

THE AUDE AWARDS 2020



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DIRECTORS OF ESTATES

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Photo: Adrian Lambert

ABOUT THE AWARDS

This sixth AUDE annual awards ceremony is set to be one of the highlights of the 2020 conference programme. The exceptional achievements of universities and their talented estates teams are encapsulated in six categories.

"As chair of AUDE I am delighted that we are running the AUDE awards – now in its sixth year. We were thrilled to receive so many high-quality submissions and really appreciated the dedication from each application and from those who took the time to get involved. The quality of submissions received made it another tough job for this year's judging panel to select the eventual winners. I have had the pleasure of being involved in the awards for two years and each year the standard of work evidenced across the sector is truly outstanding. The award applications received clearly demonstrates real innovation and impact within the higher education sector and shows the professionalism of the individuals involved. AUDE and the awards programme firmly establish the positive benefit each institution brings to the local and national economy as well as many brilliant examples of universities working with local communities. The judges are very grateful to all those who took the time and effort to get involved."

Thank you to all who took the time to submit an application, to our judges who had the difficult task of selecting our deserving winners and of course to our award sponsor, Hoare Lea, for ensuring these achievements receive the recognition they deserve.

Craig Nowell

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



AUDE Awards 2020



THE AUDE UNIVERSITY IMPACT INITIATIVE OF THE YEAR AWARD

This award seeks to recognise a specific initiative having a significant positive impact on the institution, the sector and/or the profession.

Last Year's Winner: what are they doing now?



Waterside Campus Development, University of Northampton

A year on from the award win, Becky Bradshaw is clear about the effect the AUDE award had on the estates and facilities team at Northampton. "The recognition was a fantastic boost for team morale," she told AUDE. "It was the first time we had put ourselves forward for an award, and it became an important experience for the team. It helped to cement colleagues' views of themselves as professionals."

The Waterside Campus development involved turning a brownfield site in the centre of town into a new hub for the university. Closing campuses on the periphery of the town and bringing those functions to Waterside means a 40% reduction in space has been achieved, and the aim was to break down silos in the new configuration, providing shared working, learning and teaching spaces.

"I'd been a little pessimistic as to whether that was achievable," Becky said. "But there have been lots of positive and collaborative collisions of people and ideas. The staff survey results suggest we have come on in leaps and bounds, and that there is a really genuine cross-pollination of ideas, and that we really are learning from each other in the way the original designers had hoped for."

In the last 12 months, the Northampton team have become used to visitors keen to learn from the project. And Becky Bradshaw and her colleagues continue to learn too. "Since the new campus opened, we've been able to identify some things we got wrong or missed. So, the sports facilities could be better for instance – and that helps with our future priorities. But there has been a real buzz in the office since the award win and it is important for us to try to maintain that momentum."



THE NOMINEES

Accommodation and Commercial Services (ACS) Succession Planning and Career Pathways Programme, Durham University

This programme develops and provides opportunities for team members, in job grades from 1-9, who have the potential to fill key positions within the Directorate, in the future. The initiative offers support and guidance, through the creation of a bespoke, 12-month succession planning programme, within a framework that identified clear career pathways; demonstrating how progression could be achieved. The real impact of this programme is that it creates career opportunities for individuals in the lower grades, who previously have not seen themselves as having career pathways to follow. Everyone deserves the opportunity to progress, no matter what their current role is, and this programme delivers that opportunity.

Accessible Campus, Lancaster University

The nomination sets out the outstanding commitment and progress made across facilities in the last 12 months towards a fully inclusive campus in support of the equality, diversity and inclusion committee. The overall strategy and mission of the facilities department is to make campus an inspiring place to be. It is recognised that no group should have a campus experience that fails to inspire, and student feedback highlighted accessibility was a negative factor encountered by those with a disability. The work done and ongoing as part of this initiative ensures that a fully inclusive experience is crucial making campus inclusively inspiring. We believe we are making the difference and delivering the Facilities strategic mission from the ground upwards.

The Impact of Wellbeing on Performance at the Frontline of FM, Manchester Metropolitan University

The focus for this initiative was to set up a wellbeing project for cleaning facilities staff, to deliver improvements in wellbeing, which would benefit the staff, and show significant organisational improvements. The initial project involved collecting data and evidence to establish the current levels of staff wellbeing. This project has provided solid evidence on the significant improvements in wellbeing, employee morale and attendance, productivity and the bottom line of organisations with no detrimental impact on customer satisfaction, from a small investment in wellbeing initiatives. Now established the wellbeing scheme is run by a cross section of staff within FM, from managers to front line staff.

