

# AUDE

## Awards 2021

*ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES*



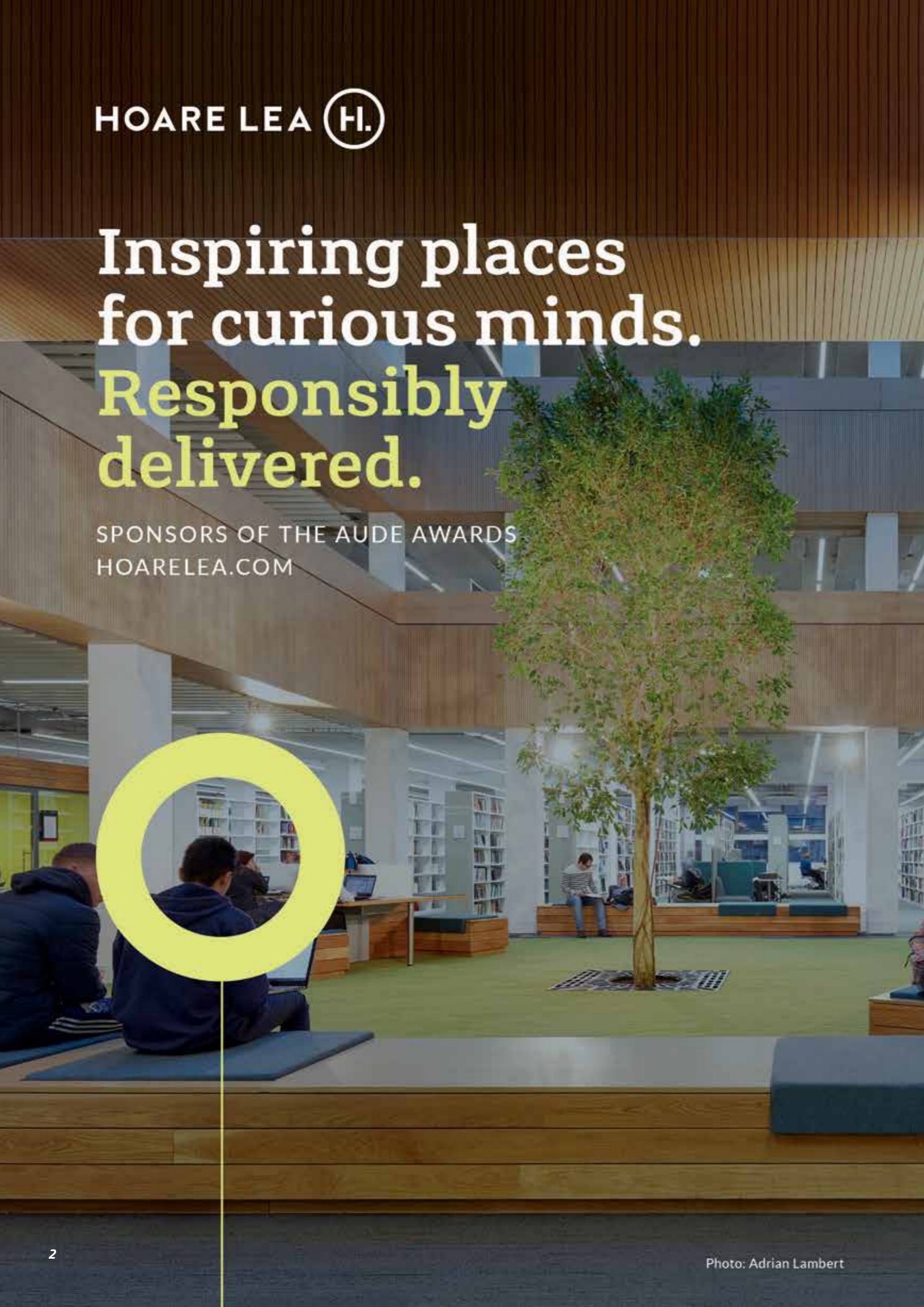
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## About the awards

**This seventh AUDE annual awards ceremony is set to be one of the highlights of the 2021 conference programme. The exceptional achievements of universities and their talented estates teams are encapsulated in five categories.**

“As chair of AUDE I am delighted that we are running the AUDE awards - now in its seventh 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. They also showcased all the fantastic work you have been doing this year in responding to COVID-19 at your institutions. 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.”

**Stephen Wells**  
AUDE Chair  
Director of Estates, Facilities and  
Commercial Services, University of Surrey

# 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.**

## THE NOMINEES

### **COVID-19 Isolation Support Packages, Edge Hill University**

Edge Hill University Facilities Management (FM) Team wanted to make sure that the pastoral needs of their students have been met during COVID-19 as well as their educational needs, noting that students will no longer choose HEI based on educational status and campus facilities alone but the wrap around services provided by an institution will become equally important. We decided to create our own delivery service for these students and absorb all costs associated with it. We were congratulated by UUK and Shadow Secretary as an example of best practice for this initiative.

