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ASSOCIATION OF UNIVERSITY  
DIRECTORS OF ESTATES

*Excellence in estates and facilities*

A graphic featuring a green chalkboard with mathematical formulas like  $\cos \frac{1}{2}$  and  $l^2 + b$ . In front of the chalkboard is a stack of books with a yellow apple on top. A tablet computer is placed on the books, displaying a digital brain with glowing red and blue neural connections. A large white graduation cap is superimposed over the scene.

# The **AUDE** **BIG** **CONVERSATION**

7 February 2020 | Canham Turner | University of Hull

## Contents

Welcome and overview	3
Conference programme	4-5
Your host	7
Speaker biographies	8-17
Exhibition plan	18
Notes	20-21

Thank you also to all of the corporate attendees that are attending and supporting this event.

## Thank you to our supporters

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Exhibitors



## A big welcome to the AUDE Big Conversation event 2020

We are delighted to welcome you to our fourth annual 'Big Conversation' being held this year at the University of Hull.

Following on from last year to get you thinking we will focus on two main themes:

**What is the power of the estate on student experience?**

**Can we achieve net zero carbon in our estates?**

Our first Big Conversation in 2017 focused on all things Brexit and three years on, it still dominates the political landscape and consequentially its impact on the higher education sector and UK landscape is now developing for all to see. Our second Big Conversation then looked at lessons from the past to build our future and in 2019 we explored HE finance and state of the estate. The aim of the Big Conversation is to give our members space to think and to discuss these big themes and issues facing higher education

estates; as well as introducing members to new contacts, new approaches and ideas.

For 2020 the event format consists of two main plenary sessions discussing the themes; power of the estate on student experience and net zero carbon. We will then follow up these plenaries with interactive panel debates where we have again opted for a 'PowerPoint' free environment in the expectation that our carefully selected panel speakers will have to come well briefed and be prepared to debate the relevant issues under the experienced chairmanship of Simon Fanshawe, our long-term host of the Big Conversation.

The two themes we have chosen will provide relevant and thought-provoking debate and will provide the forum and opportunity for discussion, consultation, and exchange; for attendees to consider and reflect on.

As with previous events, ultimate success will depend on you, the delegates, and your willingness to get involved, challenge the

speakers, and make your own contributions. By limiting the size of the audience, we have created an open setting to encourage participation amongst delegates.

AUDE's overriding objective remains the provision of strategic support and innovation to those involved in estates and facilities management within higher education.

We thank you for your attendance and trust you will enjoy the participative nature of the event and the networking opportunities available throughout the day.

On behalf of AUDE I would also like to express our sincere thanks to our main sponsor ENGIE and all the exhibitors and corporate attendees for their contribution and support at this event.

**Craig Nowell**

AUDE Chair 2019/20 and Director of Campus Infrastructure and Operational Support Services, University of Exeter

Conference programme

09:00 – 09:45	Delegate arrival and conference check-in Canham Turner Refreshments available and exhibition open
All event sessions are on the ground floor in the Kingsley Suite. The exhibition and catering will be on the first floor in the Austen and Blake conference rooms.	
09:45 – 10:00	Welcome address Professor Philip Gilmartin, Pro-Vice Chancellor (International), University of Hull
10:00 – 10:10	Introduction to the event Simon Fanshawe OBE, Co-Founder and Partner, Diversity by Design
10:10 – 11:10	Plenary 1: What is the power of the estate on student experience? Dr Paul Greatrix, Registrar, University of Nottingham
11:15 – 11:45	Refreshments and exhibition; Austen and Blake conference rooms (first floor)
11:50 – 12:40	Panel debate on what is the power of the estate on student experience? Lucy Jeynes, Managing Director, Larch Consulting Jenny Shaw, Student Experience Director, Unite Students Professor Alexi Marmot, Professor of Facility and Environment Management and Director Bartlett Global Centre, UCL Bartlett Faculty of the Built Environment Isobel Hall, President of the Students’ Union, University of Hull  Summary: Julian Robinson, Director of Estates, London School of Economics and Political Science

