

AUDE

Together, for excellent university estates & facilities

Volunteer Handbook

A guide to the benefits, commitment and essential information for AUDE volunteers





Contents

The opportunity

Welcome to volunteering for AUDE	4
Types of volunteer roles available	5
How to get involved	5
The benefits of volunteering	5
Governance structure of the association	6
Key contacts, templates and events	6

The roles

Chair elect	8
Chair of the association	9
Past chair	10
Treasurer	10
Secretary	11
Regional chair	12
Special interest groups	13
Representing AUDE on external boards/groups	14

The commitment

Representing the brand	14
Code of conduct	15
Conflict of interest	16
Safety when travelling on behalf of AUDE	17
AUDE - Who we are	19



Welcome to volunteering for AUDE

If you are reading our volunteer handbook then you have either just become an AUDE volunteer or you are thinking about becoming one. Thank you! Whichever role you choose you will find it rewarding and worthwhile both personally and professionally.

Sharing your time and experiences is invaluable for current members, and it can also help with your own personal development and networking. It's a great way to promote the work you do and raise your profile in the sector.

Our volunteers are the heart of the association. Without them, we would not be able to continue to support the thousands of people working in estates and facilities management.

Our members look to us to:

- provide opportunities for discussion, consultation, the exchange of knowledge and good practice.
- help members share expertise and take action to address common concerns.
- promote and enhance professional competence
- represent member interests.
- build partnerships with related organisations regionally, nationally and internationally.

AUDE staff and volunteers are working together towards one aim – to create and promote excellence and innovation in estates and facilities management.

Types of volunteer roles available

We have two main categories of volunteering – our executive committee and project group participation.

Our executive committee comprise of:

- The chair, past chair, chair elect, treasurer and secretary (collectively known as the executive officers)
- Regional chairs who lead networking meetings across our five geographical areas
- Special interest group chairs and project leads for:
 - Conference steering group
 - Professional development group
 - Space management group
 - Estates management group
 - Sustainability advisory group
 - Estates management report
 - Strategic facilities management group
 - Capital group
 - Equality, diversity & inclusion group
 - Small HEIs group
 - Corporate and commercial real estate group
 - Digital estates group

Project group participants are made up from members who volunteer their time and expertise to enable projects and ideas to come to life. The groups range in size from six to 60 with heavily engaged members, lots of activity and represent a variety of roles within estates and facilities management.

How to get involved

Contact AUDE on **01509 975 201** | info@aude.ac.uk

Our volunteers have a range of experience: from entire careers in HE to recently joining the sector. They represent a variety of backgrounds, job titles and skills. They receive full support from the AUDE office and expenses are reimbursed.

- If you have a specific area of interest, you might want to get involved with a special interest group.
- If you have leadership skills and want to invest your time into developing others then perhaps you should consider being our chair.
- If you see the value in universities being stronger as a collective voice and want to enhance and promote excellence and innovation, then consider a regional chair role.

The benefits of volunteering

- Be at the centre of the AUDE community and join our dedicated team of volunteers
- Raise your profile in the sector and bring members together to innovate and promote excellence in estates and facilities management
- Develop your leadership and influencing skills
- Shape the future of the association and have a positive impact in the sector
- Receive full support from the AUDE office including; financial assistance for AUDE projects, communications with members, project management, resourcing and planning events
- Enhance your networking opportunities
- Earn additional CPD hours
- Be the first to hear of opportunities, news and updates within the sector
- Impact national policy and practice

"We've all got the same problems and challenges, there are no real secrets, we're quite happy to work together and share information and come up with ideas."

Umesh Desai MBE,
Director of Estates and Facilities,
Birmingham City University

Governance structure of the association

AUDE is run by an executive committee of university directors in estates and facilities, who provide strategic direction to the organisation. They make recommendations on several aspects; from subscription fees and the annual budget to managing the association's strategic priorities.

The executive committee meet four times a year, discussing and responding to matters presented by the fellow directors (directly and through regional chairs), and by the executive director and staff team. The committee receives the executive director's quarterly report, which contains updates from each of the topic-based working groups. The meetings are also used to discuss and act on the organisation's financial performance throughout the year.

