

AUDE

Together, for excellent university estates & facilities

ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES

Strategic Plan

2022 to 2025



Introduction

When I began my role as AUDE Chair in April 2020, the UK had already entered its first lockdown. The past two years have been turbulent and yet the support, camaraderie and friendship offered by AUDE and its network have never wavered.

We've achieved so much over this time. There have been a number of opportunities to accelerate programmes in areas such as workspace modelling, the move to blended learning, the decarbonisation of heat networks and our raised focus on wellbeing – to name just a few. We've continued to raise the profile of the Estates Management Report data return with VCs and sector bodies, proving the relevance for this key benchmarking exercise and AUDE's flagship report.

We operate in an uncertain political environment, grappling with the impact of Brexit, and ambitious net zero goals as well as the unpredictable future path of Covid through our plans. The primary objective of AUDE is to provide support to those involved in estates and facilities management within higher education and this strategic plan has my full support.

Stephen Wells

AUDE Chair 2020 - 2022
Director of Estates and Facilities
University of East Anglia



zero

ambitious net zero goal

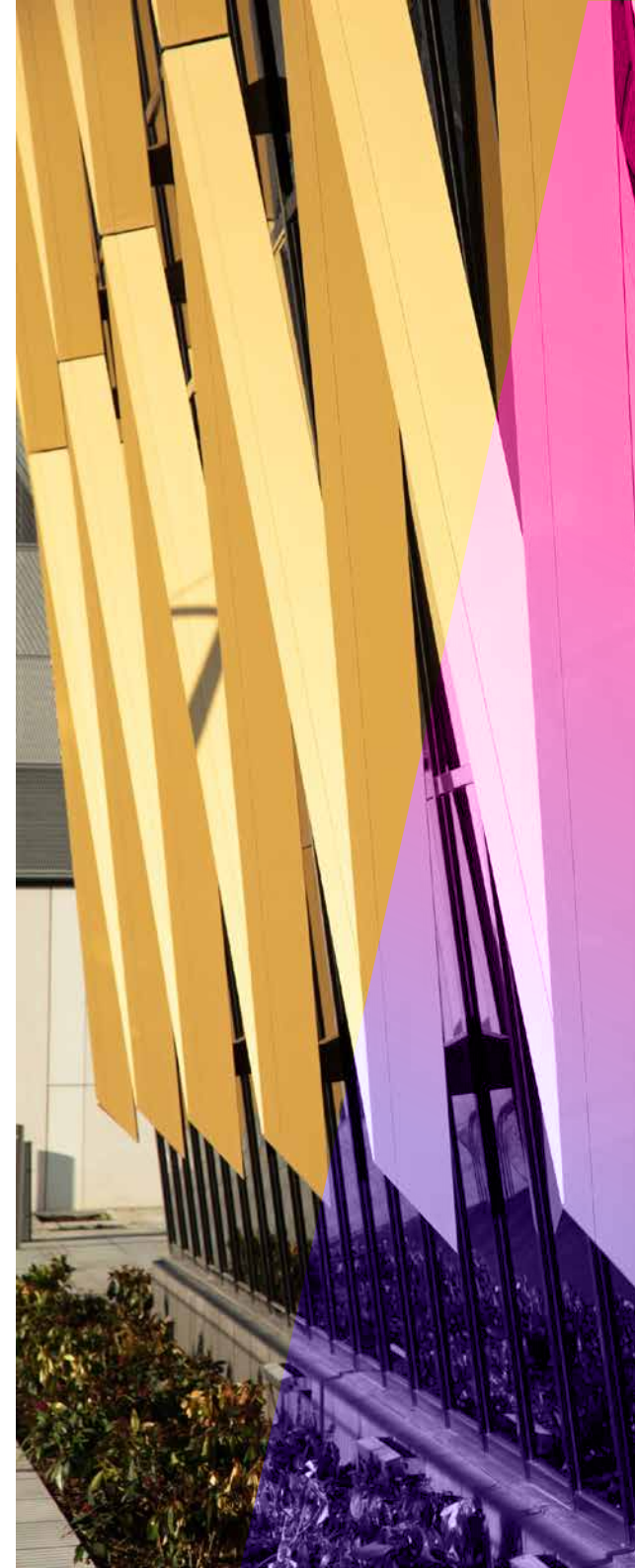
I'm excited to lead the association over the next two years. With strong links to sector bodies, associations, the private sector and each other, 2022 and beyond looks set to be a promising time for AUDE and its members. Collaboration with our business partner members continues to strengthen as we co-deliver research and activities that will benefit the entire sector.