12:45 – 13:40	Lunch and exhibition; Austen and Blake conference rooms (first floor)
13:45 – 14:45	Plenary 2: Can we achieve net zero carbon in our estates? Jonathon Porritt, Founder Director, Forum for the Future and Non-Executive Director of Willmott Dixon
14:50 – 15:20	Refreshments and exhibition; Austen and Blake conference rooms (first floor)
15:25 – 16:25	Panel debate on can we achieve net zero carbon in our estates? Professor Zoe Robinson, Professor of Sustainability in Higher Education and Director of Education for Sustainability, Keele University Dr Emma Fieldhouse, Director, Future We Want Michelle Brown, Deputy Director, Social Responsibility and Sustainability (SRS) and Head of SRS Programmes, University of Edinburgh Elizabeth Houghton, Activities and Development Officer, University of Manchester Students’ Union Karl Limbert, Integrated Solutions Director, ENGIE  Summary: Andrew Nolan, Director of Development and Sustainability, University of Nottingham
16:25 – 16:30	Conference round up and close Simon Fanshawe OBE, Co-Founder and Partner, Diversity by Design
16:30 – 17:00	Networking opportunity; exhibition stands will remain open until 17:00

# Better education environments balancing performance with responsibility

Our ambition is to  
**'Make Zero Carbon Happen'**

(between 2012 and 2018 we reduced our  
CO<sub>2</sub> emissions by 56% – targeting +20% by 2020)

.....

ENGIE has **significant experience in Education**, delivering energy infrastructure, estate regeneration and total facility management services at more than  
**250 education sites**

.....

In the UK ENGIE employs 17,000 people,  
**delivers 170 public sector partnerships**  
and generates 2.2GW of energy



**#Act  
With  
ENGIE**

To find out more  
contact Andrew Troop at  
[andrew.troop@engie.com](mailto:andrew.troop@engie.com)

## Your host



**Simon Fanshawe OBE**

Co-Founder and Partner of Diversity by Design

Simon is a Co-Founder and Partner of Diversity by Design; a ground-breaking consultancy that works with organisations to develop diversity solutions to strategic questions, in order to build greater performance: [www.diversitybydesign.co.uk](http://www.diversitybydesign.co.uk)

Diversity by Design's current clients include Aberdeen, Cardiff, Manchester, Nottingham and Sheffield Universities, Co-op Food, Sussex & Surrey Police, The Frontline, Thomson Reuters, Coventry City Council, the CBI, Amey Construction, Kohler/Mira and East Sussex Fire and Rescue.

From 2007 – 2013, Simon was chairman of the University of Sussex Governing Council and on the Board of The Museum of London, The Kaleidoscope Trust, and Housing & Care 21. He is currently on the Boards of Brighton Dome and Festival and POWERful Women.

Simon was a co-founder of one of the most successful lobby and campaign groups in recent times: the lesbian and gay equality organisation Stonewall. He is now a co-founder of the Kaleidoscope Trust, supporting LGBTI activists abroad.

Simon is also a broadcaster, writer and pundit. He was awarded an OBE in the New Year's Honours list 2013 for services to Higher Education and was made an Honorary Doctor of the University of Sussex for services to diversity and human rights in the same year.

## Speaker biographies



**Michelle Brown**  
Deputy Director,  
Social Responsibility  
and Sustainability  
(SRS) and Head of  
SRS Programmes,  
University of Edinburgh

Michelle joined the University of Edinburgh in 2014 bringing nearly 20 years of international experience.

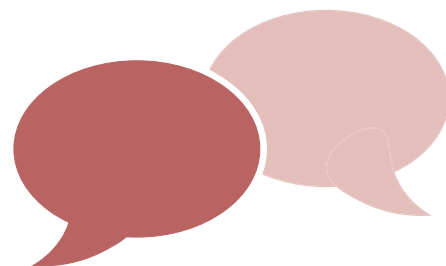
Michelle is responsible for the organisation, planning, management and delivery of comprehensive and effective social responsibility and sustainability programmes in line with the publicly expressed ambitions of the university.