The MDX Pavilion, Middlesex University

The MDX Pavilion measuring only 70 sq metres in area, built in 2019, offers an interactive learning, event, community and wellbeing space. The philosophy of the project has been to create a nature-based evolving structure that can be modified or altered by future architectural technology students over a five-year period. The project is providing practise-based learning for students and acts as a flagship for promoting effective collaboration between academics, students, the university's projects and estate department as well as construction industry specialists. Whilst this project would be considered a small project, its impact has been felt across many aspects of university life and demonstrates that a small flagship scheme, almost an experiment, can achieve a very high level of collaboration amongst diverse groups.

SCALE-UP (Student-Centred Active Learning Environment with Upside-down), Nottingham Trent University

SCALE-UP is an innovative, active, collaborative mode of learning which offers an alternative to didactic and discursive pedagogies, replacing lectures with problem-solving and enquiry-based activities carried out in small strategically-assigned groups and in 'public thinking spaces', thus encouraging students and lecturers to work more collaboratively in a roundtable environment. This changes the dynamic of lectures and helps everyone feel more relaxed, empowered and engaged. At NTU, the challenge at the outset was to address a challenge of unexplained attainment and non-continuation gaps through the widespread use of SCALE-UP. By undertaking this, there has been a significant impact on those gaps and learnings about scaling-up educational innovation. It has also been demonstrated that it is possible to scale up active collaborative learning across an institution and to see a positive impact on student success.

The Student Life Building, Teesside University

The development of the Student Life Building (SLB) now located in the centre of the university's campus heart has become pivotal to the reorganisation of the university's departmental structure comprising five academic schools and fourteen academic support departments to bring together student-facing aspects of each of the services, avoiding the need for students to navigate or even be aware of the university's departmental structure when requiring assistance or support. The SLB will provide substantial support for health and wellbeing including mental health and disability assessment, counselling, digital support (digital futures), group (creator lab) and individual learning space supported by a catering facility.

NOMINEES CONTINUED ON NEXT PAGE.

NOMINEES CONTINUED

Creation of the Student Centre, University College London

The Student Centre is a multi-award-winning flagship project at the heart of UCL's Bloomsbury campus and creates a new gateway into the campus. The Study Centre is a building purely dedicated to our students. It won't be used for teaching or any other academic purpose, which is unusual for a university of our size. The Central Student Enquiry Centre serves all areas of a student's life, from wellbeing to tuition fees or any IT issues they might be having. It exemplifies UCL's dedication to providing an excellent living environment for our student community. The team hopes to show how a new way of thinking benefits the student experience and have taken a confident approach in terms of always keeping the students' best interests at heart, by resisting requests to include other academic activities, which would reduce the space available for student learning.

Sustainable Food Policy, University of Cambridge

The University of Cambridge's Sustainable Food Policy is the centrepiece of a ground-breaking effort to make catering operations more sustainable. Following several years of trialling the policy behind the scenes, this year the university has worked on an intensive project to research the impact of the policy since its inception in 2016, share the findings with the broader sector, and take a lead in bringing about a challenging, but successful new approach to sustainable food. Staff in the university catering service have worked together with academics and professionals across the university to bring about a series of changes which are now proven to have significantly reduced the negative environmental impacts of food and the catering sector.

Estates Department Digital Skills, University of Edinburgh

The University of Edinburgh is undertaking an ambitious project to introduce a new HR and Finance system based on a 'self-service' model, with all staff required to log-in to apply for holiday leave and other HR related issues. This system identified the need for training for staff members, so the estates cleaning supervisors and four enthusiastic members volunteered to become digital skills trainers. Sessions were run during work time and teams were allocated a set week to attend, so that people could attend with people they knew. Sessions were short, there was an emphasis on fun and creating a truly supportive environment. The volunteers delivered a huge programme of training which has been extremely well received by cleaning colleagues and have provided people with life skills that they can use immediately.