Furthermore, the meetings provide a useful sounding board and guide to the executive director, Jane Harrison-White, and the AUDE team in determining the services provided to members and projects undertaken. The team comprises of seven members of staff employed on permanent contracts:

- Executive Director (1.0 FTE)
- Strategic Projects Manager (1.0 FTE)
- Events Manager (0.8 FTE)
- Events Officer (1.0 FTE)
- Communications and Campaigns Manager (1.0 FTE)
- Administrative Officer (1.0 FTE)
- Projects and Engagement Officer (1.0 FTE)

AUDE is a not-for-profit organisation and receives its core funding from member institution subscriptions, training and development activities and carefully considered commercial revenues. It is sustainable, with healthy financial reserves in line with its agreed financial model.

"AUDE is a collaborative environment for sharing ideas and solutions to common challenges faced across the higher education sector."

Ian Grimes,
Director of Estates,
University of Hertfordshire and
AUDE Chair Elect

Key contacts, templates and events

Contact details

Association of University Directors of Estates (AUDE)

www.aude.ac.uk | 01509 975 201 |
Charnwood Building, Holywell Park, Ashby Road,
Loughborough University, Leicestershire, LE11 3AQ

Staff

Jane Harrison-White, Executive Director

07714 742 670 | jane@aude.ac.uk

Contact Jane about all the association governance and the strategic plan.

Cheryl Pick, Strategic Projects Manager

07841 023 060 | cheryl@aude.ac.uk

Contact Cheryl about special interest groups and member engagement activities.

Martin Higgs, Communications and Campaigns Manager

07543 22 1077 | martin@aude.ac.uk

Contact Martin about press, PR and profile raising

Corinne Merriman, Events Manager

07543 221 076 | corinne@aude.ac.uk

Contact Corinne about events, sponsorship and the development fund.

Ruth Tittle, Events Officer

07542 506 001 | ruth@aude.ac.uk

Contact Ruth about the AUDE Awards, CPD and Coaching and Work Shadowing

Fiona Sander, Administrative Officer

01509 975 201 | fiona@aude.ac.uk

Contact Fiona about regional meetings and engagement activities

Richard Ralph, Projects and Engagement Officer

07749 701 715 | richard@aude.ac.uk

Contact Richard about member engagement projects

Key templates and forms

- Regional chair template report for updating AUDE executive committee
- Special interest group template report for updating the AUDE executive committee
- Project proposal template for board approval
- Expenses form
- Email info@aude.ac.uk for bank details

Key reports in AUDE

- **Higher Education Estates Management Report**
- **Annual report**
- **Minutes from executive committee meetings**
- **Benchmarking reports: for example our salary and rewards survey**

Key areas on the website

- **Sustainability Leadership Scorecard (SLS)**
- **EMR Digital**
- **Capital Cost Database**
- **Discussion board** – member only area for questions and suggestions
- **Directors of estates discussion board** – private area for directors of estate

Key comms

If you aren't sure on how to receive these contact

Cheryl Pick, Strategic Projects Manager

07841 023 060 | cheryl@aude.ac.uk

- Digest e-newsletter, sent fortnightly on a Friday
- Daily discussion board updates

Main events

The Higher Education Estates & Facilities Management Conference

- A show and tell event for AUDE members and sector supporters

AUDE Big Conversation

- Join senior sector professionals for topical debate

AUDE Annual Conference

- Our flagship event for estates and facilities management professionals

AUDE Summer School

- Residential programme for aspiring future senior leaders

Social media

LinkedIn:

[@AUDE_news](https://www.linkedin.com/company/18368677)

BlueSky:

@audenews.bsky.social



Chair elect

Who can be chair elect?

AUDE's chair elect must be a member of the association. They will be a director of estates or equivalent at their institution.

What's expected (in brief)

- To substitute for the chair
- To attend and contribute to officers' group meetings held four times a year
- To represent AUDE at international conferences
- To assist with the AUDE business plan
- To work closely with the AUDE executive director
- To attend and contribute to the National Executive Committee meetings held four times a year

Tenure

- A two-year role immediately before tenure as chair.
- Begins and ends at AUDE's AGM.

Time commitments

- Attend four officers' meetings per year, online or face to face, four hours per meeting. These are held in February, May, August and November
- Attend four executive committee meetings per year, five hours per meeting. These are held in March, June, September and December
- Attend one AGM in person
- Dedicate two days per year to review papers and meet regarding key activities
- Attendance at international conferences, one week with travel and accommodation where necessary
- Attend and speak at key external events and conferences on behalf of AUDE

Benefits

- Drive and shape the association and contribute to its success
- Attendance at the AUDE annual conference
- Raise your profile
- Enhance your network
- Add to your CPD
- Attendance at international conferences with travel and accommodation included where necessary

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@aude.ac.uk



Chair of the association

Who can be chair?

