

AUDE

AUDE Summer School

6-9 June 2022

University of **Glasgow**

Headline Supporter

**Sir Robert
McALPINE**

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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. We also have a growing membership 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 member institutions 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 higher 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. The estate is one of every university's largest assets, and 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 2700 individual members from;

- 185 UK and Ireland higher education institutions
- 6 international institutions
- 7 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 for further details.

AUDE contact details

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Welcome to AUDE's Summer School 2022

I am so pleased to welcome you all to Summer School 22 – AUDE's residential programme for those looking for a serious boost to their career and with aspirations to become the next generation of senior estates leaders. We've been polishing this programme for several years now to make it as useful and supportive as it can be for our delegates, and with attendees taking big steps forward in their careers since attending we believe this is the best programme of its kind in HE estates. At the end of this busy week we hope you'll agree.

It's an intense week, as you'll know from one look at the programme. This is about knowledge, but more importantly perhaps Summer School is about skills and behaviours. It's about broadening your understanding of what a senior role will require of you, so that you feel equipped not just as a technical manager, not just as a team leader, but as someone who can contribute fully at a strategic level to the life and headline goals of your institution. And we'll be doing all this with the help of directors of estates from across HE in the UK, steered expertly throughout by our leader for the programme, Mark Swales, formerly of Sheffield Hallam University.

One thing you will certainly emerge from Summer School with is a new set of peers and colleagues who may well act as crucial sources of advice and support for the rest of your careers. Consciously set out to build your professional support network this week – it's a vital aspect of the Summer School experience. Thankyou to all of you for your energy and engagement over the coming days. And a thankyou also to all of our speakers, including some who are themselves alumni of AUDE's Summer School. I look forward very much to seeing what next exciting steps happen on your career paths.

With best wishes



Umesh Desai
AUDE Chair, and
Director of Estates
at Nottingham
Trent University

Programme

Programme

Monday 6 June 2022

All sessions will take place in the Senate Room, University of Glasgow.

DATE	SESSION	SPEAKER
12:00 - 13:00	Delegate arrivals, registration, refreshments and lunch Committee Corridor	
13:00 - 13:10	Welcome and introductions	Umesh Desai , Director of Estates, Nottingham Trent University and AUDE Chair
13:10 - 13:20	Welcome from the University of Glasgow	Barry Morton , Director of Facilities Services, University of Glasgow
13:20 - 14:50	Introductions and overview of AUDE Summer School; purpose, process and deliverables	Mark Swales FINSTLM , HE and Leadership Consultant
14:50 - 15:10	Refreshment break , Committee Corridor	
15:10 - 16:10	Session 1: Bottom Up or Top Down - Developing a Business Focused Estates Strategy	Keith Lilley , Director of Estates and Facilities Management, University of Sheffield
16:10 - 17:10	Session 2: The Sustainable Campus	Andy Nolan , Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group
17:15	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	
17:30 - 18:00	Accommodation group check-in Glasgow City Centre, Premier Inn (Charing Cross)	
18:45	Shuttle to University of Glasgow Outside main entrance, Premier Inn (Charing Cross)	
19:00 - 19:30	Evening speaker One A The Square, University of Glasgow	Callum Tuckett , Managing Director - UK, Multiplex
19:30 - 21:30	Dinner and networking One A The Square, University of Glasgow	
21:45	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	

Tuesday 7 June 2022

07:30 - 08:30	Breakfast Glasgow City Centre, Premier Inn (Charing Cross)	
08:30	Shuttle to University of Glasgow Outside main entrance, Premier Inn (Charing Cross)	
09:00 - 09:45	Group process: reflections on learning and key insights	Mark Swales FINSTLM , HE and Leadership Consultant
09:45 - 10:45	Session 3: "Complexity requires diversity in talent, perspective and experienceand boy are the Estates challenges at the moment complex..."	Simon Fanshawe , Diversity by Design
10:45 - 11:05	Refreshment break , Committee Corridor	
11:05 - 12:05	Session 4: Space Management	Charlotte Livingston Lewis , Head of Strategic Programmes & Governance, University of Warwick
12:05 - 13:05	Lunch and networking , Committee Corridor	
13:05 - 14:05	Session 5: Being The Client	Trevor Wills , Director of Estates & Facilities, University of Plymouth
14:05 - 14:25	Refreshment break , Committee Corridor	
14:25 - 15:25	Session 6: Strategic FM in a changing environment	Heather Kerrick , Assistant Director of Estates and Facilities, University of Huddersfield Lisa Woods , Head of Campus Services, University of Sheffield
15:25 - 16:10	Group project work	Mark Swales FINSTLM , HE and Leadership Consultant
16:10 - 16:30	Refreshment break , Committee Corridor	
16:30 - 17:30	Session 7: Institutional risks – how Directors of Estates/Facilities and Finance can work together to manage these FACILITIES V FINANCE – Friend or Foe?	Andrew Burgess , Director of Estates, Facilities & Commercial Services, Lancaster University Sarah Randall-Paley , Director of Finance, Lancaster University
17:35	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	
18:45	Shuttle to University of Glasgow Outside main entrance, Premier Inn (Charing Cross)	
19:00 - 19:30	Evening speaker One A The Square, University of Glasgow	Bruce Patrick , Director, Savills Glasgow
19:30 - 21:30	Dinner and networking One A The Square, University of Glasgow	
21:45	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	

Wednesday 8 June 2022

07:30 – 08:30	Breakfast Glasgow City Centre, Premier Inn (Charing Cross)	
08:30	Shuttle to University of Glasgow Meet at reception Premier Inn (Charing Cross)	
09:00 – 09:45	Group process: reflections on learning and key insights	Mark Swales FINSTLM, HE and Leadership Consultant
09:45 – 10:45	Session 8: Managing Self	Mark Swales FINSTLM, HE and Leadership Consultant

10:45 – 11:05 Refreshment break, Committee Corridor

11:05 – 12:05	Session 9: 1,100,000,000 results one billion, one hundred million	Joe Brannigan, Head of Estates Health and Safety, University of Edinburgh
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12:05 – 13:05 Lunch and networking, Committee Corridor

13:05 – 14:05	Session 10: Small & Mighty - Managing major challenges with limited resources	Daniel Prendergast, Facilities & Campus Operations Manager, Royal Central School of Speech and Drama
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14:05 – 14:25 Refreshment break, Committee Corridor

14:25 – 15:25	Session 11: Managing a large estate – focus backlog maintenance	Grant Ferguson, Interim Director of Estates, University of Edinburgh
15:30 – 17:00	University of Glasgow presentation and estate tour	
17:00	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	
18:15	Shuttle to University of Glasgow Outside main entrance, Premier Inn (Charing Cross)	
18:30 – 19:00	Last evening pre-dinner drinks reception Kelvin Gallery, University of Glasgow	
19:00 – 19:45	Sponsored evening speaker Kelvin Gallery, University of Glasgow Kindly sponsored by Sir Robert McAlpine	Karen Brookes , Director of People and Infrastructure, Board Member, Sir Robert McAlpine
19:45 – 21:45	Dinner and networking Kelvin Gallery, University of Glasgow	
22:00	Shuttle to Glasgow City Centre, Premier Inn (Charing Cross) Memorial Gates, University of Glasgow	