### **Supporting Students and Staff through the COVID-19 epidemic - FM Building Buddies, Edge Hill University**

The role of the FM Buddies was to work closely with identified Building Leads to facilitate and enable teaching and learning to continue from Semester 1 via a blended learning approach. The FM Buddies were also tasked with supporting students and staff back to campus once restrictions were eased via a set of measures aimed at reducing risk, whilst not compromising the student experience. This initiative was innovative because it recognised the need to proactively prepare the campus for the long-term effects of the pandemic and the need to involve staff at all levels in this endeavour – raising this to the highest levels of the university.

### **Low Carbon Energy Generation (LCEG - Multi-technology Renewable Energy Park), Keele University and ENGIE**

Although environmental sustainability has been the foundation stone of its estate strategy for over two decades, since 2012, Keele has placed environmental sustainability at the heart of its strategy, undertaking world-leading research, embedding it in the curriculum and investing over £3m into carbon reduction. This project goes beyond just the innovative installation itself – it is an exceptional demonstration of smart and low carbon energy technologies that will have a positive and long-lasting impact on both the environment and society. By 2023, the projects will save Keele over 4,100 tonnes of carbon dioxide per annum (when compared to coal-fired generation). This partnership is therefore trailblazing change in both the education sector and in terms of the green agenda.



### **GROW Café, Manchester Metropolitan University**

GROW Café, located in the Manchester Metropolitan University Business School is a meat-free sustainability-themed café designed not only to deliver healthy, sustainable, affordable, and fresh food to students and staff, but also to improve health and wellbeing, educate customers about sustainability and provide entrepreneurial business experience. The GROW Café initiative is an excellent example of a successful collaboration between university Facilities, academics and students that has made a small corner of the university larger than the sum of its parts.

This initiative represents best practice in how to launch a commercially viable and successful meat free sustainable food and beverage offer without significant investment and could easily be replicated across other university campuses.

### **Regeneration and restoration of a Grade II listed synagogue into a University Hall, Nottingham Trent University**

The university took a rare opportunity to purchase a former synagogue located on the City Campus and the in-house estates construction team was tasked with the challenging job to sensitively restore and convert this Grade II listed building, into a home for hosting graduation ceremonies and other prestigious events. This tricky and complex project showcases outstanding work in conserving a listed building and renovating it for a modern use which has now become a unique asset to the university that is sure to inspire staff, students and visitors passing through for many years to come. The project has been shortlisted for a RIBA. It was awarded a 'Performance Beyond Compliance' CCS certificate and has received a 'Very good' BREEAM rating.

### **More Music: Reimagining, Royal College of Music**

More Music is major strategic initiative to radically transform RCM's campus for future generations of musicians. Incorporating the largest development of RCM's estate since its founding in 1893, More Music has touched every aspect and every person associated with RCM whether that be from boosted scholarship funding, widened access to RCM Sparks learning and participation programmes, or as a user of the £40million redevelopment of the iconic South Kensington Campus.

Though the More Music initiative may be small in proportion to other HEI developments its impact upon the institution cannot but be understated. Ambition has translated into increased expertise and consolidated frameworks in project management, procurement and the environment to make strategic delivery more robust. This all amounts to providing for students the best possible experience at RCM.

### **Carbon Reduction Target, The University of Northampton**

Through investment and continual development of our award winning Waterside campus, the incorporation of super-efficient building design (achieving BREEAM Very Good ratings for all of our teaching and learning buildings), smart and agile working practices, implementation of a Building Management System (BMS) and construction of an Energy Centre powered with a biomass boiler, together with the decarbonisation of grid electricity, means the university has surpassed its 30% reduction in Scope 1 & 2 emissions, achieving a 40% reduction in three years (2019/2020). Our mission is to continue to reduce our Scope 1 & 2 emissions and work towards Net Zero Carbon by 2030 has been communicated through our commitment to the One Planet Pledge.

### **Staff and Student Led Approach to Tackling the Climate Emergency, University of Exeter**

In May 2019, the University of Exeter declared an Environment and Climate Emergency. A Working Group, comprised of over 30 staff and students, was tasked with producing a set of recommendations detailing what the declaration should mean to the UoE. The resulting White Paper brings to light the transformative actions required to tackle the declared E&CE, amassing over 280 recommendations for the institution. The university has since committed to all these recommendations and goals, including the divestment from fossil fuel companies from investments and signing the Sustainable Development Goal Accord. Since its publication the UoE has established an E&CE Team and Board and created a Carbon Net Zero Delivery Group to drive action, with a vast range of developments taking place over the last year.

## 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.

### THE NOMINEES ...CONTINUED

#### Student Parcel Service, University of Warwick

A step change reform to the campus postal service, delivering significant improvements seamlessly to support a huge increase in demand. In August, the second wave of the pandemic loomed and it became apparent that unless major changes were made before term, delivery volumes could soon overwhelm the service. To respond a hub-and-spoke model was devised, establishing a single sorting office with a number of local parcel-collection points in convenient locations for students, and a new bespoke mobile app was developed for post management. The system was rapidly developed and improved to also support delivery direct to residences for students in self-isolation, allowing them to receive supplies of essentials and to support their studies and wellbeing.