Looking towards the immediate future, we look to enhance and improve our Sustainability Leadership Scorecard, and Capital Cost Database, and will introduce a bespoke space management website to house new resources. The coming years will see a new digital EMR tool that will allow members to benchmark their estate's performance online, as well as enjoy our usual annual Estates Management Report.

This strategy will act as a roadmap of accountability. Speaking on behalf of the AUDE Executive, it is our firm intention to deliver for our members and for the sector.

Umesh Desai

AUDE Chair 2022 - 2024
Director of Estates and Facilities
De Montfort University



Who we are

AUDE works in collaboration with estates and facilities management professionals at universities throughout the UK and overseas.

Our service is diverse, providing the opportunity for members to share knowledge and access the support they need to address industry issues, and meet the individual and universal objectives which are specific to the higher education sector.

With a membership network spanning every UK university and an emerging presence overseas, AUDE's is a unique voice for the professional estates and facilities community.

We provide strategic support on relevant issues such as sustainability, student experience, space planning and more – and we do this through association: with our members, with industry, with government, and with the wider community.

Through successful collaboration we facilitate conversations, lead on strategic thinking and the development of intellectual capital through networking and discussion that provides solutions to the sector's challenges and develops best practice.

We are leaders, pioneers and innovators. Our scope is continually broadening, reflecting the ever-changing higher education landscape and the opportunities it presents.

Though our history as AUDE is as a membership organisation for senior leaders in higher education estates, increasingly AUDE acts to support everyone in estates and facilities teams in our universities.

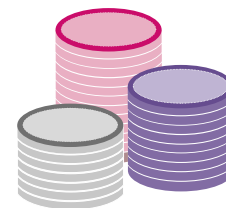
Our work in the higher education sector supports more than 2,800 members, in over 200 HE organisations, and education providers, representing over 60,000 employees.

We are entirely owned by our member HE institutions and are not-for-profit.

The association is funded primarily by membership subscription fees. We also have commercial partners, sponsorship and exhibition opportunities which contribute to the delivery of our strategic projects.



more than
2800 members
in over
200 HE organisations



Member owned and
not-for-profit

Primary objectives for AUDE



The overriding objective of AUDE is:

To provide strategic support and innovation to all those involved in estates and facilities management within higher education.



In doing so:

- To be the representative association nationally and globally, for higher education on all estate and facilities management related matters at senior strategic level and throughout the estates and FM profession
- To provide expert advice to the sector
- To act as a credible, intelligent collective force, with unique insights into the provision of facilities and services for effective delivery of world-class learning, teaching and research
- To support senior leaders in a complex sector, managing large and diverse portfolios of operations and functions
- To promote the benefits of the university campus, estate, facilities and services in enhancing the student, staff and visitor experience
- To support our members to create world-leading campuses and estates that deliver excellent student experience and research outcomes
- To promote and deliver high standards of professionalism in the strategic planning, development, operation, management and administration of higher education estates and facilities
- To influence policy makers in the best interests of the sector
- To organise events and provide learning and development opportunities in areas relevant to the activities of our members
- To enable the sharing of information, knowledge, best practice and expertise
- To look forward, horizon scan and anticipate both our members' and the sector's needs
- To commission research and development projects on current and emerging issues which impact on higher education estates and facilities
- To liaise with organisations, both within the sector and beyond, to promote collaborative working and shared efficiencies, avoiding duplication
- To promote the reputation and activities of the association and its members regionally, nationally and internationally
- And to do all of the above in ways that support equality, diversity and inclusion within our workplaces, so that every member of staff and every student can play their full part in creating thriving, healthy, university estates.