Thursday 9 June 2022

07:30 – 08:30	Breakfast Glasgow City Centre, Premier Inn (Charing Cross)	
08:45	Shuttle to University of Glasgow Outside main entrance, Premier Inn (Charing Cross)	
09:00 – 09:30	Group process: reflections on learning and key insights	Mark Swales FINSTLM, HE and Leadership Consultant
09:30 – 11:00	Session 12: Presenting with impact	Louisa Clarke, Verbal Communications Specialist

11:00 – 11:30 Refreshment break, Committee Corridor

11:30 – 12:45	Group presentations	
12:45 – 12:55	Closing comments	
13:00	Residential closes	

Please note speakers and session titles are subject to change.

Your Host



Mark Swales FInstLM
HE and Leadership Consultant

Mark has worked in the Higher Education Sector at a senior leadership level since 1988 with a strong focus on the development of commercial, estates and facilities management services. He has chaired four UK national sector bodies bringing together higher education professionals from a wide range of disciplines to share best practice and improve performance.

Mark has a master's degree and is a graduate of the sector's Entrepreneurial Leaders Programme delivered in partnership with Oxford University's Said Business School. Mark has also participated in the Common Purpose Programme and is a graduate of the Work Foundation's Oxford Balliol College Runge Effective Leadership Development Programme. He is a Fellow of the Institute of Leadership and Management.

He was Chief Estates and Facilities Officer for Sheffield Hallam University between 2010 and 2020, one of the largest providers of Higher Education in the United Kingdom where he was primarily responsible for its estates, facilities, commercial and academic timetabling functions. He delivered multi-million-pound campus developments including the RIBA award winning Heart of the Campus Social Sciences Building. In driving the sustainability agenda Mark led the project which saw Sheffield Hallam gain the ISO for Environmental and Energy Management, another first for the sector.

He has throughout his career held a strong interest in education and training. His Directorate was the first in a UK University to be awarded Investors In People Gold and Recognised for Excellence from the British Quality Foundation. He opened the very first NVQ Centre for front line support staff in a UK HEI at Keele University in the 1980's.

Mark is Vice Chair of DNColleges Group which is a dynamic education provider in South Yorkshire, Greater Lincolnshire, and the Humber Region, focused on transforming its communities through learning. The Group is the largest provider of Higher Education in Further Education and the largest provider of apprenticeships in the United Kingdom.

As Chair for the last four years of the International Summit on Innovative Learning Spaces, Mark has gained an international reputation for his knowledge of how changes in pedagogy are influencing both physical and digital learning space design. Attracting speakers and delegates from all five continents, Mark has gained a global perspective of the challenges many directors of estates and IT are facing. Mark has previously chaired a range of other sector events and presented at leadership development programmes.

He is a keen walker (he's just completed the 200 mile UK Coast to Coast), mountain biker, runner, and ballroom dancer as well as spending time with his family and grandchildren.

Speaker Biographies

Speaker Biographies (A-Z)



Joe Brannigan
Head of Estates Health and Safety, University of Edinburgh

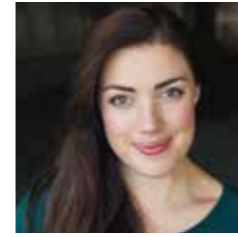
Joe Brannigan is currently Head of Estates Health and Safety at the University of Edinburgh. The Estate has 550 buildings (350 academic) of which 101 are listed; 200 residential of which 22 are listed; and a Gross Internal Area 864,000m². The Value of the Estate is estimated at £1.3 billion. Operational budget of Estates Annual spend of approximately £60m, Estates Capital Spend £104 million in 2020, University has 35,258 students. Staff Headcount 15745 (Estates 959) FTE 11,078 (Estates 753). Joe began his formal full time involvement in Health and Safety on a month long secondment in 1998. He then became the Health and Safety Adviser for the City of Edinburgh Council, Housing Department, Corporate Health and Safety Manager for Perth and Kinross Council and the Health and Safety Adviser for the Scottish Children's Reporter Administration before joining the University in 2007.

He has been in the past a Health and Safety Trade Union representative for NUPE, NALGO, TGWU and UNISON. Prior to working in Health and Safety full time he had had around forty jobs since leaving school in 1976. He studied law at the University of Edinburgh, Health and Safety at Glasgow Caledonian University and Construction Law at the University of Strathclyde. Joe is a Corporate member of the Institution of Occupational Safety and Health (IOSH) convenes the Scottish Universities Estates Safety/Construction Advisers Group and sits on the Executive of the Universities Safety and Health Association (USHA).



Andrew Burgess
Director of Estates, Facilities & Commercial Services, Lancaster University

Andrew Burgess joined Lancaster University in September 2018. His portfolio includes leading the delivery of the University masterplan and capital programme; facilities services, commercial services and sport. Prior to joining Lancaster he was previously the Director of Infrastructure and Commercial Services (Deputy Chief Operating Officer) at Loughborough University from 2007, he held various roles including a period as Acting Chief Operating Officer. From an initial career in the construction industry, Andrew moved into a building surveying consultancy role and has held various roles in the universities of Central Lancashire, Southampton and Liverpool. Andrew is a Chartered Surveyor by Profession. Andrew has been previous Chair of AUDE and is currently AUDE Treasurer.



Louisa Clarke
Verbal Communications Specialist

Louisa Clarke is a qualified and highly experienced voice coach and verbal communication specialist. She trained and worked as a professional actor before studying for an MFA in Voice on the prestigious course at the Royal Central School of Speech & Drama, graduating with distinction. She is also a Level 1 qualified Restorative Facilitator.

Since 2014 Louisa has worked in both the creative and corporate sectors, and with individuals and organisations alike. She has a track record for building confidence in her clients as communicators, releasing their optimal courage, creativity and productivity. She works with businesses to help them discover the power of ethical communication strategies as a cultural choice.

www.louisajanevoice.com



Simon Fanshawe
Diversity by Design

Simon was Chair of the University of Sussex 2007 - 13 and has chaired the AUDE conference for ten years. He will combine his understanding of universities, estates and of diversity to give you fresh insight into how to approach the questions of talent for the future, combine those people you already have most effectively and make positive use of the clashes and disagreements that flow from human interaction at work. He promises to stimulate you, refresh your approach and to make you laugh.



Grant Ferguson
Interim Director of Estates, University of Edinburgh

Chartered Engineer, Grant has enjoyed a career in Estate's related disciplines spanning almost 30 years split between the NHS and Higher Education sectors. Grant has been at the University of Edinburgh for 5 years and has been Interim Director of Estates since August 2020, his substantive role being Director of Estates Operations. His highlight in the past year has been the Estate's Team being awarded the University's Principal's Medal for its response and outstanding contribution during the Covid 19 pandemic.