Service Excellence Initiative, University of Hertfordshire

The department has undergone an operational, cultural and strategic shift in the last 18 months, the key focus being implementation of compassionate leadership, staff wellbeing and a wholesale review of service: basing it upon student needs, priorities and experience. This emphasis on Service Excellence (SE) also extends to other non-student focussed service areas. The team have demonstrated a willingness to embrace change and be open-minded to new ways of working. Throughout the process they have engaged with the various workshops, providing fresh ideas and suggestions for improvement. This initiative has the potential to be converted into a sector-wide programme, which could be shared via presentations, workshops and Centres of Excellence.

Power Purchase Agreements – Procuring Low Cost, Long Term, Zero Carbon electricity for 17 HE Institutions, University of the West of England

The recent Power Purchase Agreement initiative is about sourcing renewable energy directly from four British Wind farms. This was a collaborative agreement brokered by TEC and involving UWE and 17 other Higher Education Institutions. UWE Bristol have an ambitious target to be net zero carbon by 2030 and this is just one of a number of measures to achieve this. The ground-breaking agreement enables us to guarantee where a significant proportion our electricity is being generated from, which is important to our students and staff. Through this agreement, we have fixed the price for 10 years. In a rising market, this will make considerable savings, freeing up funds to invest on other energy saving and renewables provision on our campuses.

Estates Accessibility and Inclusion Initiatives, University of Warwick

The University of Warwick Estates Department brought in a dedicated resource for accessibility, this in-house expertise has had a tremendous impact on the way estates looks at accessibility and inclusion, ensuring that these are considered and implemented throughout the whole spectrum of estates business from planned capital development through to reactive maintenance. Alongside the regular input into works across campus, there has been a significant improvement in training and awareness and the university has also expanded their current university radio system to develop an all-around support system for disabled students and staff. The impact of the radio-based initiatives are already being measured in lives saved, disabled students who have completed their degree and graduated despite significant health challenges, students who have stayed on as university staff due to the accessible and supportive environment.



THE AUDE AWARD FOR REACHING HIGHER

It recognises institutions who have gone above and beyond the usual realm of their institution for the benefit of their local community or had an impact on those outside of the student and staff community. This significant category reflects the role each institution plays in its wider business development, corporate social responsibility agendas and demonstrates the positive impact they bring to the national and local economy.

Last Year's Winner: what are they doing now?



Making Leicester Sustainable One Business at a Time, University of Leicester

Leicester University's Social Impact Team set out to "make Leicester sustainable – one business at a time". Their model of engagement with local businesses uses student ambassadors to carry out an audit on environmental impact that helps SME's reduce their environmental footprint while increasing their social

impact and gives them a better understanding of how we can all contribute to the ongoing challenge of sustainability and climate change. The project has been a real collaboration between the city's business community, the university academics and departments who have supported it, and a growing number of student ambassadors who learn work skills, critical thinking, gain real understanding of sustainability issues and grow in confidence as they apply those skills too.

"We were really pleased to win the AUDE Reaching Higher Award," said Chris Harrison of Leicester University. "We're all aware of other construction industry awards but this award isn't just for an eye-catching building, it's about how the estates team and the university contributes more broadly. Winning the award has raised the visibility of the project within the university, which of course is good for the team and helps in getting people onboard with our aims, not least the new Vice Chancellor who is already bringing new thinking and impetus to our work around climate change."

To date over forty students have been trained as Social Impact Ambassadors, and a growing number of Leicestershire businesses have gained from an audit with more in the pipeline. Venues were audited ahead of the Leicester Comedy Festival, and the student ambassadors have helped parts manufacturer Summit Engineering Group become Leicester's first zero carbon facility.

THE NOMINEES

Lancaster University Wind Turbine Community Benefit Fund, Lancaster University

Lancaster University 2.3MWe wind turbine, installed in 2013 and adjacent to the university campus, is impressive at 101m total height and 35m blades. The turbine generates 4,000 to 5,000MWh of campus HV electricity per annum, equating to approximately 15% of total university annual electricity consumption. The development of the Lancaster University Wind Turbine Community Benefit Fund has positively shared the wider benefits of its installation with our local communities across Lancaster District. The scheme provides grant funding to local community groups and associated organisations in support of community based environmental projects. The Wind Turbine was developed as a key element of Lancaster University's Sustainable Infrastructure Masterplan and Carbon Management Plan, which had joint objectives of modernising and de-carbonising the university electricity supply as well as increasing the proportion of self-generated electricity on site. The wind turbine was recognised to be a high-profile development and a visible statement in respect of the university implementing projects to reduce its carbon emissions.