Strategic themes for 2022-2025



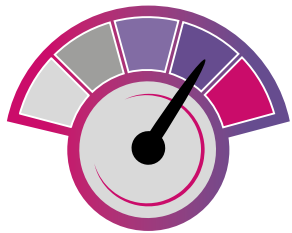
Sustainability

- Commission work and share best practice that provides evidence-based solutions that support universities to achieve their net zero carbon targets and wider sustainability objectives
- Provide, and signpost towards tools and resources that support every university to improve their sustainability performance
- Develop tools which effectively map, manage, benchmark and improve on all aspects of sustainability. We will continue to evolve the Sustainability Leadership Scorecard, a whole-institution holistic digital platform.



Innovation and evolution

- Support our members in developing innovative campuses fit for the future of education and work
- Provide tools and resources to support innovation in campus operations. We will research new and emerging technologies in FM and provide practical information for members
- Support members with adapting and developing services to facilitate emerging ways of working, building on experience during the Covid pandemic.



Efficiency, effectiveness and engagement

- Encourage and support efficiencies and effectiveness at every area within the association's remit
- Provide an evidence base to foster best practice. Our focus will prioritise space management/utilisation, including providing spaces that are inspiring to staff and students alike, supporting wellbeing, and true engagement
- Provide value for their AUDE membership to members; and support the sector with its wider VFM agenda.



Professional development

- Provide all members with a blueprint for Continued Professional Development
- Develop and provide a range of courses suitable for all career levels, including masterclasses and technical courses that help universities by enabling career development and succession planning. This includes our Coaching and Work Shadowing placement schemes.
- Enable career progression and development for our most senior members
- Raise awareness of the AUDE bursary.

Delivering our strategic themes

Sustainability

Objectives

1. To provide AUDE members with informed advice on the sustainability agenda including greenhouse gas emission reduction, energy reduction, net zero and climate change adaptation; and to do this drawing on our strategic partners such as the EAUC, The Climate Commission and UUK
2. To share good practice and information amongst members via regional meetings, the Big Conversation event and Annual Conference, the residential Summer School and other bespoke events
3. To provide learning/training opportunities for members focused on sustainability – working closely with the AUDE's Professional Development Group.
4. To influence key stakeholders and build effective working relationships with stakeholders (e.g. UUK, Russell Group etc.) on this issue; and to work collaboratively with those that share our values.
5. To create key user guidance, case studies, templates and tools for members to use to evaluate capital sustainability, benchmarking and embedded carbon calculators.
6. To continue the development and evolution of the Sustainability Leadership Scorecard, migrating to a new provider for this asset, and consulting with members on areas of development.
7. To deliver a strong and productive Sustainability Advisory Group within AUDE.

Measurement

1. The creation of content, both new and repositioned for members through the AUDE channels. Events for members to attend and CPD opportunities in this area. Production of high-level discussion papers, research and case study material.
2. Engagement with external partners – at events, in publications, tools and guidance.
3. Representation at external events with a focus on influencing UK Government for policy and regulation change.
4. Creating a central depository of key benchmarking data that is then extensively used by our members.
5. Measuring the reach and impact of our curated resources and tools through website and data analytics. Also, having this topic on regional directors meeting agendas.
6. Investment into the continued upkeep and future development of the Sustainability Leadership Scorecard, coupled with the ambition to license the tool to international (non-member) institutions to create commercial income. Successfully migrating to a new provider with seamless transition for users.
7. Maintaining a well-run and active steering group with clear terms of reference. Engaging with the wider membership through workshops and projects.