#### Sustainabili-tea within food and drink on campus, University of York and York University Student Union

Over the last 10 years the University of York has improved the sustainability of food and drink provision on campus within catering procurement and operations, and by encouraging more sustainable choices by customers. Customers could drink-in with a china cup/reusable/YORCUP or take-away in their own reusable/YORCUP. In 2019 we launched a flagship initiative - the YORCUP - a reusable cup-loan scheme to reduce disposable cup usage across campus. The introduction of the YORCUP has provided a ready means by which staff and students can become engaged in sustainability habits and is easily translatable to other institutions and sectors. Beyond the university we have seen interest from local independent coffee companies about extending the YORCUP across York.

#### Laboratory Plastic Recycling, University of York

As much as one tonne of plastic per science laboratory is thrown away each year; we have recently devised a sustainable solution to this widespread problem which can be adopted by other universities and lab-based organisations. This initiative has had a significant impact in minimising natural resource usage, saving costs and making users more aware and conscious of sustainable issues. Until recently, single-use plastic items used in research projects could not be reused, to ensure sterility. Most recycling centres will not accept laboratory plastics due to their perceived health and safety risk. We have now developed new, sustainable, and cost-effective processes which legally separate, effectively consign and recycle these single-use laboratory plastics to give them a new life.

## 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.

### THE NOMINEES

#### Corporate Social Responsibility, Commercial Services, Edge Hill University

Commercial Services team within Facilities Management recognised that many families in their local community and beyond may not have access to regular nutritious food. This was due to funding provisions or the school and local authority being unable to give as much support as they would like. We have committed to ensuring that if schools and families in our local community need our support we will be there to help. Over October 2020 half term and Christmas break we supplied food and toiletries packages to over 120 vulnerable families and young people in care in the Northwest. CSR and food poverty will remain a focus on the FM Strategic Plan moving forward and the level of support will continue to grow with thanks to our suppliers and staff.

#### Live high, train low, Estates and Facilities Management Department, Loughborough University

The Elite Athlete Centre and Hotel (EACH) is a unique specialist hotel environment, designed specifically to meet the needs of elite athletes. We are the first and only hotel in the UK to have 20 altitude bedrooms that allow you to sleep high and train low. Our simulated altitude system goes from sea level to 5000m (Everest base camp). The 'sleep high, train low' method is believed to have a positive impact on athletes' performance capability. The aim of EACH is to deliver accommodation, food and a social hub for student and elite athletes in a commercial sustainable way.

The hotel is the missing link that supplements the world-leading sports facilities with first-class accommodation and opens Loughborough to camps for the world's best athletes.

#### Supporting our Community: Response to COVID-19, The University of Northampton

Since February 2020 we have worked quickly to respond to the challenges of the pandemic. The safety and wellbeing of our staff and students has been our priority whilst also working hard to provide help and support the local community. From the start of the pandemic, action teams were formed and guided by the institutional Critical Incident Team. These teams proved essential in keeping staff and students well informed enabling them to work and study effectively and safely. Evidence of the impact our approach has had on our community is through our department being awarded the 'Rose of Northamptonshire Award', this was given in recognition of our hard work throughout the pandemic and support offered to not only our own community but also the wider community of Northamptonshire.

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### THE NOMINEES ...CONTINUED

#### **Being a good neighbour, Estates and Campus Services, University of Dundee**

The 4R's to being a good neighbour: reduce, reuse, redistribute and recycle. Efficient resource use is at the heart of sustainability in most institutions. Through a combination of reducing, reusing, recycling and redistributing we have reduced our waste, storage space, increased recycling and student/staff awareness, and embedded behaviour changes to campus wide recycling/reuse, helped many local charities, as well as saving thousands of pounds for the institution. Through monitoring and understanding current consumption patterns and product usage we can make changes and adopt to a more circular economy model. Through working with local charities and public bodies we can make this more a community-based initiative with a further reach.

#### **Staff and Student Led Approach to Tackling the Climate Emergency, University of Exeter**

The E&CE declaration stemmed from a staff and student call to action, and therefore the importance placed on E&CE at the UoE is reflective of the mind-set of the university Community. The team have created a 5-step plan to mobilise the 30,000 staff, students and supply partners that make up the UoE community: leadership, data, engagement, partnerships and transparency. Over the last year the institution has formed an E&CE Board and Policy, with commitments to achieve targets held by members of the Vice-Chancellor's Executive Group.

Developments have also taken place on a grass roots level, with a focus on ensuring that students and students alike have the platform to communicate their ideas and deliver projects to play a meaningful role in the university's climate emergency response.