Food + Wood, Loughborough University

The Fruit Routes Initiative is a platform for community projects connecting the university with the local community. The activities mainly focus on sustainability and art and try to enhance the engagements between campus and the town. One of the most popular activities is the annual fruit harvest on campus. In partnership with our School of Architecture academics and students an apple store was designed as a focal point of these activities. Architecture students attended a summer school where they were asked to design and ultimately build the store fulfilling the aim to work towards 'enhancing and building communities' as part of their architecture profession as this aspect is more important than ever before. The project has demonstrated how the university can model its role as a 'civil university' and Fruit Routes is the perfect vehicle for this. It helps demonstrate to other areas of the institution how they can use on campus learning as part of their curriculum and teaching.



THE AUDE EMERGING TALENT AWARD

AUDE look to celebrate and reward a member of staff, working in estates or facilities, who is making an exceptional contribution and demonstrates great potential for the future.

Last Year's Winner: what are they doing now?



Steven Poliri, University of Edinburgh

Steven Poliri's year since winning the AUDE Emerging Talent Award has been a busy one and not only because he became a Dad for the first time. "There's always lots going on at Edinburgh," Steven said, listing several of the department's key projects during 2019-20, including the early stages of development of the brand new Peffermill Sports Village.

Due to open by 2023, Steven has guided the project, which will eventually include 570 bedrooms as well as sports halls and pitches. 2019 included the design stage, building the business case and securing full investment from the university, as well as lodging planning.

Other projects in the pipeline include the redevelopment of an integrated student centre which will put all of the student-facing services under one roof, and which has involved dealing with Historic Environment Scotland among key stakeholders; and refurbishment of the Wellbeing Centre, which will provide greater visibility to counselling and other wellbeing services, and which is due to open at Easter 2020.

"I was really pleased to win the award, I really didn't expect it. It is greatly appreciated, and gave me a confidence boost," Steven said. "The opportunity to attend the awards evening was really good, it helped me think about how helpful that kind of professional network is – the whole experience has been a development one for me. Colleagues have been really supportive too. Of course, the award looks good on the CV, and it helped to give me the confidence to put myself forward for my new role as Senior Development Manager at Edinburgh."



THE NOMINEES

Darren Wilkinson, Lancaster University

Darren Wilkinson joined the Facilities Estates team as Marketing & Communications Co-ordinator in March 2017. Darren's role at Lancaster University focuses on improving the campus experience by mitigating the impact on building work taking place on campus for staff, students and visitors and raising the profile of the investment Lancaster is making in its Estate. Without a doubt, Darren always rises to a challenge and if he isn't presented with a challenge, he will create one himself. This attitude is a fantastic addition to the Facilities Division and behaviour that is encouraged to help improve motivation, work life balance and wellbeing of all our staff.

Harry Brayshaw, London School of Hygiene and Tropical Medicine

Harry Brayshaw has been at LSHTM since May 2017 and since then has built up his capital project delivered portfolio quickly, accepting new projects and challenges, alongside enrolling and studying for his Masters in Construction Management. He has embraced a total change in career, working above and beyond expectations with good humour and a willingness to work the hours each project requires. Harry is a strong team player inspiring other towards their goals, results orientated and driven by a passion for excellence. The creation of great environments to enable the best research to take place is always at the heart of everything he does. Harry's desire for success is linked to being engaged in all aspects of the business sharing best practice and implementing high standards of service throughout.

Luke Lee, Nottingham Trent University

Luke joined Estates at Nottingham Trent University early in 2016 at the age of 21. We were keen to bring a young person into the project early on, so that they would be able to participate in and appreciate the full range of evolving construction activities required for a successful project and delivery to our end-users. During his time at NTU, Luke has consistently demonstrated excellent time keeping, a wholly reliable record of attendance, keen interest, hard work and a willingness to accommodate the working constraints of construction within a live university. He often works outside of regular days and hours to achieve what we need in our project delivery. Luke has been keen throughout to progress vocational and role-specific certification, as well as academic qualifications, and we have every confidence that his Apprenticeship will form a strong foundation for his future career.