Michelle directly manages the programmes, research and policy, engagement, and communication sections within the Department for SRS. Previous to joining the department Michelle was a Director in CSR Asia and worked as a consultant for the International Finance Corporation (IFC) in Sub-Saharan Africa, the International Labour Organisation (ILO) and numerous companies and NGOs.

She has taught at the University of Hong Kong and at the Asian Institute of Technology (AIT) and led various executive education programmes on corporate social responsibility and community engagement.

She has worked with numerous organisations on strategy and implementation, impact assessment and evaluation, stakeholder engagement, sustainability reporting, supply chain issues, community investment and development, climate change, biodiversity, and human rights.

Michelle is originally Canadian and lives in Edinburgh with her husband and two young children.



**Dr Emma Fieldhouse**  
Director,  
Future We Want

Emma has spent the last 13 years working within and across the HE sector and is known as the go-to interim for sustainability in the sector. She was the Environmental Manager at the University of Leicester for seven years and most recently Interim Head of Sustainability at LSE for nine months.

She has completed projects and contracts with University of Birmingham, Loughborough, KCL, LSBU and has worked with many more universities and Students' Unions through her engagement work on carbon emissions and climate change (including University of Bristol, Sheffield SU, Bournemouth SU, UWE and more).

Emma is a career environmentalist, a trained teacher and an inspirational leader and having worked in public, private, voluntary and HE sectors over the last 20 years is now the Director of small

but mighty consultancy, Future We Want, specialising in engagement and learning around climate and carbon foot printing as well as sustainable construction.

Outside of her interim contract work, Emma sells, rents, and facilitates the 'how bad are bananas?' carbon footprint game with businesses, corporates, universities, and schools.

Born from a partnership with an ex-LSBU student, the game is now poised to take on the world and be released in a format suitable for all schools, universities, and charities to help drive climate change learning in a fun package. Her specialisms are in awareness-raising, behaviour change, bespoke training and learning, and sustainable construction.

She loves the challenge of delivering bespoke effective, engaging, fun learning in learner-centric formats. She facilitated an away day for the Grantham Research Institute for Climate Research (LSE) in 2019 that focused entirely on their carbon footprint and how they could tackle it.

Emma has the Dr 'badge' but considers herself more of a practitioner and agitator than an academic and she can relate to anyone in any university-setting.

She wants you to take away just two things: 'sustainability must be delivered with integrity' and 'business-as-usual must always be challengeable'. The world is changing – are you ready to change too?!

## Speaker biographies



**Dr Paul Greatrix**  
Registrar,  
University of Nottingham

Dr Paul Greatrix is Registrar at the University of Nottingham, a post he was appointed to in January 2007. Prior to this he was Deputy Registrar at the University of Warwick.

Earlier positions at Warwick included Director of Student and Ancillary Services, Acting Registrar, Interim Director of the National Academy for Gifted and Talented Youth and Senior Assistant Registrar with responsibility for quality issues.

Before joining Warwick in 1998 he was at the University of East Anglia for six years, where he also worked on quality matters, and Staffordshire University.

As Registrar he is responsible to the Vice-Chancellor for the academic administration of the university.

As well as being Secretary to the statutory bodies of the university and a member of university Executive Board, the Registrar manages the provision of a broad range of professional services for prospective students, current students, and staff.

Paul read English language at the University of Edinburgh and holds a PhD from the School of Education at the University of East Anglia. He blogs regularly for Wonkhe as Registrarism.



**Isobel Hall**  
President of the  
Students' Union,  
University of Hull

Isobel is the President of Hull University Students' Union and has been working closely with the University, the student body and Students' Unions across the region on how the Students' Union can address the Climate Emergency agenda. Isobel will share her experiences tackling this area, challenging us to think about how a more environmentally friendly estate can have a positive impact on the student experience.



**Elizabeth Haughton**  
Activities and  
Development  
Officer, University  
of Manchester  
Students' Union

Lizzy Haughton is the Activities and Development Officer at the University of Manchester Students' Union. Currently in her second year, she has worked on several sustainability-related projects, including setting up a zero waste shop called want not waste, campaigning for divestment from fossil fuel companies, putting on sustainability events such as the conscious Christmas fair and climate justice fortnight, and supporting students on other climate related projects. Throughout her time at UMSU she has interacted and worked with several of the senior leaders of the university on sustainability and has gained much experience in how such institutions are run. She has also been heavily involved in Extinction Rebellion since August 2018.