#### **Fire Safety – assurance in purpose-built student accommodation through whole system collaboration, University of Liverpool**

We had a vision to create a city with the safest student accommodation, a beacon of excellence for fire safety through an ongoing collaborative review of fire safety across HEI stakeholders, Local Authority, the Fire Brigade, and Purpose-Built Student Accommodation (PBSA) registered providers. The PBSA Fire Safety Group is in place to identify gaps in the management of fire risks across the city calling for a more consistent and standardised approach that provides assurance to student residents, universities, and enforcement authorities. The objective of this initiative is to encourage best practice through engagement, education and seeking evidence that the 54 registered PBSA providers are compliant with fire safety statute and building regulations as well as assurance for parents, the 16,500+ student residents, universities, and the city.

#### **Moving to agile working practices, Estates, Facilities & Commercial Services and Strategic Space Management & Planning and Development, University of Surrey**

This project was to reinvent the workspace for Professional Services staff moving to agile working practices and encouraging collaboration within and across departments. It was designed (pre-COVID-19) to support collaboration between staff even when some were onsite and some working remotely. We were seeking to provide a modern office environment that would support staff needs and create a sense of pride in the workplace. This project may not be sector leading but it is a huge step forward for the university which has previously accommodated staff in single person offices or dedicated desking. It also focuses on supporting collaboration by providing a variety of breakout, collaboration and meeting spaces to accommodate the various needs of the teams to meet and work in groups.

#### **Unique Student Space, Estates, Facilities & Commercial Services and Strategic Space Management & Planning and Development, University of Surrey**

This project aimed to provide a unique student space (particularly commuter students) looking for somewhere to relax and meet socially on campus. It provides a "home from home" on campus with spaces that are recognisable as kitchen, living room and even garden / beach spaces. With a variety of furniture options and creative division between spaces we have delivered a space that gives students plenty of choice about how they use the space. Whether you are on your own or part of a large group – this space has something to offer everyone and it has been extremely well used since it opened last year. This is a unique space for Surrey and possibly for the sector. Student feedback has been extremely positive, and utilisation (even under COVID-19 limitations) has been high.

#### **To Be a Good Neighbour, Estates Team, University of Warwick**

Our campus Masterplan sets the vision of "becoming one of the world's exceptional and distinctive university campuses, transforming the learning, living and working experience of our students, staff and visitors, whilst supporting our local communities and providing connectivity to our region and beyond."

That extends beyond the physical estate to the way we interact with our neighbours and the regional economy. Building links with the community on both a personal and organisational level is essential to the university's position in the region. The growth of the institution, and the consequential prosperity of the regional economy relies upon the support of local residents, industry, local authorities and other local agencies. All these initiatives help to cement that symbiotic relationship and strengthen the position of the university as a local force for growth and prosperity.

#### **University of Warwick Estates and Coventry City Council Supported Internship Programme – "Changing Futures Together", University of Warwick**

Our partnership was developed to provide opportunities for young people with learning disabilities to gain valuable work experience and skills, with the aim of getting into paid employment. In January 2020, we welcomed four young people (interns) aged between 16 and 24 years to undertake a Supported Internship Programme for the remainder of their school year. The programme gives the interns the opportunity to learn and get experience in the duties of their roles, as well as supporting their ongoing education via an on-site classroom and giving them invaluable skills and experience to prepare them for the world of work. Partnerships like this should be the norm to give as many disabled people of working age the support to thrive in the workplace and defeat any disability that may be experienced as the result of a traditional work environment.

#### **One Planet Week 2020: Planting One Thousand trees for One Planet, University of York**

In the Spring term, we organised a series of sustainability-related activities as part of our One Planet Week. The aim is to provide a platform from which to promote awareness, and share knowledge and actions on sustainability to staff, students, and the wider community. The original idea of a tree planting activity was suggested by our Grounds Manager as a way of engaging both staff and students but evolved into a collaborative community-based initiative to plant trees on- and off-campus. Based on the area of land available, we set a target of planting 1000 trees on the Wednesday of One Planet Week. The university donated the trees, stakes and tree shelters and we worked with the council and a local charity to source equipment. An estimated 180+ adults and children took part in the event across all locations.

## 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.**

### THE NOMINEES

#### **Peter Fallon, Manchester Metropolitan University**

Peter Fallon has delivered excellent customer focused Engineering & Technical Services since he starting with the university in 2016. At one stage for twelve months holding down 3 different roles simultaneously. His contribution in restructuring the entire Engineering and Energy Teams whilst improving the delivery of statutory compliance activities has been a breath of fresh air to watch. Peter has risen through the ranks in 4 years, joining as a BMS engineer he has held the Energy and BMS Managers role, the Head of Engineering role following a restructure becoming a Chartered Engineer, capped off with his promotion to Manchester Met's Chief Engineer in 2020. Throughout Peter's tenure at Manchester Met, he has maintained his calm, influential and professional approach in each role that he's been asked to deliver in consistently over-performing and exceeding expectations set upon him.

#### **Ravinder Talwar, Nottingham Trent University**

Ravinder Talwar (Rav) is the Facilities Manager within the Nottingham Trent University Estates department. Rav has worked at the university for eleven years, starting here as a member of the NTU Libraries team before joining the Estates Department in 2018. Rav is a key member of the Estates team and his 'can do' approach sees him highly regarded both amongst his departmental colleagues and the wider university. Rav's demeanour always remains professional and importantly cheerful, particularly when working in a fast-paced environment across nine schools and four campuses. He's helpful, flexible and reliable and nothing is too much trouble. In the short space of time that Rav has worked in Estates, without a doubt he has made as significant impact to all those he works with.