Grace Smith, Sheffield Hallam University

Grace joined the team as Information and Data Manager 18 months ago. The role was new, and Grace was also new to the construction world. The challenge has therefore been two-fold, to learn the industry and to define a role. Grace has relished this challenge to become an indispensable member of the team and a subject matter expert rapidly. The role is cross-functional, cross-team and requires negotiation with and influence on colleagues of all grades and professional disciplines. Grace has learned many constructions specific practice and she is now at a point where her knowledge exceeds that of colleagues who have been working in the industry for decades. She authors training sessions and processes to ensure our compliance, adherence and increased organisational maturity in relation to information and data.

Jessica McGrellis, University of Glasgow

The University of Glasgow Estates team first met Jess when she was President of the University's Student Representative Council when we were working on our first major capital plan. Jess ensured and challenged that the student experience and perspective was layered into our thinking at every stage. Jess then joined the department as an intern whilst finishing her degree and showed an aptitude for the complexities of running a large, historic, vibrant HE portfolio, coupled with delivering an estate fit for the future that enables a transformational vision and strategic ambition. The projects on which she is working are innovative and will support transformational change. This experience and the challenges encountered in such an ambitious programme are of value and relevance right across the sector. Jess has quickly established herself as a respected and valued colleague.

Charlotte Winnert, University of Sheffield

Charlotte joined the Department of Estates and Facilities Management in 2007 in the newly created post of Environment Officer. Over the last decade, Charlotte has worked tirelessly to improve the University's recycling performance, and more recently to engage the Department's executive management team in the design and delivery of an Integrated Management System. Charlotte began her impact on the university by introducing Key Performance Indicators for waste management. Much of what Charlotte has achieved is not in her job description. She has taken the initiative and persuaded the EFM executive team to take on the quality agenda, in addition to already busy workloads. This has had real impact, leading to significant improvements in ways of working and buy in throughout department through growing recognition of the role IMS can play in delivering real transformational change.

THE AUDE SUMMER SCHOOL AWARD



AUDE launched their first summer school residential in 2018 for aspiring directors in higher education estates and facilities management.

Due to the success of the first residential we were able to run the programme again in 2019 and in 2021. The residential is a 3.5 days programme hearing from current estates directors and sector experts on key topical

areas of estates and facilities management. A huge part of the residential is group project work, this includes two written assignments and an alumni get-together to present their group projects eight months after the residential. The project group shown to be the most impactful would be invited to attend and present at AUDE's annual conference.

AUDE are pleased to announce the 2019 – 2020 group project winners are:

Naomi Ashenden,
Keele University

Jack Hunter,
Newcastle University

Steve Jordan,
University of Manchester

Anna Cockman,
Lancaster University

Richard Jenden,
*London School of Economics
and Political Science*

Ian Millar,
University of Exeter

Jonathan Craner,
University of Portsmouth

Barry Morton,
University of Glasgow



AUDE are very proud of this residential programme and recognises how important it is to invest in our talented teams and develop the leaders of the future. Thank you to all who have supported the programme.

We are looking forward to welcoming the next cohort of delegates on **21st – 24th June 2021 at the University of Birmingham.**

AUDE SUMMER SCHOOL

For Aspiring Estates Directors in HE

Monday 21 - Thursday 24 June 2021
Edgbaston Park Hotel and Conference Centre,
University of Birmingham

£1,500 + VAT pp Bursaries are available

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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, stakeholders and develop a strong team.

Sessions will be delivered by expert speakers including current estates directors, VC's and special guest evening speakers. The residential will be professionally facilitated by leadership consultant Graham Johnson.

The price covers three and a half days/three nights at a four-star hotel and includes all training, course materials, meals and the course follow up event in 2022.

This residential is a year long programme and commitment, the learning will not stop after the residential has finished. Course assignments and group project work will be set and a follow up event will be scheduled to embed the learning. Members of the winning group project will be invited to present at AUDE's annual conference 2022 and will receive a complimentary place at conference. The residential will provide a network of peers to strike up a working relationship with, which for many will be sustained into the future.

Who does this residential suit?

- Members of HE estates and facilities who are on their way to a career as a deputy director or director of estates and FM
- More senior professionals within a niche role who wish to expand their breadth of knowledge.
- Individuals with the potential to grow from perhaps a generic or more junior role

THE AUDE ESTATES/FACILITIES TEAM OF THE YEAR AWARD

For exceptional teamwork leading to
significant achievement.

Last Year's Winner: what are they doing now?