**Heather Kerrick BA MBA
CMgr FCSI**
Assistant Director of Estates
and Facilities, University of
Huddersfield

Heather is a passionate Facilities Management professional with a career spanning over 30 years in the industry. Heather began her career in cleaning services management at Airedale NHS Trust in the world of competitive tendering, assisting in developing a successful bid to bring contracted out cleaning services back in house. This steep learning curve in developing and ultimately leading NHS services kept her working at the Trust for a further 17 years, managing all aspects of Support Services, during which time she completed her MBA in Facilities Management at Sheffield Hallam University. Her research into the factors that influence patients' perceptions of cleanliness in hospital was published in the journal Facilities in 2007, the same year Heather stepped into the private sector. Working for Initial Healthcare as an Operations Director and then for ISS Healthcare she returned to the NHS at Bradford Teaching Hospitals Trust in 2013, bringing a wider and more commercial view of service delivery.

Heather moved to the University of Huddersfield in 2015 and leads on cleaning services, security, campus support, car parking, catering services and most recently carbon and energy management and sustainability. In her time at Huddersfield Heather has focused on raising the profile and professionalism of Facilities Services and improving engagement with key stakeholders as well as strengthening relationships between colleagues in Property and Facilities Services.

She has become increasingly involved in early-stage FM input into large capital schemes and this year she has taken on the lead client role in the delivery of a new £4.8m Multi Faith Centre, due to complete in November 2022. Outside of work Heather has recently become a Governor at Craven College.



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

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



Charlotte Livingston Lewis
Head of Strategic
Programmes & Governance,
University of Warwick

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.

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.



Andy Nolan
Development & Sustainability
Director, University of
Nottingham and Chair of AUDE
Sustainability Advisory Group

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.



Daniel Prendergast
Facilities & Campus
Operations Manager, Royal
Central School of Speech
and Drama

Daniel Prendergast is the Facilities and Campus Operations Manager for The Royal Central School of Speech and Drama, a small and specialist university conservatoire and federal member of the University of London. He is also a member of IWFM and BII.

Whilst studying media at Southampton Solent University, Daniel joined the accommodation team as a Residence Assistant in 2007 for 2 years before moving to the team's central office as the International Accommodation Officer alongside working with the project lead to programme and develop the migration of applications from a paper based system to the online digital application system. Following this time he was elected as the Students' Union President for Solent for two terms before moving to the National Union of Students as Non-Executive Director between 2010 and 2012. Chairing their Purchasing Scrutiny Committee and Finance & Resources Committee directing the organisation through a period change following the Browne Review (2010).

After moving into the private sector in events and licensed trade, Daniel joined The Royal Central School of Speech and Drama on a consultancy basis, reimagining their commercial services and modernising the service to maximise revenue. He moved to their facilities management team overseeing both the commercial services and the external contractors for the estates department in 2016. He led the internal capital projects, including managing a temporary migration to another campus whilst construction took place on the existing site. Recently, Daniel is responsible for the estates and facilities team and is representing the small institution on a national level and acted a key lead on Covid response for a number of universities during the pandemic as well as contributing to University expert panels and acting a reference point on asymptomatic testing and return to campus.



Sarah Randall-Paley
Director of Finance,
Lancaster University

Sarah is a Fellow of the Institute of Chartered Accountants in England and Wales (FCA). She qualified as a Chartered Accountant in London with KPMG and has been the Director of Finance at Lancaster University since 2009, responsible for both Finance and Procurement activities. During Sarah's time in post, Lancaster has won the 'Outstanding Finance Team' in the Times Higher Education Awards (THELMAs) and been shortlisted for 'Outstanding Procurement Team'. The Director of Finance reports to the Vice-Chancellor as accountable officer on all matters of finance and procurement and is responsible for: Contributing to the strategic direction of the University and corporate management; Maintaining financial administration and stewardship; Supporting and advising the University's committees; Supporting and advising budget holders and managers; Reporting externally and delivering services to staff, students, members of the public, stakeholders and other bodies.

Sarah has several national and regional roles including: Chair of the British Universities Finance Directors' Group (BUFDG). Member of the national TRAC Development Group (TDG). In 2018 was the Chair of a special cross-disciplinary project on Alternative Provision for undergraduate education on behalf of TDG. Chair UCAS Audit Committee. Governor of Lancaster Girls' Grammar School.



Mark Swales FInstLM
Director of Finance,
Lancaster University

Mark has been delivering personal development training and mindfulness coaching since 2015. He has delivered Mindfulness Sessions as part of Sheffield Hallam University's leadership development programs, as well as at AUDE Summer Schools and at a range of national conferences and events. Mark is an Associate of the Mindfulness Based Life Enhancement Centre in Sheffield.

During the Pandemic Mark along with four other Mindfulness Coaches in Sheffield delivered twice weekly mindfulness sessions online to over 80 attendees as well as delivering a number of mindfulness five-week courses on line.

During this session Mark will share with you how five ways to wellbeing and mindfulness can support leaders in the Workplace and how it can have a positive impact on people's outlook in both their professional and personal lives. This is an interactive session and Mark will provide a range of materials after the residential for those delegates who wish to explore mindfulness further.



Callum Tuckett
Managing Director – UK,
Multiplex

Callum joined Multiplex in 2017 as COO for Europe, the Middle East and Canada.

During his 25 year career, he has risen from project-based positions to board level. He has been a Commercial Director in the Middle East and India, and is currently the Managing Director of Multiplex in the UK.

His experience includes construction and infrastructure projects in the UK, Germany, the Middle East, India, Hong Kong, Australia and Canada.



Helen Wallace
Head of Space Management
and Design, University
of Exeter

Helen has been working as an architect, urban designer, community builder, workplace consultant, briefing specialist and change manager for over 20 years now although she can't quite believe it! She has been grappling the thorny issue of shared working environments across government, the commercial sector and more recently with Universities since 2006.

Despite a recent break to attempt the significantly more challenging role of motherhood, she has been Head of Strategic Space at the University of Exeter since 2012 and been working with AUDE to develop their approach to Space Management for a number of years. During the first year of the pandemic, Helen acted as Project Manager for University "Restart" and chaired a series of popular national sessions for AUDE on the constantly changing considerations around space.

Designing spaces to support the evolving pedagogical and technological changes in learning environments has been a key theme over recent years through continuous dialogue with the academic community. Helen is also Co-chair of the AUDE Space Management Special Interest Group.