AUDE's chair must be a member of the association. They will be a director of estates or equivalent at their institution.

What's expected (in brief)

- To lead the association and provide direction to the AUDE executive director
- To chair the AUDE executive committee meetings
- Attend key events as a delegate and/or speaker
- To act as a figure head, publicly speaking at AUDE events and others within the sector
- To be involved in press and media work (usually written press)
- To chair the Executive Officers group meetings

Tenure

Total tenure is as follows:

- Chair-elect – 2 year term
- AUDE Chair – 2 year term
- Past Chair – 2 year term

It is expected that the past chair will support the current chair as they transition into the role, there is no formal requirement to attend officers or executive meetings but they would be welcomed to do so if they choose for a period of up to 2 years.

Time commitments

- Chair four officers' meetings per year, online or face to face, four hours per meeting
- Chair four executive committee meetings per year in person, five hours per meeting
- Attend one AGM in person, one hour
- Dedicate two days per year to review papers and meet regarding key activities
- Participate in international conferences
- Up to 10-15 days carrying out additional duties as AUDE's senior representative in various capacities, to be agreed in advance
- Attend and speak at key external events and conferences on behalf of AUDE

Benefits

- Drive and shape the association and contribute to its success
- Attendance at the AUDE annual conference
- Raise your profile
- Enhance your network
- Add to your CPD
- Attendance at an international conference

Chair's remit in detail

- To define, in collaboration with the Officers, Executive committee, Executive Director and AUDE members (as appropriate) the guiding objectives and strategic direction for AUDE's sphere of activity.
- To sustain the vision of the organisation and ensure its mission, objectives and aims are communicated to members and external bodies.
- To ensure the Association has a relevant and current Business plan, developed with the Executive Director and in consultation with members.
- To oversee the effective functioning of the Association to meet its goals and purposes.
- To provide leadership, motivation and direction.
- To chair meetings of the AUDE Executive committee (4 per annum) and ensure the meetings are managed and run efficiently and effectively.
- To assist the committee to debate issues, air views, make decisions and to ensure actions are assigned to named individuals or groups. To approve agendas and minutes.
- To chair meetings of the AUDE Executive Officers group (4 per annum) with the remit of discussing issues and developing the association in detail that can be summarised for the Executive Committee.
- To consult with the Officers group as and when deemed appropriate.
- In circumstances where a decision is required to be made on behalf of the Association on a timescale where it is not practicable to consult the Executive, the Chair is authorised to take the decision, subject to regular report of such action taken.
- To ensure arrangements are made for AUDE to respond to relevant consultations.
- To prepare a chair's report for each Executive meeting and an annual report for the AGM and for publication in the Association's annual report to members.
- To recommend suitable AUDE speakers for external events and for committees and groups on which AUDE is represented. To invite speakers to represent AUDE.
- To oversee the nomination of AUDE representatives to attend the conferences of international strategic partner organisations.
- The Executive Director reports to the Chair, who is the line manager for the post and carries out appraisals of performance.

Past chair

Who can be past chair?

The role immediately follows that of chair.

What's expected (in brief)

- To attend and contribute to the officers' group and executive committee
- To be responsible for public relations and undertake press liaison on behalf of AUDE

Tenure

- 0 year term

It is expected that the past chair will support the current chair as they transition into the role, there is no formal requirement to attend officers or executive meetings but they would be welcomed to do so if they choose for a period of up to 2 years.

- Begins and ends at AUDE's AGM

Time commitments

- Attend four officers' meetings per year
- Attend the AUDE executive committee meetings, held four times a year in March, June, September and December
- Attend one AGM per year
- Commit two days per year to review papers
- Attendance at international conferences, one week
- Attend and speak at key external events and conferences on behalf of AUDE

Benefits

- Sit on the AUDE executive committee
- Drive and shape the association and contribute to its success
- Raise your profile
- Enhance your network
- Add to your CPD
- Attendance at international conferences with travel and accommodation included where necessary

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@audc.ac.uk

Treasurer

Who can be treasurer?

AUDE's treasurer must be a member of the association. They will be a director of estates or equivalent at their institution.

What's expected (in brief)

- To be responsible for overseeing the AUDE accounts with PHES accountant
- To present the accounts to the membership
- To prepare budget proposals for consideration by the executive and membership
- To authorise expenditure over £10k
- To assist with the AUDE business plan
- Work closely with the AUDE executive director

Tenure

- A three-year term with an option of a further three years if re-elected to run concurrently, renewable only once.