#### **Dione Dietrich, Oxford Brookes University**

Dione joined Oxford Brookes Venues in May 2019, where she was immediately involved in the organising of the Language School Summer Business. Despite not having worked in this environment before, Dione learned quickly and was more than able to manage one of our largest language schools with an average of 450 students on site over 7 weeks of the summer, working closely with campus services, residences and catering among others to make sure that the summer ran smoothly. As Dione's substantive role was becoming more redundant during these times of COVID-19, it is the willingness, ability and impact that Dione has demonstrated to step into other key roles in the university that need recognising. Dione has stepped completely outside of her substantive role and risen to any challenges put her way.

#### **Kris Fieldhouse, The University of Sheffield**

Kris has just completed 5 years as a Facilities Manager at the University of Sheffield. Kris has been recognised by the university of Sheffield Executive Board for the exceptional contribution he makes as a Facilities Manager at the university. He has also received several outstanding achievement awards from within the Estates & Facilities Management (EFM) department. Kris has delivered truly exceptional leadership and played a critical role in enabling the Campus Services team within the EFM department to deliver key front line services throughout this past year. Kris consistently goes above and beyond what is expected in the role of Facilities Manager. His drive and commitment to provide the best possible leadership to his team is exemplary and in return he is very well respected amongst his direct reports, peers and senior colleagues.



#### **Beatrice Taylor, The University of Sheffield**

Beatrice is one of four Facilities Managers, with line management responsibility for 100+ front line operational staff. Simply put, without Beatrice's contribution, the university would not have been able to return research staff and students safely back onto campus. Beatrice led the cleaning response to the COVID-19 pandemic, from interpreting government guidelines to securing supply chains for the ongoing delivery of cleaning consumables throughout the pandemic, Beatrice has led the way. Beatrice works extremely hard to build successful partnerships across the organisation and with her teams who think very highly of her as a manager. She embraces the university's vision of "One University" and strives to break down silos between departments to deliver value to staff and students alike. She leads by example, has a thirst for learning, and is an excellent role model within the university.

#### **Rachael Hanmer-Dwight, University of Liverpool**

Rachael joined the Energy Team at University of Liverpool in July 2019 having spent 5 years in a sustainability role at LJMU. Rachael is an extremely competent individual with an infectious "can do" attitude and energy. Her friendly demeanour and general all-round helpfulness, no matter how busy she is, immediately endeared her to all her colleagues and the wider HE community.

She has gone out of her way to engage with the wider university community and has brought the Capital Projects Teams and Project Managers on board in a way that perhaps they were not already. Rachael's potential in this sector is enormous. She offers so many things to so many people and I have no doubt she will be a star in the sector in years to come.

#### **Matt Thompson, University of York**

Matt has been an exceptional Graduate Engineer and the pioneer in the establishment of a new Graduate Training Programme for professional engineers at the university. Coming to join the Estates Operations team, Matt was bringing experience built on his own university background, into a team with a vast amount of practical hands-on experience. Matt has made an immediate impact, resulting in him being selected to lead a highly technical project by the end of his first year in the post. Now closing in on the end of his graduate program, the once inexperienced raw talent has become a highly respected engineer, whose work on campus throughout the COVID-19 pandemic saw him competently leading the ventilation policy, potentially saving the university a COVID-19 outbreak in teaching spaces. Matt's performance in the role has been outstanding and has built the groundwork for future graduates.

## The AUDE Estates/Facilities Team of the Year Award

**For exceptional teamwork leading to significant achievement.**

### THE NOMINEES

#### **Facilities and Buildings Team, AECC University College**

AECC University College specialises in offering world renowned courses in health sciences, including chiropractic, radiography, medical ultrasound, physiotherapy and sports rehabilitation. Like AECC University College, our facilities and buildings (FAB) team are small and specialist. The skill-mix of the FAB team comprises qualified trades people totalling many years' experience. This has ensured a high standard of work and continuity over the years, and there is evident pride in their work. AECCUC simply would not function without our FAB team. They are first on site and will have unlocked and de-alarmed all buildings, done security checks, fire alarm testing and grounds maintenance before most staff or students arrive on site. The FAB team received many compliments within our peer-nominated end of year 'Covid Heroes' roll-call, indicative of how their work is valued across the University College.

#### **The Estates and Facilities Directorate, De Montfort University**

The Estates and Facilities Directorate (EFD) have been working extensively over the last year and have been instrumental in leading the safe return of staff and students back onto campus. EFD have supported and guided Faculties and Directorates in working out revised occupancy areas, setting out of spaces and safe routes around buildings. EFD have been responsible for the procurement, organising and implementation of safety measures with the majority being completed in-house to ensure works were completed to the correct standard and to reduce expenditure.