Trevor Wills
Director of Estates &
Facilities, University of
Plymouth

Trevor Wills is Director of Estates & Facilities at the University of Plymouth. He has previously held a similar position at Nottingham Trent University and the University of Westminster, prior to which he led the same range of services in NHS acute hospitals. He had previously worked in consultancy advising education sector clients and also for ten years at the children's charity, Barnardo's. He is a chartered surveyor who holds masters degrees from the University of Oxford and from UEL and, having recently stepped down from being Chair of the AUDE Professional Development Group, is a champion of lifelong and lifewide learning in all its forms. He is currently Deputy Chair of the Higher Education Design Quality Forum.



Lisa Woods
Head of Campus Services,
University of Sheffield

Lisa has significant experience in managing large teams in both private and public sector organisations. After graduations from Loughborough University she worked for airport operator BAAplc in a variety of operational, change management and training roles across all the London airports. Whilst with BAA she gained her MBA from the University of Surrey. In 2000 Lisa moved with her family to the USA where she undertook volunteer work with the American Red cross and the Small Business Administration in Texas. Lisa joined the University of Sheffield in 2005 and currently managed a team of 400+ staff including staff from facilities, security, cleaning, transport, print, car parking, logistics, mail and performance venues. Outside of work Lisa is Chair of Yorkshire Netball and also a Director of Leeds Rhinos Netball.

After-dinner Speakers



Karen Brookes
Director of People and Infrastructure, Board Member, Sir Robert McAlpine

When it comes to HR experience, there are few that can match Karen. With over 30 years' experience that spans the private and public sectors, she has worked successfully across consultancy, sales and marketing, construction and retail. Never one to stand still, Karen has actively implemented major business improvement programmes, which have generated long-term sustainable value through the engagement and empowerment of employees and teams.

However, don't think of Karen as someone who is tied to the office: she is someone who thinks differently and creatively, and has let her career take her to Afghanistan, Libya, Somalia and Nigeria, where she consistently delivered for a wide range of clients. Beyond this, her life outside work is also not what you would expect: Not only does she co-own Halesowen Town Football Club, she is also the SRM Executive Leadership Team sponsor for our Socio Economic Affinity Network and works tirelessly to help the homeless in Soho, London, where she supports hot meal provision. Karen is a great believer in what companies can do to support our wider society and has a strong interest in helping ex-offenders, ex-military and the homeless reintegrate back into the community.

Karen joined Sir Robert McAlpine in 2017. As you might expect, her role is wide-ranging and includes people, property and facilities management, business systems, information compliance, security and quality.

Karen will tell her story and showcase her cross-sector career together with insights into her unique professional role away from work. She'll give delegates her board-level perspective on what it takes to build successful and empowered teams.



Bruce Patrick
Director, Savills Glasgow

Bruce has 27 years of experience in commercial and residential property markets having spent the first nine years of his career in property management, agency and asset management. Thereafter, Bruce specialised in property investment for 15 years focussing initially on large scale multi-let properties and latterly on alternatives such as hotels and student accommodation. In 2017, Bruce established the mixed use development team base in Glasgow whose mission is to make Scotland a better place.

Recent Projects

University of Glasgow – Since 2016 undertaken the role of property investment and development advisor to the University across their entire 70 acre estate in the West End of Glasgow. Recently completed the first stage of a procurement process to appoint a JV partner to deliver a £160m mixed use scheme.

CBREGI – Sale of retail warehouse investment for £12.5m with development potential for a mixed use scheme comprising retail and leisure units below a 150 unit residential scheme in Finnieston.

Osborne & Co – Purchase of former Building and Printing College to facilitate a 300,000 sqft city centre mixed use scheme including innovation and tech space.

Legal and General – Acting jointly with operational capital market colleagues advised on the purchase of Glasgow's first purpose built PRS BTR scheme extending to 324 units.

Landsec – Envisioning of various projects surrounding Buchanan Galleries in Glasgow including a new 150,000 sqft mixed use scheme on Buchanan Street. Commission now extended to include the redevelopment of the entire shopping centre.

New Town Quarter – Established a JV to purchase a six acre site in Edinburgh's New Town with the potential to create a new mixed use neighbourhood of residential and commercial uses extending to over 500,000 sqft.

Shopping Centres – Currently advising on the repurposing of over 3,000,000 sqf of retail assets across Scotland.

Aberdeen City Centre – Appointed as property advisor on proposed refresh of the city centre masterplan and development of new Aberdeen Market.

Network Rail – advising on the potential to deliver new station facilities and a new 450,000 sqft office hub at Queen Street Station in Glasgow

Session Synopses

Session 1: Bottom Up or Top Down - Developing a Business Focused Estates Strategy

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

Objectives

1. Identifying key stakeholders
2. Engaging in persuading stakeholders
3. Delivering and driving success

Session synopsis

All university estates require a masterplan for spatial organisation and strategic development as well as a delivery plan articulated through an estates strategy document. Estates strategies and their success are best measured on an ongoing basis but analysis of success is most comprehensively tested at the end of the five year plan. This session will look at the approaches that can be used to develop a successful strategy, how these can be applied in terms of meeting the business need and how best an estates department can develop one which is sustainable, owned by the academic community, and contributes to the overarching strategy of the University.

Session 2: The Sustainable Campus

Andy Nolan, Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group

Objectives

1. Show why sustainability is good business – and how you might make the case for change
2. Help identify the scope and where the key intervention issues are at your organisation
3. The role of estates professionals in sustainability and how AUDE can help you succeed

Session synopsis

Sustainability is no longer an option. Universities are expected to demonstrate their commitment to the global challenges outlined in the United Nations Sustainable Development Goals – in both what they do and how they do it. They're increasingly committed to sustainability and this session will explore what that means for university estates – what are the challenges and opportunities we all face? In this interactive session participants will consider what leaders in estates functions should be thinking about – what does sustainability mean for them – and what does it mean for you now and in the future.

What will you need to do differently in the future? We'll cover resource use, the circular economy, greenhouse gas emissions, climate adaptation, water management and biodiversity – all within the context of University core business – teaching, research, commercial activity and, of course, student experience.

Session 3: “Complexity requires diversity in talent, perspective and experienceand boy are the Estates challenges at the moment complex...”

Simon Fanshawe, Diversity by Design

Objectives

1. Take away strategic and yet practical tools to ensure the talent Estates need to meet the complex demands of the future
2. Take away practical tools to manage your teams and your interactions with workmates that you leave with confidence to express your views at work and to contribute readily to discussions even on some of the trickier issues of the moment.
3. And - laugh!

Session synopsis

Those involved in the design and creation of buildings for research and learning, for innovation and fostering a sense of belonging, for hybrid or in person working will recognise that to match that complexity means being able to draw on the widest range of experience, skills and backgrounds. Technical skills have typically been paramount in recruitment and promotion in the work of Estates departments but, while they are important to some roles, they need to be combined with the ability to engage and manage a vast range of stakeholders and those who will use the infrastructure you are developing, to understand the needs of many different groups of people who live, love and work at a University. In other words it's not just about being technically clever, it's about having the combination of difference that will produce the insight, the awareness of diversity in students and staff, views of the future that will be the most imaginative, effective and put into practice the core purpose of a University which is the exchange of ideas.