Estates and Facilities Team, University of Huddersfield

The judges of the award said last year that the Huddersfield Estates and Facilities Team won the award “many times over”, not just for one project but for a range of initiatives small and large which in combination had simply huge impact. Catching up with the team 12 months later it is clear that this way of thinking has been maintained. It's been a busy year, with two major projects – the £30m

Barbara Hepworth Building (arts and design) and a new £18m science building both delivered – but it is in the sheer depth of thinking about how an Estates Team can positively affect students, staff and working environments, and in the focus on people, that really impresses.

“After the AUDE award win,” said Heather Kerrick of Huddersfield, “we really wanted to make sure everyone in Estates and Facilities was recognised. We ran presentation events where every member of the staff was awarded with a certificate from our VC, or guests including Sarah Duchess of York and AUDE's own Jane White. The work deserved celebrating, so we did.

“The university runs regular ‘Quality of Working Life’ surveys, and Estates is doing well in this with year-on-year improvement. There's a growing sense of pride in our campus and pride in our work. That takes all kinds of forms, from staff taking after dark walks with students around campus so we can learn from their experience and make sure that our grounds don't only look beautiful during the day but feel safe at night; to colleagues who have taken on the task of building rockeries and planters on neglected land, or a growing number of staff allotments. Staff are not only proud of the fruit and vegetables they are now growing, but proud of the sustainability impact – these environments are much better for wildlife and conservation. The decision to bring all of our ground maintenance work inhouse is paying off, and we've identified new areas of land that we'll spread into in the future that can be re-worked in this kind of way.

“We have a good and developing relationship with Kirklees College, and this year we've expanded the work we do with Foundation Learning students, helping them into areas from hospitality and catering to events and conferencing.”

THE NOMINEES

Service Delivery and Insight Team, Edge Hill University

The team sits within the Operations Team function of FM and is led by a Service Delivery & Insight Manager. Our aim in establishing the team was to significantly impact the overall strategic aims of Edge Hill University, by creating a cohesive and student-centred campus experience which enables our students to thrive and succeed. The Service Delivery & Insight team offer an exceptional customer/student experience by working to engage all students on all levels, according to their needs and preferences. This team has made an invaluable contribution to enhancing the customer journey in terms of its cohesiveness, operational effectiveness and people skills over the last 11 months. We are a success and integral to the future of Edge Hill University and are very proud of what we have achieved in a relatively short time.

Facilities Team, Lancaster University

Facilities Team at Lancaster University manage all aspects of the built environment, commercial activities, provision of sport and environmental sustainability. By every measure we excel and work together from the ground upwards to deliver environments and experiences that enhance the reputation of the university, improving the lives of our students, staff and visitors. We involve each other and our customers in striving to meet or exceed the aspirations of the institution and individuals. We share a passion for creating a world class institution and strive to make our campus an inspiring place to be by working together, caring about people, listening and talking and getting on with the job. We achieve this through strong teamwork and have developed a set of values that we can all relate to and embrace in our work.

Estates Development Team, University College London

The UCL Estates Development department manages a £1.25bn capital programme. That budget represents a powerful commitment to a student-focused future. And yet, faced with the challenges of an ageing estate in one of the world's most expensive property markets, every penny must be made to count. This careful management is only made possible by the close collaboration of UCL's multiple talented team. Each project has helped to modernise UCL's infrastructure in line with the University's high achieving students and ground-breaking research developments. The team's work is an exemplar in modernising ageing buildings efficiently and effectively, while transforming into them a sustainable space that are crafted with students in mind.

Estates Team, University of Birmingham

The University of Birmingham Estates team is responsible for both the master planning and stewardship of our extensive estate assets. Our team is made up of 227 dedicated members of staff, all striving to deliver a world class university experience for the benefit of all students, staff, academics and visitors. The University of Birmingham Estates Office is helping to raise the standards for Teaching, Learning and Research within Higher Education through the development of a transformational and engaging capital programme. The team continues to promote a culture of collaboration within Higher Education, as well as driving innovation within the Estates and FM profession.