Time commitments

- Attend four officers' meetings per year. These are held in February, May, August and November
- Attend four executive committee meetings per year. These are held in March, June, September and December
- Attend one AGM per year
- Commit two days per year to review papers
- Attend international conferences

Benefits

- Sit on the AUDE executive committee
- Drive and shape the association and contribute to its success
- Raise your profile
- Enhance your network
- Add to your CPD

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@audc.ac.uk

Secretary

Who can be secretary?

AUDE's secretary elect must be a member of the association. They will be a director of estates or equivalent at their institution.

What's expected (in brief)

- To assist with the AUDE business plan
- Ensure proper governance of AUDE
- To be the custodian of the constitution
- To lead on the recruitment of new executive members when needed
- Work closely with the executive director

Tenure

- A three-year term with an option of a further three years if re-elected to run concurrently, renewable only once.

Time commitments

- Attend four officers' meetings per year. These are held in February, May, August and November
- Attend four executive committee meetings per year, held in March, June, September and December
- Chair one AGM per year
- Commit two days per year to review papers
- Attend international conferences

Benefits

- Sit on the AUDE executive committee
- Drive and shape the association and contribute to its success
- Raise your profile
- Enhance your network
- Add to your CPD

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@audc.ac.uk



Regional chair

Who can be regional chair?

AUDE's regional chairs must be a member of the association. They will be a director of estates and facilities management, a deputy director or a director within estates and facilities management at their institution.

What's expected (in brief)

- To represent the needs of your members and feedback to the AUDE executive committee

Tenure

- A three-year term with an option of a further three years if re-elected to run concurrently, renewable only once.

Time commitments

- Attend and represent your region at the AUDE executive committee meetings, held four times a year in March, June, September and December
- Chair and attend at least one regional meeting per year

Benefits

- Sit on the AUDE executive committee
- Drive and shape the association and contribute to its success
- Raise your profile
- Enhance your network
- Add to your CPD

A regional chair's remit in detail:

- Our regions are: England North, England South, Wales, Scotland, Ireland
- To facilitate the meeting of AUDE members within your region at regular intervals (at least once a year)
- To plan the meetings and chair them
- To represent your region on the AUDE executive (four meetings per year) and produce a written report on your regional work
- Feedback to your region discussions held at the executive meetings
- To promote AUDE and the associations overriding objective – 'to provide strategic support and innovation to those involved in estates and facilities management within higher education'

- Each regional group is responsible for its own agenda
- Each regional group shall have the power to determine attendance at regional group meetings
- Each regional group shall determine its own constitution
- Attendance at regional meetings may be open to non-member organisations but those organisations do not have voting powers in motions or elections, nor the right to hold the post of chair or representative of the regional group or officer of the association
- AUDE actively encourage the inclusion of deputies at these meetings as well as directors

AUDE support to chair

- A £2,000 regional budget is available annually to help the group gain access to the very best and cutting-edge information
- AUDE's executive director will support the regional chair. This may include, sourcing a venue (although typically held at members institutions on a volunteer rotation), sourcing speakers, liaising with regional members, communications, surveys etc
- It is appreciated that the regional chair role holds autonomy and the chair should feel confident to conduct regional events in a way that meets the needs of his or her members

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@aude.ac.uk



Special interest groups

Who can be chair of a special interest group?

Any member of AUDE can chair a special interest group. They act as a two-way conduit between the executive committee and group members.

What's expected (in brief)

- A special interest group chair has the responsibility to inform the executive committee of the work undertaken, projects proposed and seek approval of funding or activity requests having an impact on the association and its members.

Tenure

- A three-year term with an option of a further three years if re-elected to run concurrently, renewable only once.

Time commitments

- Speak at AUDE events on request
- Chair and attend four group meetings a year; either telephone calls, video call or face-to-face meetings
- Attend four executive committee meetings per year, held in March, June, September and December
- Commit eight to ten days per year to review papers and group activity

Benefits

- Sit on the AUDE executive committee
- Drive and shape the association and contribute to its success
- Raise your profile
- Enhance your network
- Add to your CPD

Your key contact at AUDE:

Jane Harrison-White, AUDE Executive Director
07714 742 670 | jane@aude.ac.uk

You will receive full support and an induction from the AUDE office and a warm welcome from the executive.

AUDE special interest groups are currently:

- Conference steering group
- Professional development group
- Space management group
- Estates management group
- Sustainability Advisory Group
- Estates management report
- Strategic facilities management group
- Capital group
- Equality, Diversity & Inclusion group
- Small HEIs group
- Corporate and commercial real estate group
- Digital estate group

"Through AUDE I've had access to some really exciting projects overseas. I wouldn't have had access to those individuals if it wasn't for the AUDE network."