Session 4: Space and the Triple Bottom Line: ROIII

Charlotte Livingston Lewis, Head of Strategic Programmes & Governance, University of Warwick
Helen Wallace, Head of Space Management and Design, University of Exeter

Objectives

1. Share our understanding of what we think Space Management is.
2. Explore why we are we doing it and the return it can give us.
3. Develop our thinking on what a Director of Estates needs to maximise the return.

Space Management is a culmination of many disciplines; it works in tandem across education and research in various industries. The sector's growth depends on merging different fields with cutting-edge technologies, fantastical ideas with logical applications. From Hollywood to navigation, communications devices to streaming services, medical discoveries to robotics, agriculture to energy, all of these disciplines are affected by space—much like bees pollinating flowers. Space has the unlimited potential for progress and collaboration. When space management advances, research, teaching and other disciplines benefit; innovations and progress multiply.

Session synopsis

Space is one of the best tools humanity has to prove that interdisciplinary work and collaboration can yield exceedingly positive results for human knowledge and wisdom, economic and technological progress, and even cultural advancement – all contributing to our evolution.

Space provides the infrastructures and knowledge development to advance humanity. With contemporary methodologies and best practices, we can test ideas and iterate ideas which evolve into successes. How do you put a value on a potential cure for a disease derived from medical research, or the creation of platforms which enable human advancement? Space, in this sense, is the unlimited business plan. Space and how we use it can transform the world of business endeavours. If you can dream it, it may be possible in this space-future.

Space management is not a destination; it is a domain, an ecosystem, and an enabler. Its impact is nothing if not universal. The profound energy that comes from interacting with space, even in intimate moments of introspection, can transform the way we think and feel about the world and ourselves. When we dream of improving our lives, the answers may derive from the great mysteries that the universe above us contains. At night, we look up into the stars and are filled with a sense of wonder, possibility, curiosity, and vitality. It's no surprise that we find endless ways to incorporate space into our daily lives, or why interactions with space tend to leave such lasting impressions. We want to explore; we want to understand – we want to believe.

With a number of apologies to Robert J Jacobson, slightly misquoted from his book “The Industry that can Transform Humanity – Space is Open for Business”.

What is Space Management, where should it be on a Directors of Estates' priority list, and why? What return does space management give us? Can you crack the Return On I, I & I?

Session 5: Being The Client

Trevor Wills, Director of Estates & Facilities, University of Plymouth

Objectives

1. To have raised awareness of why the client role is distinct.
2. To have shared actual examples from the group of personal experiences.
3. To have identified tools to use in managing commercial relationships.

Session synopsis

Working client-side within the many disciplines of estates and facilities often requires the director and their teams to act in the role of client. More particularly this is often termed the informed client (to distinguish us from a lay client) but to what extent are we 'informed'? People employed in client organisations, like universities, bring different professional backgrounds and credentials to their position. So how informed are we and what is expected of us in this role?

Many of the services we provide are contracted out in one form or another and, in practice, there is not always a clear definition of the client compared to the provider. These distinctions are often, in reality, difficult to define and in most cases custom-and-practice evolves in organisations as to how this is managed. In short, no-one trains you to be the client. The session will explore the ways in which this can vary in areas ranging from hard and soft facilities management through to sustainability or to the delivery of projects. It will consider how to maintain your awareness of the client role and how it might consciously shape the behaviour of you or your team in these situations.

Session 6: Strategic FM in a changing environment

Heather Kerrick, Assistant Director of Estates and Facilities, University of Huddersfield
Lisa Woods, Head of Campus Services, University of Sheffield

Objectives

1. Understand the benefits of early FM inclusion in project design and development
2. Interpret how FM people management skills can benefit your sector of the business particularly in relation to equality, diversity, and inclusion
3. Appreciate the critical part FM plays in the Student Experience

Session synopsis

Strategic FM is increasingly a topic of discussion at the top tables across Higher Education institutions and has been centre stage in the response to the pandemic and resuming university business. From increasing value for money, delivering business benefits for our students and thinking creatively about the emerging staff recruitment challenges there has never been a more important time for Facilities Management. So let's take stock of what we are good at (and what we are not so good at) and explore the art of the possible.

Session 7: Institutional risks – how Directors of Estates/Facilities and Finance can work together to manage these

Facilities V Finance - Friend or Foe?

Andrew Burgess, Director of Estates, Facilities & Commercial Services, Lancaster University
Sarah Randall-Paley, Director of Finance, Lancaster University

Objectives

1. To highlight with examples the core areas where Facilities and Finance need to work in partnership to meet the corporate needs of the University
2. To identify leadership approaches for Facilities teams to increase their chances of success
3. To provide examples that allow delegates to reflect on how they may need to change or improve their approach

Session synopsis

This session will identify different areas of collaboration/combat between Facilities and Finance.

The budget for the estate is the second highest after staff salaries; a capital programme will present both risk and opportunities.

Facilities are subject to extensive audit and potential for fraud risk given all of the contracts they oversee.

The estate requires constant reactive and planned maintenance, much of which the end user does not experience until things go wrong. Some of this is literally underground and out of sight.

The increasing drive for efficiency and value for money.

The increasing requirement to seek income from Estate Commercial activity will increase as financial sustainability continues to be a challenge.

Tensions about the rising costs for students and accommodation charges.

The carbon agenda - creating good investment cases and avoiding green wash.

All of the above will challenge relationships.....

A series of examples will draw on the experiences of the Lancaster Director of Finance, Sarah Randall-Paley and the Director of Estates, Facilities and Commercial Services, Andrew Burgess on how they and their teams work together. The session will be interactive with plenty of opportunities for delegates to consider and reflect on the examples and relate to their own experiences and add to experiential learning.

Session 8: Managing Self

Mark Swales, FINSTLM, HE and Leadership Consultant

Objectives

1. Give you an understanding of the concepts of the five ways to wellbeing and mindfulness and how this can be applied in the workplace.
2. Equip you with some proactive practical techniques to help build your personal resilience including stress reduction (there will be an opportunity to try some of these).
3. Describe ways in which you can explore the topic further after the session so you can build your personal and team resilience.

Session synopsis

A mindful leader is someone who embodies leadership presence by cultivating focus, clarity, creativity and compassion in the service of others. If we look more deeply into this definition, you will notice that these four innate abilities are fundamentals of leadership excellence. As a leader your team will often assess your performance through your actions, what they physically see you do and how you react to situations, as well as what you say and how you say it. A mindful leader understands how their response impacts on the performance of their team and the quality of their relationships with internal and external stakeholders. In today's challenging world of work, it is easy to get caught up in the treadmill of emails, social media, meetings and endless report writing. Directors of Estates are increasingly exposed to institutional pressures around resource management and capital plan delivery whilst facing increasing compliance challenges from existing infrastructure, from procurement rules and from people related issues. An academic study has shown that for about 47% of our day we are not in the present moment. Almost one half of the time, our minds are wandering to somewhere else. When we are not present, productivity suffers since we are less efficient, lacking focus and clarity and making mistakes because we don't see what is in front of us.