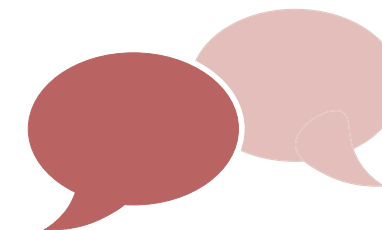
**Lucy Jeynes**  
Managing Director,  
Larch Consulting

Lucy is a founding director of Larch Consulting. She has 25 years' experience in advising on all aspects of service strategy and delivery, working with in-house and outsourced FM services. Her clients include more than 30 universities and colleges. Lucy has been voted a Pioneer of FM and one of the 20 Most Influential Women in FM. She is the founder of the Women in FM network and is a director of IFMA UK.



**Karl Limbert**  
Integrated Solutions  
Director, ENGIE

Karl specialises in place based public private partnerships and the net zero carbon agenda. He has worked at a senior level across the public and private sectors and has delivered several major PPP and social infrastructure projects. He is a member of the Academy of Urbanism and is also undertaking post graduate research at the University of Cambridge, Institute for Sustainability Leadership. Karl leads ENGIE's business development activity in the South of UK.







**Professor Alexi Marmot**  
Professor of Facility and Environment Management and Director Bartlett Global Centre, UCL Bartlett Faculty of the Built Environment

Alexi combines academic and professional roles as Professor of Facility and Environment in the Bartlett Faculty of the Built Environment, UCL, and Director of the Bartlett Global Centre for Learning Environments, Professor of Architectural Science in the Sydney School of Architecture, Design and Planning, University of Sydney, and founding director of AMA Alexi Marmot Associates, a London-based consultancy specialising in evidence-based consultative design.

Educated as an architect and urban planner in Australia and the USA, she has authored several books and many academic and professional papers. Her research focuses primarily on the design and management of workplaces, educational estates, and libraries. With Joanna Eley she wrote workplace classics:

Understanding Offices: What every organization needs to know about office buildings (Penguin), Office Space Planning: Designing for Tomorrow's Workplace (McGraw-Hill), and Space on Demand: Coworkspace and Space Matchmaker apps (British Council for Offices).

She has advised numerous multinational companies, central and local government organisations, educational and charitable bodies, on their office space strategy, design, operations, and change management.

As an academic she has held senior leadership roles in UCL, conducted original research, supervised PhD and master's level research, authored or co-authored many papers and delivered numerous invited lectures at conferences around the world.

Alexi is a Governor of WMC, the oldest adult education college in Europe, and a Trustee of the IFMA Foundation Board of Trustees. She received the PFM lifetime achievement award in 2017.



**Andrew Nolan**  
Director of Development and Sustainability, University of Nottingham

Andy Nolan is Director of Development and Sustainability at the University of Nottingham having joined the university in late 2013. Andy's portfolio includes the university's estate development framework and capital programme, the sustainability strategy, and operations (including energy and carbon management, space management, and the university's farm). He leads on cross-cutting initiatives including staff engagement and equality, diversity, and inclusion work. He previously worked for Sheffield City Council as Director of Sustainability for 9 years and, prior, at the universities of Sheffield, Leeds Metropolitan and Bradford. He is Chair of the Association of University Directors of Estates Sustainability Advisory Group, and a Fellow of the Environmental Association for Universities and Colleges and of the Institute of Environmental Management and Assessment.

## AUDE SUMMER SCHOOL

For Aspiring Estates Directors in HE

22–25 June 2020 | University of Birmingham

**Nurturing tomorrow's senior estates professionals.**

*This residential programme for aspiring estates directors covers the key skills, strategic approach and leadership required to deliver a world class estate masterplan, influence your senior colleagues and stakeholders, and develop a strong team.*

Sessions will be delivered by senior external speakers, sector experts, current estates directors and finance directors whilst being professionally facilitated by leadership consultant Graham Johnson.