The key to success was each member of the EFD team working collaboratively and with a methodical approach to safety practices and extensive checking process. This approach resulted in a strong, resilient directorate that led by example and gave confidence to colleagues that it was a safe place to work and study.

#### **Capital Development Team, LSE Estates Division, London School of Economics and Political Science**

The Capital Development Team at LSE has been in existence since 2005, the turnover of staff is low, and many staff have long service. Most recently the team have been instrumental in implementing measures to ensure a COVID-19-secure campus including socially distanced teaching room layouts, risk assessments for every building, one-way systems, a COVID-19 ventilation strategy and COVID-19 signage. Despite this, all projects have been delivered within +/-0.25% of budget. None have run significantly over time and all have been delivered to a very high level of quality. The team are well respected and are inherently seen as the go-to team within the university. The team are recognised by LSE and the sector as an exemplar and have a consistent track record of delivering complex projects on time and budget to a very high quality.

#### **Estates and Facilities Management Department, Loughborough University**

The Loughborough University Estates & Facilities Management (E&FM) Department employs 725 staff and is responsible for the management of the two main campuses in Loughborough and London. It is the largest professional services department in the university and the senior leadership team (SLT) has a broad span of responsibility. E&FM is a high performing team that has been tested on multiple fronts throughout the most demanding year in living memory. Our organisation has learned how to respond to change and strategic shocks and transformed itself to ensure it continues to help the university to survive and prosper. We work together with other colleagues and peers in HE and adjacent sectors to amplify and reinforce the messages around professional service excellence, high performance and project confidence and the value we deliver.

#### **Estates and Campus Services, Oxford Brookes University**

The divisions, service partners and stakeholders have worked tirelessly and collaboratively together to ensure a rapid response to the ongoing challenges of the pandemic and to ensure that government guidelines are met whilst providing a safe, secure and compliant environment for our students, staff and site users. The directorate has been at the forefront of the business recovery efforts of the university and shown outstanding leadership skills throughout; pulling teams together to navigate these unprecedented times with energy, spirit and a solution-focused mind set. We are immensely proud of the entire team. The teams have worked around the clock to keep residents safe, looking after the wellbeing of those remaining in halls and being their first point of contact during these unsettled times, as well as raising vital funds for local Oxfordshire based charities and supporting NHS colleagues.

#### **Estates and Facilities Department, St. Georges University of London**

The Estates and Facilities Department is responsible for the management of all the physical estate at St George's, including property management, capital projects, maintenance, soft services support to teaching, and residential facilities, and business continuity planning (BCP). We aim to make effective use of the resources at our disposal and to maintain high standards of professionalism, courtesy and integrity. The team pulled together with tremendous adaptation to ensure that we could accommodate all challenges with a solution focused attitude to adapt to the pandemic. The team also supported the Oxford/AstraZeneca research trials taking place within university building through the delivery of estates and facilities services 24/7, cleaning, security and maintenance of these areas. The only university devoted to medical and healthcare education, the link with a major hospital has a massive bearing on our operations and can be considered unique in some respects.

#### **The Estates Department, The University of Edinburgh**

The Estates Department is the largest department at the University of Edinburgh (UOE) with 950+ staff members working across 5 campuses, in over 550 buildings within 20 separate functions, looking after the second largest university estate in the UK. In 2020, the estates department was instrumental in the university's successful response to the global pandemic. Estates delivered, and continues to deliver, a comprehensive, bespoke response to the ever-changing requirements of this unique situation. In recognition of the outstanding contribution to the university's COVID-19 response, the department received a Principal's medal in 2020. The department was praised for exemplifying several university values, specifically: 'excellence in all that we do', 'act with integrity', 'commitment to the interests of the city and region' and 'benefit for individuals, communities and societies'. Only 20 medals were awarded, and it was the first time ever that a whole department had been recognised in this way.

## The AUDE Estates/Facilities Team of the Year Award

For exceptional teamwork leading to significant achievement.

### THE NOMINEES ...CONTINUED

#### Estates and Campus Services, The University of Northampton

The COVID-19 pandemic placed the Estates & Campus Services (ECS) department under immense pressure over the last 12 months, from ensuring our students and staff are safe and secure through to the support they have provided to our wider community. Whilst a recent restructure brought new faces to the team, largely ECS have worked closely together for a good number of years, allowing us to understand each other well and grow into a very well-regarded department. The work of our team stretched beyond the realms of the university through work not only with our students and staff but with the wider community. Our Estates & Campus Services department have been awarded the 'Rose of Northamptonshire Award', given in recognition of our hard work throughout the pandemic and support offered to not only our own community but also the wider community of Northamptonshire.

#### Estates and Facilities Management Departments COVID-19 response Team, The University of Sheffield

As the UK went into a national lockdown in March 2020, our students were required to study remotely, and staff encouraged to work from home but the EFM team were still required to stay on campus to keep the campus safe and secure. Members of established teams within the department came together to form a new COVID-19 response team. This inspiring team carried out surveys of teaching rooms, study spaces and offices to prepare them for social distancing, created social distancing signage across campus, produced risk assessments and cleaning processes, recruited, and trained new cleaning staff, and designed and constructed a COVID-19 testing centre on campus.