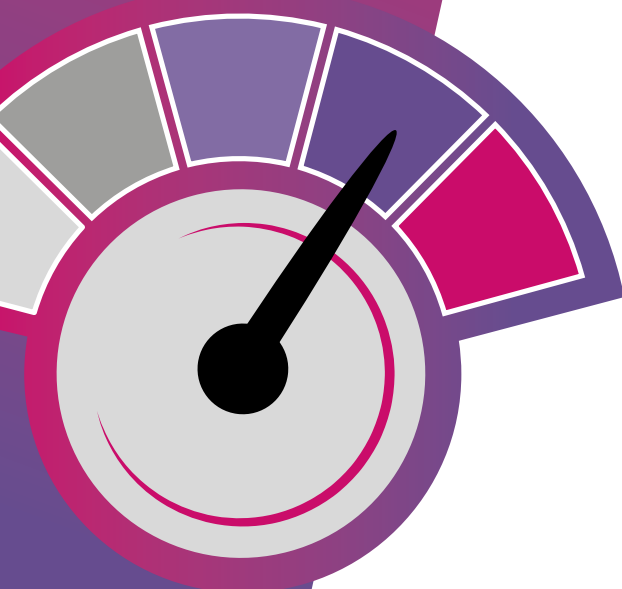
Efficiency, effectiveness and engagement

Objectives

1. To provide our members with a first-class membership experience.
2. To lead sector thinking and demonstrate how efficient and effective use of the estate and its resources can best support the delivery of outstanding education and research.
3. To proactively stimulate dialogue and incubate the fertilization of ideas, engaging within PHES and with other bodies, developing consensus and supporting national and international efficiency, effectiveness and engagement initiatives.
4. To develop the understanding of the spectrum of efficiency options available to institutions and to illustrate the implications of business decisions. To illustrate relative benefits and costs of the range of options, and to champion effective institutional decision-making processes.
5. To identify, publish and share good practice emerging from initiatives on a range of media platforms, via AUDE's special interest groups and other networks, while curating materials for easy access by members.
6. Keeping student and staff outcomes and engagement at the forefront of our work.
7. To provide training and development for areas of particular Higher Education estates expertise (e.g. space management, management of teaching facilities).

Measurement

1. Membership engagement reports to each institution, quantifying the value of membership and being able to demonstrate growing membership and increasing engagement scores.
2. Complete the delivery of projects to address the 17 identified Space Management Themes, and other similar Special Interest Group initiatives.
3. Case study materials to demonstrate and showcase good practice identified, created and curated.
4. Mechanisms for members to find signposting to expertise and resources within (and beyond) the membership established, including access to tools within the AUDE website.
5. Stakeholder group mapping defined, and connections established with relevant partners, sector bodies and agencies (e.g. UUK, local and central govt etc.) which enable us to identify areas for collaboration; and recording interactions.
6. Ensure sessions on this theme are incorporated within the AUDE events cycle, including the Annual Conference and residential Summer School programme.





Innovation and evolution

Objectives

1. Publication of the Estates Management Report (EMR) annually, with the addition of an interactive digital dashboard that members can manipulate to create bespoke graphs, charts and reports.
2. Increased take up and profile for the Sustainability Leadership Scorecard (SLS) and the associated annual report.
3. Development of the AUDE Capital Cost Database to capture Carbon metrics, like Opex costs, including energy and embedded carbon. Examine the potential to extend the database use to other public sector bodies.
4. Creation of management tools in the area of space management and space utilisation.
5. Development of tools and resources in area of facilities management including use of existing and emerging technologies.
6. Provide members with an understanding of current practices and future ambitions of how the workplace will evolve, and how to create campuses that meet the needs of both staff and students whilst being financially sustainable.