The price covers four days/three nights at a four-star hotel and includes all training, course materials, meals and evening speakers. Course assignments will be set and a follow up event will be scheduled to embed the learning.

£1,500 + VAT  
For the full programme and to book visit:  
[aude.ac.uk/summerschool](http://aude.ac.uk/summerschool)

### What skills and learning to expect from the course:

- Opportunity to build networks
- Get up to date on current thinking and practice
- Gain exposure to significant high profile figures in higher education
- Learn new skills and methods for application
- Proactive learning
- Nurturing team skills
- Influencing and leadership skills
- Practical learning
- Stakeholder management skills
- Effective communication
- Real life case studies
- Strategic thinking
- Understanding the specifics of estates and facilities in higher education

## Speaker biographies



### Jonathon Porritt

Founder Director, Forum for the Future and Non-Executive Director of Willmott Dixon

Jonathon Porritt, Co-Founder of Forum for the Future, is an eminent writer, broadcaster and campaigner on sustainable development. Established in 1996, Forum for the Future is now the UK's leading sustainable development charity, with 70 staff and over 100 partner organisations, including some of the world's leading companies. The Forum has a growing presence in the United States, and is doing more and more work in India, Singapore, and Malaysia.

In addition, Jonathon is President of Population Matters, President of The Conservation Volunteers, a Non-Executive Director of Willmott Dixon Holdings, and a Director of Collectively (an online platform

celebrating sustainable innovation). He is a Trustee of the Ashden Awards for Sustainable Energy and is involved in the work of many NGOs and charities as Patron, Chair or Special Adviser.

He was formerly Director of Friends of the Earth (1984-90), co-chair of the Green Party (1980-83), of which he is still a member, a Trustee of WWF UK (1991-2005), and a member of the Board of the South West Regional Development Agency (1999-2008). He stood down as Chair of the UK Sustainable Development Commission in July 2009, after nine years providing high-level advice to Government Ministers.

Jonathon was installed as the Chancellor of Keele University in February 2012.

His latest book is 'The World We Made' (Phaidon 2013), providing a positive vision of how we get to be living in a fair and sustainable world in 2050. Previous books include Capitalism As If The World Matters (Earthscan, revised 2007).

Jonathon received a CBE in January 2000 for services to environmental protection.



# AUDE ANNUAL CONFERENCE 2020

29 MARCH - 1 APRIL | UNIVERSITY OF BIRMINGHAM | MEMBER DELEGATE £499 +VAT



UNIVERSITY OF  
BIRMINGHAM

## Three days of high profile speakers, information, debate and networking.

You will hear from Jim Tudor and Professor Ivan Robertson along with higher education and external professionals. There will be opportunities to network with suppliers, and of course to catch up with colleagues over social activities.

### Delegates will enjoy:

**Sunday 29 March:** Pre-conference social; dinner and entertainment (members only).

**Monday 30 March:** Conference programme with trade exhibition, networking, AUDE AGM, networking dinner and drinks reception.

**Tuesday 31 March:** Conference programme with trade exhibition, networking, gala dinner, drinks reception and AUDE awards.

**Wednesday 1 April:** Final morning of plenaries with refreshments and lunch to takeaway.

Book online today at [aude.ac.uk/conference](http://aude.ac.uk/conference)

# The New Normal

## AUDE ANNUAL CONFERENCE



## Speaker biographies



**Julian Robinson**  
Director of Estates,  
London School of  
Economics and  
Political Science

Julian is Director of Estates at the London School of Economics, responsible for the delivery of all capital development, facilities, and property management. He has delivered many high-profile projects including the RIBA London Building of the Year 2014, when the LSE was also named AJ100 Client of the Year.

He is currently overseeing £0.5billion transformation of the LSE estate in Aldwych. Holding post graduate qualifications in Town Planning and Surveying, most of his working life spent as a client-side project manager.

He was a CABE Enabler and is Chair of the Higher Education Design Quality Forum (HEDQF).

He is Vice Chair of the Northbank Business Improvement District and a Director and Trustee of Eko Multi Academy Trust in East London.

Julian is a passionate advocate of the power of estates and buildings have to transform the student experience and has commissioned both national and local research on this topic, including 'Estates Matter!' for HEDQF in 2013, the first study of its kind in UK higher education.