Without the hard work taken by the COVID-19 Response team, the university's staff and students would not have been able to return to campus safely to deliver our world-leading research and high-quality teaching.



#### Facilities, Residential and Commercial Services, University of Liverpool

The Facilities, Residential & Commercial Services (FRCS) department consist of 750+ staff. The team deliver professional estates and facilities management services for the university community over three campuses including a dedicated student village, with an estate of circa 500,000m<sup>2</sup> GIA. Our achievements are drawn from developing an ongoing understanding of the emerging situation to act quickly and to proportionately close down parts of the campus whilst keeping other parts operational by continually adapting and delivering services where they were needed. This agile approach enabled the safe occupation of buildings allowing very successful growth in COVID-19 related research, manufacture of PPE and ensuring the whole estate was kept compliant. By acting quickly and creating a COVID-19 Secure campus, keeping the campus ready for occupation through continuing compliance activity and vigorous resource planning enabled the scalable deployment of a significantly reduced staff base and the continuation of existing initiatives/projects.

#### Directorate of Technology, Estates and Facilities, University of York

Directorate of Technology, Estates and Facilities (DTEF) team is made up of departments including IT, Estates Operations and Development and Commercial Services. As the lockdown ended, the DTEF team drew together a robust opening plan, with agreed building priorities, to ensure that all statutory activities within buildings had been undertaken and that the buildings were safe for reopening. The effectiveness of this plan allowed for the early return of research on campus. Along with the building safety came the COVID-19 secure arrangements. To allow for a consistency of approach in controls, a COVID-19 secure workbook was developed and COVID-19 secure leads were appointed within departments and professional services areas. This approach allowed departments to implement consistent controls and provided a central point for ordering required consumables. The team has been crucial to the university across several functions and has shown a great ability to react to change.



# AUDE Award winners 2020

## AUDE Estates/Facilities Team of the Year Award

The Estates and Campus Services Team at the University of Stirling

## AUDE University Impact Initiative of the Year Award

Estates Accessibility and Inclusion Initiatives at the University of Warwick

## AUDE Award for Reaching Higher

The Lancaster University Wind Turbine Community Benefits Fund

## AUDE Award for Emerging Talent

Jessica McGrellis (University of Glasgow) and Grace Smith (Sheffield Hallam University)

## The AUDE Chair's Award for Long-Term Contribution

Andrew Burgess, Director of Estates, Facilities and Commercial Services at Lancaster University, and AUDE Treasurer

## LAST YEAR'S WINNERS: WHAT ARE THEY DOING NOW?

**2020 has been the most extraordinary year in almost anyone's working lives. A year on from success at the AUDE Awards 2020 we were able to catch up with some of the winning individuals to hear about their own take on a year of COVID-19.**

"Looking back a year to our AUDE Award win, well we were over the moon," said Colin McNally of the University of Stirling, "though it was a bittersweet moment as we would have loved to be able to celebrate with colleagues in person, and COVID-19 took that from us. We're a small university, competing with the big guns, and to be the first Scottish winner of the AUDE Team of the Year Award is special for us.

"The Estates Team has been on the frontline here all year, as at other universities. The vast majority work on site, keeping students safe, keeping buildings compliant. It's a big task to be COVID-19 safe and flexible enough to adapt to the latest government announcement. The university has really come together across departments to face the challenges of the pandemic, there's been a blurring of the lines to make things happen quickly. So, setting up our Lateral Flow Test facility for instance was done in ten days, and while I was focusing on the construction it was great to know HR was hiring at speed, and other teams were taking their share of the work too. There's been a real Can Do attitude and we need to carry that on into the next round of challenges – re-energising campus, working out what social distancing means for the future, and more. It's been a hard shift, but good can come out of adversity. We've forged great links now with local partners including the local authority and NHS trusts. We'll all need to look at the opportunities, and perhaps think of the estate in a different way."

# "Unquestionably the hardest working year of my life."

**Jenny Wheeler of the University of Warwick is one of the very few accessibility officers embedded within a university estates team. Warwick won the AUDE University Impact Initiative of the Year Award 2020 for 'Estates Accessibility and Inclusion Initiatives' – a catch-all term for a number of interlinked projects including 'The Radio Revolution', in which the existing university radio system was adapted into an all-round support mechanism for disabled people, with GPS tracked panic alarms, epilepsy and toilet alarms among the added range of services.**

As at every university, a large part of the institutional purpose this year has become the joint action against COVID-19. For Jenny, this has included helping to ensure face coverings didn't affect disabled students' learning by working with an Engineering PhD student to get 3D printed transparent visors for all teaching staff and working with colleagues across the sector to ensure accessibility and inclusion considerations were fed into new British Standards. Jenny has also been busy raising awareness of the need to complete Equality Impact Assessments for projects and supporting colleagues to be flexible to respond to requirements as the University reacted to changing government guidance, particularly in assisting the multiskilled teams involved in procuring COVID-19 secure items on time to meet the needs of staff and students.