The impact on stress reduction in organisations that have adopted mindfulness is increasingly evidenced through academic research. Organisations such as Google, Transport for London and Unilever have delivered impressive results on reducing work related stress and increased levels of happiness. The practice is applied in the Armed Forces, Blue Light Organisations, in Schools and in Parliament.

This session will explore the visible and invisible aspects of leadership and the unseen emotional motivations that drive your performance as a leader when facing these challenges. We will discuss how the five ways to wellbeing and mindfulness can help in the development of personal resilience which is increasingly required in the high-pressured roles undertaken by Directors of Estates. Drawing on over 34 years' experience of working in Higher Education at a senior level Mark will examine how the development of the team through a strong focus on people development, positive psychology and leadership has delivered a multi-award-winning performance.

Session 9: 1,100,000,000 results one billion, one hundred million

Joe Brannigan, Head of Estates Health and Safety, University of Edinburgh

Objectives

1. To critically examine what health and safety compliance means and what it is for?
2. To explore and discuss how difficult health and safety compliance is in practice
3. Critically look at how to do it in a proportionate, meaningful and reasonable way

Session synopsis

The session will begin with a short introduction and presentation around the topic of Health and Safety Compliance, delegates will be presented with a case study of an incident which led to a regulatory prosecution and asked to consider whether their arrangements for "compliance" would have prevented the prosecution or led to an acquittal. There will be a question and answer session at the end.

Session 10: Small & Mighty - Managing major challenges with limited resources

Daniel Prendergast, Facilities & Campus Operations Manager, Royal Central School of Speech and Drama

Objectives

1. How to create a solid foundation within your team.
2. To clearly communicate with stakeholders.
3. Develop a motivated & effective team.

Session synopsis

Universities are complex organisations with competing objectives, aims and demands. As estates professionals we are presented with different problems, priorities and risks to resolve which have a different impact on the organisation. For many, the Estates department is responsible for maintenance, the heating and timetabling, and for others it is the overall impact of the buildings, office allocation or the ten-year masterplan. This can present many challenges for managing your own workload, achieving the objectives and the performance of the team.

This session will look at performance management holistically, what we understand performance management to be, how people respond to feedback, how feedback is given, managing stakeholder expectations, effective communication at all levels and how all of these are linked.

In a changing world of universities moving from expanding and constructing our estate to redeveloping our existing estate. We need to understand how we keep up with these changes and how to bring people along with our vision and the process whilst delivering a consistent service.

Being able to keep up with the requirements of all stakeholders is important to deliver your strategic aims. Using existing data in your communication to others from Key Performance Indicators and internal Service Level Agreements can be key to managing both your team and those service users.

Delegates will leave with an understanding how to build a small effective team with limited resources, in a model that can be scaled up to meet their needs.

Session 11: Managing a large estate

Grant Ferguson, Interim Director of Estates, University of Edinburgh

Objectives

1. To provide an understanding of the challenges
2. To share the business change journey
3. Underline the importance on a 'One Team' approach

Session synopsis

This session highlights and reflects on the challenges, risks and opportunities of managing a large and diverse University Estate and large teams. Key themes include sharing experiences from along the journey of business change, people strategy, compliance, business resilience, financial control and the emerging pathway to net zero.

Session 12: Presenting with impact

Louisa Clarke, Verbal Communications Specialist

Objectives

1. Speak with clarity and conviction.
2. Channel your nerves positively to create maximum impact.
3. Ensure you hold the attention of your audience with confidence and credibility.

Session synopsis

This concise and practical session has been designed to support those who have experience or are new to making presentations. The session focuses on honing specific skills to increase the power of your communication. Using exercises adapted from work with actors, individuals will learn how to hold the attention of their audience, and how to more effectively engage with the power inherent within language.

A highly practical session, you will -

- Develop an understanding of how your body language and tone of voice affect your ability to make an impact as a speaker
- Find an open and present manner of communication conveying authority and confidence
- Ensure your key message not only reaches your listener, but carries weight and truly lands

Drawing on techniques used in actor voice training, the exercises used throughout this course have been further developed for the commercial sector.

AUDE SUMMER SCHOOL 2022 - LEARNING/ACTION LOG

Area of learning	What action will I take	Priority (high, medium, low)	What evidence will I have to show completion

AUDE SUMMER SCHOOL 2022

MY PERSONAL RESOURCES

I am grateful for	My personality is	I am most proud of

LEADERSHIP MODELS

1. Transformational, 2. Charismatic, 3. Ethical, 4. Laissez-faire, 5. Bureaucratic, 6. Democratic, 7. Autocratic

1. Transformational

When a leader follows the transformational model of managing employees, they can provide quite effective support of its operation by inspiring workers.

Although such managers can be considered quite demanding, they motivate individuals to perform their job duties "beyond the expected levels" and "think beyond self-interest" since they show "positive qualities and ethics," as Opoku and Ahmed noted in Leadership and Sustainability in the Built Environment. Such a model of leadership is quite effective in achieving organizational goals.

Key Traits of Transformational Leaders

- Inspiring
- Demanding
- Motivating
- Positive
- Focused

2. Charismatic

The charismatic leadership model is no less effective than a transformational one since it also includes creating enthusiasm for the team. However, in contrast, this one implies that a leader shapes other people's values instead of making them work beyond requirements. So a charismatic leader can achieve a company's goals via personal "characters and behaviors" because they are communicative and responsive.

Key Traits of Charismatic Leaders

- Values Focused
- Great Communicators
- Responsive to Others
- Engaging
- Unifying

3. Ethical

Ethical leadership is a useful model to manage a team. An ethical manager's personality consists of honesty, empathy, and being principled. Consequently, such a leader follows their own ethics, providing employees with fair rewards and reasonable criticisms. Moreover, ethical leaders are good at decision-making because their thinking is primarily moved by logic and justice, but not always emotions and feelings. There may be no doubt that the manager, following an ethical leadership model, will perform consistently for the team and the company's goals.

Key Traits of Ethical Leaders

- Honest
- Moral Standards
- Truthful
- Fair
- Virtuous

4. Laissez-faire

A laissez-faire model of leadership contains both the pros and cons of its implementation. On the one hand, laissez-faire leaders let their employees do the job and make decisions by themselves. And it can be considered as a positive and beneficial action when workers are entirely educated, experienced, and skilled. On the other hand, such passiveness in performing leadership duties can lead to such an issue as uncontrolled production. I can note that laissez-faire leaders have a lack of motivational influence on employees. For instance, when the manager takes a small part in performing a job, their opinion about work can be considered insufficient.

