to support teaching and research for our students and staff."

CAFM Project Team - University of Nottingham

"The aim of this project was to procure/deliver a new Estates Computer-Aided Facilities Management system. The project started in 2021. In August 2024, Planon was launched. Key achievements: ■ Worked autonomously, with a clear focus on outputs - each person taking the lead on specific workstreams. ■ Learned new skills - taken an off-the-shelf system and tailored it to Estates ways of working, whilst finding ways to improve and automate a number of processes and ensure change controls are in place. ■ Worked collaboratively - ensuring that all the parts of the system work together. ■ Taken an iterative approach - Planon is not a perfect "end state" system yet. The highest value deliverables have been deployed first. However, it's fully functional and has been delivered with an understanding that work will continue to refine it over time. ■ Trained and supported over 300 people, including on-boarding and training contractors, to use Planon and the App - Planon has been deployed to more end user groups than before, a number of whom were using paper-based processes. The team listens to feedback and takes action to make continuous improvements. ■ Delivered on time and under pressure, whilst juggling demanding day jobs - the launch of a new university-wide HR, Finance and Procurement system in November 2024 required Planon to be delivered first, so that it could be integrated with the new Oracle-Fusion system and to minimise the level of change impact and disruption for end user groups. ■ Achieving green status for governance - all stages completed on time and with the relevant project artifacts submitted to standard. ■ This £1.6m project is being delivered well within the budget envelope and with the best use of available resources (within tolerance levels) - especially significant given the financial context of the higher education sector. ■ Costs savings - £85k per annum currently known from decommissioning legacy systems. More are being identified. ■ There is a clear vision and plan for further expansion - Planon will be deployed to other teams, such as Catering and Security, and new modules will be delivered."

Estates Team - Nottingham Trent University

"Recent years have brought unprecedented challenges to the sector. Like many institutions, NTU has grappled with factors such as less predictable student recruitment, utility prices, construction costs and general inflation driving up our overheads. The Estates team at Nottingham Trent University (NTU) is made up of around 300 colleagues and provides comprehensive operational, portering, maintenance, cleaning, and landscaping services to six campuses – including a brand new facility in London and our recently opened Mansfield Hub. The team manages capital projects in-house including design and construction management and is committed to embedding sustainable practices at every level of construction and delivery. Throughout this time of upheaval the NTU Estates team has collectively demonstrated innovative problem solving and flexibility to drive efficiency. This has ensured that our world-class buildings and facilities continue to exceed expectations and remain places that inspire, offering an exceptional student experience."

Estates Team - Royal College of Music

"We are a dynamic and vibrant estate team that provides cutting-edge facilities for students, staff and visitors to safeguard and enhance the future of music. The Estates team provides a wide variety of services to support our busy operations, assisting 1,000 students from over 60 countries. We manage a busy schedule seven days a week across two campuses in South Kensington, London. As a music conservatoire, we facilitate music teaching and learning and host over 500 ticketed events on-site at the College each year. Our special events include external hires and VIP royal visits. Our small, dedicated team of 27 staff members provides support in five key areas: Facilities & Operations, Projects, Maintenance, Health & Safety, and Sustainability program management. We are fortunate to have many years of experience within our team and are proud to foster a supportive environment, resulting in low staff turnover."



Student Arrivals Team - University of Warwick

"The Arrivals Team at the University of Warwick is a cross-functional group brought together annually to deliver a seamless and efficient student arrivals experience. This collaborative effort involves multiple teams and departments from both within Estates (Facilities Projects, Transport, Campus Cleaning Services, Accommodation, Maintenance, Service Desk, Grounds & Gardens, Waste & Recycling) and from the wider University (Welcome Team, Community Safety, Residential Community Team). A core planning team with representatives from each of these areas (around 20 staff) meets regularly in the build up to the event with a much wider staffing base operationally involved over the four-day arrivals period. This cross-functional team is bolstered by approximately 160 student arrivals assistants, recruited internally from within the University, who provide frontline operational assistance and peer support during a significant period of transition for our new residents. An external traffic management contractor further enhances efficiency and safety during the process."

The AUDE Supplier of the Year Award

As an association, and as individuals, teams, and project leads working with all kinds of suppliers across the sector, we are always so grateful for the hard work, insight and knowledge of the many different suppliers that we work with. In this, the third year of our award for suppliers, we wait with interest to see who will follow in the footsteps of Hassell Studio (2023) and Buro Happold (2024).

OUR NOMINEES

Arcadis Consulting (UK) Limited
BOF Group Limited
Buro Happold
Curtins
Drees & Sommer UK
IES
JLL
Kohn Pedersen Fox (KPF)
Maris Interiors LLP
Pick Everard
Prefect Controls Limited
Provelio
Stride Treglown
Turner & Townsend
Willmott Dixon



The Judges

Our judging panel for the 2025 AUDE Awards is made up of our current and future association Chairs, and the Chief Operating Officer at Cardiff University. Thankyou for all their hard work in some very carefully calibrated deliberations.



Syd Cottle

AUDE Chair and Director of Estates Management at the University of Liverpool



Dr Paula Sanderson

Chief Operating Officer and University Secretary at Cardiff University



Ian Grimes

AUDE Chair-Elect and Director of Estates, Hospitality and Contract Services at the University of Hertfordshire



**SAVE
THE
DATES**

Join us this Autumn Term
TWO GREAT EVENTS - TICKETS AVAILABLE SOON

AUDE Showcase

at the University of Nottingham
1 and 2 September

The Big Conversation

at Lancaster University
11 and 12 November

AUDE

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