"It's been a rollercoaster year for everyone," Jenny Wheeler said. "In terms of a big win we've converted some existing accommodation into an enhanced accessible suite for a disabled student with complex needs, including life-critical equipment, and their care team. This disabled student had been turned down by several other universities who could not accommodate their requirements. We've been thinking about reasonable adjustment requests and the number of bespoke adaptations we are able to make. At a time of financial scarcity not every university would have made the choices we have but we now have a fantastic facility that can be used in the first place for a specific student and well into the future for others, including for conferences and events such as accommodation for para-athletes at next year's Commonwealth Games."

**The AUDE Award for Reaching Higher 2020 was won by the Lancaster University Wind Turbine Community Benefits Fund. During annual budgeting rounds since its installation in 2013 a £20,000 fund has been allocated each year to support local community initiatives across a wide largely rural area impacted by the turbine.**

"The university remains very committed to the Community Benefits Fund," explained Paul Morris. "We focus on green and sustainable initiatives that will have real local benefit. For the local organisations, often small-scale and voluntary, there may not be any similar fund that they can make a bid to, so for those projects that are chosen it can make a real difference. We're thinking ahead to our next project – we are part way through an application to build a solar PV farm – and we may well want to create a similar community fund linked to that development too. We take the response of the local community very seriously and in putting together the application we've been taking on the views of the local authority, of local communities concerned about the impact on the landscape and thinking about how we can actually increase the biodiversity of the landscape and surroundings. To be able to think about these issues in the round has to be part of our commitment to the region. We want our energy consumption to be carbon neutral at Lancaster by 2030. These projects will combine to help us achieve that."



**Jessica McGrellis of the University of Glasgow and Grace Smith of Sheffield Hallam University were joint winners of the 2020 AUDE Award for Emerging Talent.**

“At Glasgow the team has been busier than ever,” Jess McGrellis said. “The pandemic has just created a new level of busy-ness. There’s been lots of uncertainty of course, projects have been temporarily paused, but at the same time construction is continuing, and there is actually a window of opportunity created by the heavily reduced numbers of other people around campus. It is exciting to think of what the new post-COVID-19 world will look like, and the likely movement towards a more hybrid way of teaching – my team is helping with that thinking. One consistent project for me this year has been our new Adam Smith Business School and Post Graduate Taught Hub. A new build, it was paused but is now approved. COVID-19 hasn’t changed this project too much, and the university is now confident it should go ahead.”

**COVID-19 hit just as Grace Smith was preparing to go on maternity leave – she returned to Sheffield Hallam just before Christmas, and with urgent considerations all around, from planning for campus re-opening to the need for “instant” testing facilities.**

“In the midst of that urgency,” she explained, “it was great to be able to take time for some real calm and considered thinking about some of our processes, to look at the new ISO 19650, and to give the attention and resource to how we run our projects. Of course we are doing lots in the team that is fast and reactive too. Right now we have a huge opportunity to look at how we work, how and where students learn, and how we build a hybrid model for the future. I’ve enjoyed coming back to work, but why would we ever go back to things as they were?”



**Andrew Burgess was the winner of the AUDE Chair’s Award for Long-Term Contribution at the 2020 AUDE Awards.**

“In March 2020,” Andrew said, reflecting on the beginnings of a year unlike any other, “I took an almost empty train down to London for a meeting, and another almost empty train back to Lancaster. It was clear something wasn’t right. As a society we were gearing up for what became the first lockdown, and what has unquestionably been the hardest working year of my life. The pressure and the work have been unrelenting. The same is true for my team, many of whom have been the university’s key workers during the pandemic – I’m thinking of porters and maintenance staff, cleaners and security. Estates and facilities teams have been at the vanguard of making campuses safe and secure. We’ve never had the spotlight on us in this way before, but like many universities Lancaster has never actually closed. I think we can be tremendously proud of that.”

“The world of work has changed forever this year. And there are plenty of positives to hold onto as we try to keep the best of what we’ve learnt for the future. Technology has allowed work and teaching to continue. In a year of endless emergency response new relationships have been built across the university, we’ve all learnt more about flexibility, we’ve supported student welfare even as society closed down around us and as teams, we’ve achieved things quickly that had previously seemed very difficult. For many of us, the financial brakes are now on. And we’ve missed the camaraderie of everyday working life very much. But Estates now has a sky-high profile at Lancaster – we’re the ‘Go To’ people, and that’s likely to be true at many other universities. We can build on that”.

# Meet the Judges



**Stephen Wells**  
Director of Estates,  
Facilities and Commercial Services,  
University of Surrey and AUDE Chair



**Umesh Desai**  
Director of Estates & Commercial Services,  
De Montfort University and AUDE Chair Elect



**Professor Dame Janet Beer**  
Vice-Chancellor,  
University of Liverpool



**Jerry Barnes**  
Partner,  
Hoare Lea

# AUDE Awards 2021

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