Key Traits of Laissez-Fair Leaders

- Hands Off Style
- Self Directed Teams
- Individual Freedom of Choice
- Push Decisions Down
- Easy Going

5. Bureaucratic

The bureaucratic leadership model is quite useful in the field of production. Such leaders are primarily moved by established rules, standards, and norms.

Thus, while working with mechanisms requires following safety regulations and properly using the equipment, the bureaucratic leader can control these processes effectively. However, it is also necessary to take into account that the bureaucratic leadership model has a lack of flexibility. So it can harm performance if the leader works with creative tasks.

Key Traits of Bureaucratic Leaders

- Rules
- Regulations
- Status Quo
- Controlling
- Inflexible

6. Democratic

In contrast to more passive leadership models like laissez-faire and bureaucratic, a democratic model can really motivate team members to work effectively. This model goes about involving employees in the decision-making process. So employees become more motivated to work, knowing their mission at a company. Even though such a model of leadership can lead to slow performance, the results pay off. Being a democratic leader can be used in various fields of activity, both creative and routine.

Traits of Democratic Leaders

- Motivating
- Inclusive
- Self Governing
- Treats Everyone Equally
- Compromising

7. Autocratic

One more model of leadership is autocratic, which is quite different from the above-noted models. To exemplify, if a person follows the autocratic model, their team members will not have any chance to make suggestions concerning work.

While in creative work, the autocratic leadership model is not an effective way to manage employees; a routine job with no necessity for specific skills can benefit from such an approach. However, my personal experience has shown that an autocratic leader lacks strong communication with employees, which harms relations between workers and managers.

Key Traits of Autocratic Leaders

- **Decisive**
- **Total Control**
- **Authoritative**
- **Dictatorial**
- **Domineering**

So What?

Why?

How?

What?

TITLE:

COMMISSIONED BY:

So What?	Why?
How?	What?

Actions:

Action	Who	By When

High Impact	Slow burners	Master strokes	Already Happening
	Park for now	Quick wins	
Low Impact	Difficult	Implementation	Easy

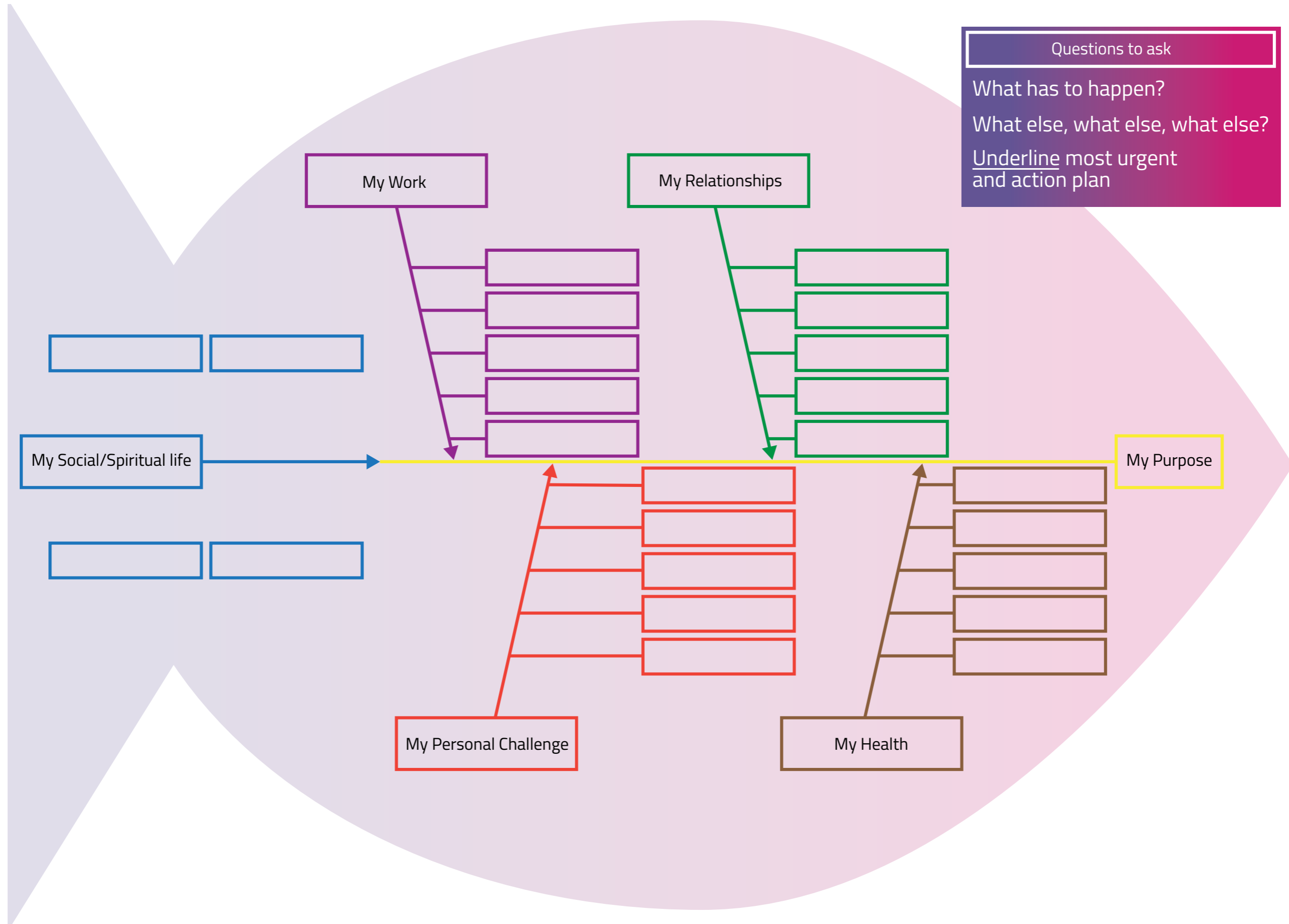
THE CONVERSATION STACK

- **Brass Plac with a name on it –**
hi what is your name
- **House on the plac –**
where do you live
- **Children waiving out of the window –**
what family do you have
- **A work glove out of the chimney stack with a+ and a- on -**
what do you do and what do you like about your job and dislike about it.
- **A green cheque with a red £1 sign –**
what was your first job
- **A golf club swinging through the cheque –**
what hobbies do you have
- **A school crushing the golf club with a bell ringing –**
where did you go to school/uni
- **A certificate tide with a pink ribbon smashing through the roof of the school –**
what is your greatest achievement
- **A brick wall crushing the certificate –**
what obstacles have you had to overcome
- **A crystal ball sitting on the wall –**
what have you got planned in the future

TEN POWERFUL QUESTIONS TO ASK

1. **What's not working here and what do we need to do about it?**
2. **What are we missing?**
3. **What would it take for this to happen?**
4. **How is this related to our vision, and how can we align it even more closely?**
5. **What is the strategic issue behind this?**
6. **How will this decision be viewed by our key stakeholders, and what will this create?**
7. **What other choices do we have that might create greater possibilities?**
8. **What questions should we be asking that we haven't asked yet?**
9. **How will we measure success?**
10. **If we couldn't do it this way, how else might we do it?**