Measurement

1. Production of a high-level annual report from EMR data, highlighting key issues for the sector. Ensuring the report is distributed to all members and achieves national press coverage. The report should be used within the sector to support estates discussions and to support the estates and facilities strategy. We will create and launch an interactive digital dashboard to help our members interrogate the data and produce bespoke graphs, charts and reports to meet their needs.
2. Within 3 years, increase the take up and continued use of the SLS tool to double the levels of usage in March 2022. Successfully transition the tool to a new provider without interruption to members. Position the resulting annual report to a similar status as the AUDE EMR.
3. Re-launch the Capital Costs Database with key metrics that will be usable for AUDE members and generate additional interest, and the potential for fee-generating opportunities.
4. The creation of a suite of resources to support members with space management and space utilisation within HE. Host these on an external website of interest to those working outside of HE, and helping to position HE space professionals as leading in this field.
5. Resources available for members on current and emerging technologies in facilities management; increased engagement with the Strategic FM group.
6. We will work with our colleagues within PHES to ensure we have a broad and holistic view of our universities' needs, and work with PHES colleagues to embed their expertise and knowledge into our outputs.



Professional development

Objectives

1. Develop and enhance AUDE's learning and development programme, including wellbeing, equality, diversity and inclusion. Ensure opportunities are available for all members regardless of role.
2. Deliver regular CPD, events and Summer School Residential Programme.
3. Ensure that members know about, and use the bursary, Coaching and Work Shadowing schemes. Ensure that members know about and download their CPD certificates as a benefit of membership.
4. AUDE investment in future talent, staff retention and succession planning, through any surplus generated by our activities to reinvest in our members.
5. Within the next 3-year strategy cycle, focus on our most senior members and their career ambitions, and how AUDE can support them.
6. Support efficiency through providing opportunities to make inter-organisational connections to support resource sharing and the development of shared service possibilities.

Measurement

1. Evidencing the numbers of masterclasses, technical courses and development courses run by AUDE and the delegate attendance rates. Compare these to past figures and look to build in numbers of members supported in this way.
2. Each member will, on their AUDE website account, be able to see their cumulative CPD score and to download individual course CPD certificates. These download numbers will be assessed, and success will be measured by an increase in numbers.
3. Increase the numbers of participants and applications for the Coaching, Work Shadowing and bursary schemes year on year.
4. Continue with the Summer School initiative. Ensure contact is maintained with the alumni and that they continue to be engaged with AUDE after their graduation.
5. Develop a CPD opportunity for our most senior members, and a delivery model. Launch the programme and successfully recruit participants. Aim to engage with at least 50% of our most senior members during this 3-year strategy cycle.
6. Work with our international partners and like-minded SIOs to ensure resource sharing and idea generation delivers inter-organisational benefits.

PLAN



AUDE strategic road map 2022/25



SUSTAINABILITY

- Share best practice
- Commission research
- Provide tools and resources
- Evolve the Sustainability Leadership Scorecard
- Support net zero carbon objectives

INNOVATION AND EVOLUTION

- Emerging technologies
- Adapting services
- Emerging ways of working
- Future proof campuses
- Practical information

EFFICIENCY

- Best practice
- Evidence based
- Value for money
- Space management focus
- Supporting well-being

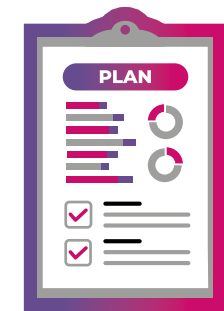
PROFESSIONAL DEVELOPMENT

- Wide range of courses
- Succession planning
- Coaching and work shadowing scheme
- Career progression and development
- Raise awareness of the AUDE bursary

EQUALITY



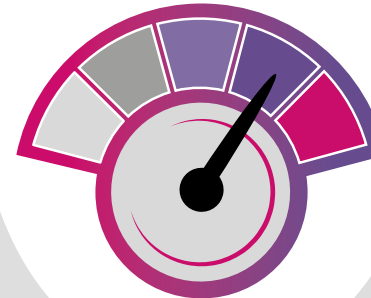
INCLUSION



WELLBEING



DIVERSITY



**For more information
please contact:**

AUDE
3 Holywell Drive
Loughborough University
Loughborough LE7 7GF
01509 228836
info@aude.ac.uk



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AUDE

Together, for excellent university estates & facilities