Trevor Payne,
Director of Estates,
University of Oxford

AUDE representative on external boards and groups

Occasionally AUDE will be asked to provide a member to represent higher education estates and facilities management professional on external boards and working groups. This has included:

- Universities UK (UUK) board and UUK accommodation codes
- North East Universities Purchasing Consortium (NEUPC)
- Scottish Universities Purchasing Consortium (SUPC)
- University Health and Safety Association (USHA)
- The University Design Forum (UDF)
- British Property Federation (BPF)
- Universities and Colleges Employers Association (UCEA)

When AUDE receives notice of a position becoming available an advert will be sent out to all members and in the event of multiple expressions of interest the AUDE executive committee will decide on the most appropriate person based on skills and experience.

Representatives are expected to share with the executive director a copy of the meeting agenda prior to the meeting so that she can canvas the thoughts of the wider executive. A short, written report or a copy of the minutes should also be provided to the AUDE executive director for any meetings attended.

Representing the brand

Volunteering for AUDE will raise your profile within the sector and you may also be approached by national and trade press for comment. Any comment or stance taken whilst being a member of the AUDE executive committee will reflect on the association, its members and the HE sector. Always speak to AUDE if you are approached to comment or speak or would like to represent AUDE.

Speaking on behalf of AUDE

AUDE are often asked for a member representative to speak at an event or to comment about a particular topic. The AUDE office field these enquiries and contact our volunteers to gauge if it's appropriate. If you are approached to speak at an event or comment on a sector topic directly, please contact

Jane Harrison-White, AUDE Executive Director
0714 742 670 | jane@audc.ac.uk

Full support is available from AUDE to help prepare presentations, papers, travel etc.

Applying the corporate branding:

AUDE have brand guidelines available to help you apply any corporate logos or branding.

For any questions on this contact

Martin Higgs, AUDE Communications and Campaigns Manager
07543 22 1077 | martin@audc.ac.uk



Code of conduct

Firstly, you are a volunteer so everything you do for the association is gratefully received. It is important however we are clear on levels of commitment and our expectations.

We have a specific code of for our executive officers, this is listed in our constitution and includes.

- An officer of the association may at any time by notice in writing to the secretary resign his or her office, or to the executive director in the case of the chair and secretary.
- An officer of the association is deemed to have automatically resigned his or her position when they leave the higher education sector or join an Institution that is not a full member.
- If at any time the officers of the association are satisfied that any officer: -
 - Has been absent from meetings of the full executive committee or executive officers' meetings and has an attendance rate of less than 80% in any one annual cycle without the permission of the committee. For clarity this is four executive committee meetings and one AGM.
- Should the chair leave the association within three months of taking up the position, the past chair will be asked to resume the role for the remainder of the year. Should this period be beyond three months then the chair elect will be asked to take up the position of chair with immediate effect, and
- Nominations for a new chair elect will begin in accordance with the constitution.

The executive director may by notice in writing to that member remove him or her from office.

- Any officer of the association could be instructed to step down with immediate effect following a majority vote of 'no confidence' from the full executive committee.
- At the beginning of each cycle year, the executive director will agree with the officers other duties expected and attendance at any other key association events eg, annual conference, summer school, big conversation and overseas conferences. A minimum of 50% of the agreed events MUST be attended otherwise the chair could be requested to be removed from office.
- Should the chair leave the association within three months of taking up the position, the past chair will be asked to resume the role for the remainder of the year. Should this period be beyond three months then the chair elect will be asked to take up the position of chair with immediate effect, and
- Nominations for a new chair elect will begin in accordance with the constitution.



Conflict of interest

Each year all executive committee members will be required to respond via email to confirm their conflict of interest status so that records can be kept. Such declarations will be held by the executive director and available to all executive committee members. These will be reviewed annually and the executive director will be notified in writing of any new conflict of interest declarations in between the annual review.

AUDE Conflict of Interest Policy

All executive committee members of AUDE will strive to avoid any conflict of interest between the interests of the association on the one hand, and personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as the perception of conflicts of interest.

The purposes of this policy is to protect the integrity of the association's decision-making process, to enable our members to have confidence in our integrity, and to protect the integrity and reputation of volunteers, staff and executive committee members.