Personal Development Fishbone Worksheet



Questions to ask
 What has to happen?
 What else, what else, what else?
Underline most urgent
 and action plan

Delegate List




Name	Job Title	Institution
Richard Bates	Head of Space Planning & Moves Management	Royal College of Art
Robin Beattie	Senior Project Manager	Newcastle University
David Briggs	Deputy Head of Estates Development	University of Sheffield
Ian Bufton	Head of Hospitality Services	University of Worcester
Bradley Crocker	Head of Building and Engineering	University of Plymouth
David Curry	Group Director Estates Operations	TEFMA
Sharon De Sykes	Senior Project Manager	University of Glasgow
Dominic Duffy	Project Manager	University of Glasgow
Anita Edson	Deputy Director of Estates	Cardiff University
Sandra Edwards	Site Manager	Institute of Cancer Research
Stuart Foy	Development Manager	Lancaster University
Eilis Foy	Head of FM	University of Surrey
Richard Gough	Commercial Manager	University of Warwick
Monika Graham	Assistant Director - Strategic Programme Management	Oxford Brookes University
Emma Harper	Facilities Manager	University of Sheffield
Gerald Hunter	Head of Building Services and Infrastructure	University of Warwick
Richard Jones	Head of Capital Projects	University of Oxford
Karen Maddison	Land and Property Manager	University of York
Jill Marlow	Project Manager	Nottingham Trent University
Sharon McDonald	Programme Manager	University of Nottingham
Alan McNeil	Programme Manager	University of Glasgow
Claire Moore	Campus Services Manager	University of Nottingham
Martin Munro	Senior Project Development Manager	University of Glasgow
Miral Nandha	Senior Projects Officer	Brunel University London
Helen Pierce	Interim Head of Campus Services	University of Greenwich
Dirk Rust	Project Manager	HEFMA
Rebecca Samworth	Head of Strategy and Delivery	University of East Anglia
Brendan Sexton	Capital Projects Manager	University of Nottingham
Lorraine Shaw	Head of Frameworks and Contracts	University of Glasgow
Antony Small	Head of Engineering Services	University of Liverpool
Lee Smith	Capital Projects Manager	Teesside University
Colin Smith	Head of Facilities Management	Heriot-Watt University
Thomas Smith	Head of Technical Services	University of St. Andrews
Gary Stephen	Head of Security and Logistics	University of Glasgow
Connie Tshimangadzo	Operations Manager: Cleaning and Hygiene	University of the Witwatersrand, Johannesburg
Toby Ward	Head of Estates and Workplace Development	Sheffield Hallam University
Aislinn Wood	Estates Operations Programme Manager	University of Edinburgh



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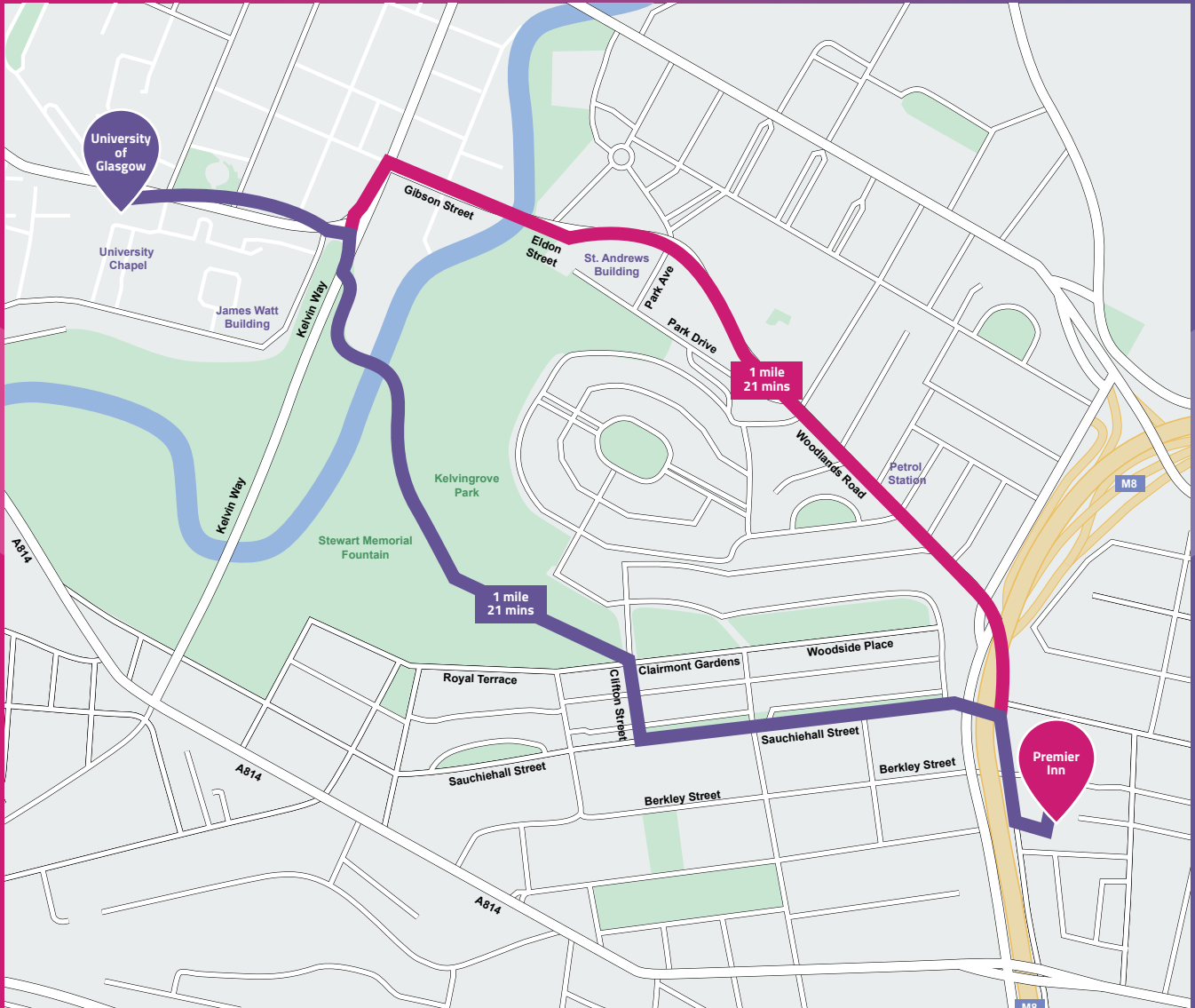
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 WeAreMcAlpine
  Sir Robert McAlpine
  WeAreMcAlpine

**Sir Robert
McALPINE**

Walking Map

The journey from University of Glasgow to Glasgow City Centre, Premier Inn, Charing Cross



AUDE