The Department of Estates, University of Hertfordshire

The department has undergone an operational, cultural and strategic shift in the last 18 months, the key focus being implementation of compassionate leadership, staff wellbeing and a wholesale review of service: basing it upon student needs, priorities and experience. The university is currently developing its strategic plan for the next 5 years. This emphasis on Service Excellence (SE) also extends to other non-student focussed service areas. The initiatives implemented by the Estates team will play an important role in achieving the objectives of the strategy. We believe that SE offers a true opportunity to the estates sector, which could serve both to increase the sector's profile and to have a positive impact on the experience of every student who studies at our organisations.

Estates Customer Services, University of Kent

The Estates Customer Services Centre acts as the key contact point for all enquiries regarding services provided by the Estates Department. During their inaugural year of operation, the new Customer Services Centre applied for and achieved Customer Service Excellence accreditation and became the first customer-facing team at the University of Kent to gain this national recognition. The Assessor's report highlighted that there were a number of key areas which the team were not only compliant, but compliance plus. The Estates Department at Kent has seen huge benefits in moving from a service desk environment to a more encompassing Customer Services Centre and Estates Departments in other institutions may benefit in making this change.

NOMINEES CONTINUED

The Estates and Campus Services Team, University of Stirling

The Estates Team has responsibility for the longer-term development, maintenance and day-to-day operation of the buildings and grounds which support and add value to the core activities of the University. The team comprises three main areas – Property Management, Facilities and Safety, Environment and Continuity. Together, the team is intrinsic to the establishment and maintenance of the University's beautiful 330-acre campus, smooth operation of its buildings, and a welcoming community atmosphere across it. The role which the Estates team plays in leading the upkeep and maintenance of the campus has a hugely beneficial impact for the institution and all who attend it.

Campus Cleaning Services Team, University of Warwick

The Campus Cleaning Services Team at the University of Warwick are responsible for the cleaning provision of the university's estate. They are a large team comprising approximately 575 staff, and between them they clean and maintain over 7,000 on campus student and staff & family beds and properties, 479 hotel rooms within our conference facilities and 63 university buildings, equating to over 500,000 m2 of space. They are the eyes and ears of the Estates team ensuring that buildings are presentable, comfortable and safe in order to help support our Estates' vision which is to 'create and care for places that inspire excellence through exceptional service'. The department is regularly seen as a provider of excellence and hosts many visitors from other institutions and organisations who wish to learn more about the operation and share best practice.



THE AUDE CHAIR'S AWARD FOR LONG TERM CONTRIBUTION

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

Last Year's Winner: what are they doing now?



Henry Gun-Why, Harper Adams University

We caught up with Henry 12 months after his AUDE Award win, and his first memories of the evening were of his "Oscar-winning babble" of a speech. "As the unexpected recipient of the award, I ungraciously forgot to thank AUDE Chair Keith Lilley and my fellow nominees, for which I apologise. I've proudly embedded the AUDE award logo in my Harper Adams University e-signature.

"On a professional level, the last year has been dominated by the university's £5m investment in the Sustainable Transformation Energy Project (STEP) which included a fundamental re-engineering of the project in readiness for the 2019-20 Heating season. By November 2019 the CHP and Biomass were operating in harmony and providing heat for the estate via the district heating network, and it continues to run successfully in accordance to the Harper Adams University Heating and Power Strategy. It took real team resilience to get us there, but this project now serves as a demonstrator project for staff and students as well as for the agriculture and higher education sectors, and it is key to our whole sustainability agenda. In addition, this project was vital in Harper Adams University receiving the Times Higher Education award for Estates Strategy in 2019."

On a personal level Henry has been doing his best to get the work-life balance right, with family trips to Flanders, Spain and India, where, Henry told us, "My wife's reservations about public hygiene, pollution and health and safety were all totally warranted. Next up will be the Rocky Mountains in Canada and the Niagara Falls in May 2020, together with a great focus to improve my golf, tennis and guitar play. Wish me luck."



MEET THE JUDGES



Craig Nowell

Director of Campus Infrastructure and Operational Support Services, University of Exeter and AUDE Chair 2019/2020



Stephen Wells

Director of Estates, Facilities and Commercial Services, University of Surrey and AUDE Chair-Elect



Professor Andrea Nolan

Principal and Vice Chancellor, Edinburgh Napier University



Jerry Barnes

Partner, Hoare Lea



ASSOCIATION OF UNIVERSITY
DIRECTORS OF ESTATES

Excellence in estates and facilities

EXCELLENCE
IN HIGHER
EDUCATION
ESTATES AND
FACILITIES