Examples of conflicts of interest include:

1. An executive committee member who is also a user who must decide whether fees from users should be increased.
2. An executive committee member who is related to a member of staff and there is decision to be taken on staff pay and/or conditions.
3. An executive committee member who is also on the committee of another organisation that is competing for the same funding/share of the market/audience.
4. An executive committee member who has shares in a business that may be awarded a contract to do work or provide services for the organisation.

Upon appointment each executive committee member will make a full, written disclosure of interests, such as relationships, and posts held, that could potentially result in a conflict of interest. This written disclosure will be kept on file and will be updated as appropriate.

In the course of meetings or activities, committee members will disclose any interests in a transaction or decision where there may be a conflict between the association's best interests and the executive committee members best interests or a conflict between the best interests of two organisations that the committee members is involved with.

After disclosure, I understand that I will be asked to leave the room for the discussion and will not be able to take part in the decision.

Any such disclosure and the subsequent actions taken will be noted in the minutes.

Safety when travelling on behalf of AUDE

Some members may be required to travel to specific events on behalf of AUDE.

AUDE has created a safe travel guide for staff and volunteers.

Please download a copy from [here](#).





"AUDE has been really useful for me because it's given me access to a network of peers and contacts and everyone's been so giving of their time and their information."

Trevor Payne,
Director of Estates, University of Oxford

AUDE: Who we are.

At the Association of University Directors of Estates (AUDE), we focus on **learning together** about how to make estates and facilities in Higher Education better. We provide our membership services **efficiently** to give a **credible** sector voice on every aspect of the estates remit in HE. We work **inclusively** and **collaboratively** to make sure that a wide range of relevant opinions can use AUDE and its platforms in the service of excellence in HE estates.

We are committed to fostering a professional community that is **collaborative**, **inclusive**, and **forward-thinking**. Our values reflect our dedication to advancing excellence in higher education estates management while upholding the principles of equality, diversity, and inclusion as fundamental to everything we do.

In the service of these ideas, we are committed to creating a community where everyone feels valued, respected, and empowered to contribute fully, regardless of background, identity, or perspective. This means we have standards about the way we interact with each other in all our dealings with each other as part of this association.

Behaviours we expect of our members and stakeholders who align to us

To embody these values and uphold our commitment to EDI, we expect our members to:

- **Model respectful behaviour:** Engage with colleagues, peers, and stakeholders with civility, empathy, and a genuine commitment to understanding differing perspectives.
- **Champion inclusivity:** Proactively create environments—both within AUDE and in their institutions—where diverse voices are welcomed, heard, and respected.
- **Challenge inequity:** Identify and address barriers to equality and inclusion, striving to create opportunities for underrepresented groups within the estates and facilities management profession.
- **Commit to continuous learning:** Actively seek opportunities to expand their knowledge and understanding of EDI principles, applying these learnings to their work and interactions.

And most importantly we will hold each other accountable.
We expect a culture of mutual accountability, where all members feel empowered to address and improve practices that do not align with our shared values.

As an organisation, AUDE will lead by example, embedding EDI into our policies, practices, and governance. We will continue to provide resources, training, and guidance to support our members in promoting and implementing these values within their institutions.

Together, we will build a community that reflects and celebrates the diversity of the higher education sector, driving meaningful change in the estates management profession.

Syd Cottle, AUDE Chair (in position from April 2026 for the period to April 2028)

Ian Grimes, AUDE Chair-Elect (in position from April 2026 for the period to April 2028)

Jane Harrison-White, AUDE Executive Director

The AUDE Executive Committee (October 2025)

- Phil Baker
- Lucy Black
- Gerard McEvoy
- Paul Davis
- Umesh Desai MBE
- Anita Edson
- Simon Francis
- Chris Garlick
- David Hall
- Steve Jordan
- Adrian McGillion
- Eleanor Magennis
- Paul Morris
- Helen Wallace
- Stephen Wells
- Lars Wiegand
- Jerry Woods
- Dr. Roddy Yarr

"It would be a backwards step for universities without AUDE."

Umesh Desai MBE,
Director of Estates and Facilities,
Birmingham City University



AUDE

AUDE

**Charnwood Building
Holywell Park, Ashby Road
Loughborough University
Leicestershire, LE11 3AQ**

01509 975 201

aude.ac.uk

Contact

**Jane Harrison-White
Executive Director
jane@aude.ac.uk**

All rights in the design, text, graphics and other material in this report, including the arrangement, is copyright of the Association of University Directors of Estates or other third parties. Users may read, download and/or copy the information in whole or in part for their own use in research and education, or other non-commercial purposes. Ownership of the materials rests with the copyright owner.