In September 2016, Julian was made an Honorary Fellow of the RIBA and appointed to the National panel for the Civic Trust Awards in 2017.



**Professor Zoe Robinson**  
Professor of Sustainability in  
Higher Education and Director  
of Education for Sustainability,  
Keele University

Professor Zoe Robinson is a Professor of Sustainability in Higher Education at Keele University, where alongside being a 'normal' academic, she is also the university's Director of Education for Sustainability, with responsibility for embedding sustainability in the curriculum and wider student experience, and the Deputy Director of the Institute for Sustainable Futures, a university-wide, solutions-focused research institute.

Zoe's work covers Education for Sustainability, as well as public understanding of climate change, and consumer perceptions of sustainable energy technologies, and has been funded by Defra, ESRC, EPSRC, HEA amongst others. Zoe is a National Teaching Fellow and Principal Fellow of the Higher Education Academy.

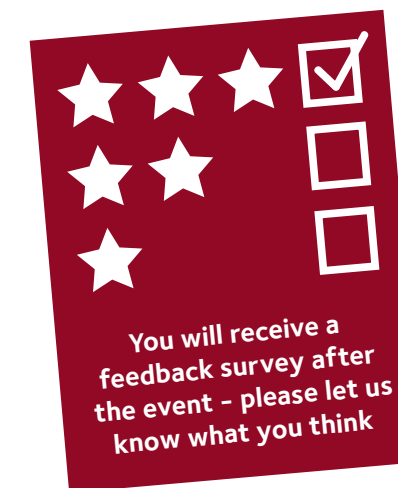


**Jenny Shaw**  
Student Experience  
Director, Unite  
Students

Jenny Shaw is Student Experience Director for Unite Students. In 2014 she established a Student Services function for Unite, the first of its kind in the PBSA sector, and directed national research into student wellbeing and resilience.

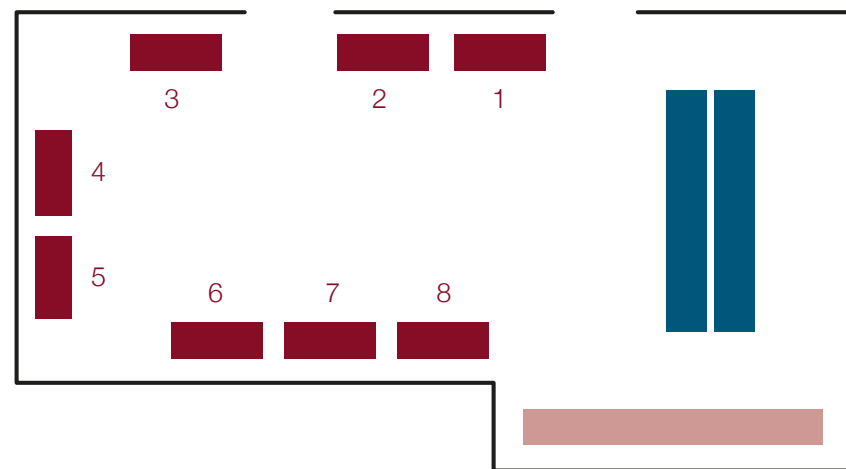
She chaired the Unite Foundation between 2014 and 2017. Prior to this she worked at senior level in the UK higher education sector to widen participation in higher education and open up new pathways to university for marginalised groups.

She has worked for the universities of Hull, York St John and Middlesex, and provided consultancy to the HE Academy, the Equality Challenge Unit and Supporting Professionalism in Admission (SPA).



## Exhibition plan

Austen and Blake conference rooms  
Canham Turner - first floor



- 1 Ferco Seating
- 2 Savills
- 3 Langley Waterproofing Systems
- 4 Thompson Group
- 5 Planon
- 6 Mitsubishi Electric
- 7 Sika
- 8 ENGIE

- Exhibition table
- Refreshments
- Catering station

## Exhibitors



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## Notes

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# The **AUDE** **BIG** CONVERSATION

 @AUDE\_news #AUDEBigConvo

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