

AUDE

ASSOCIATION OF UNIVERSITY DIRECTORS OF ESTATES

Big Conversation 2021

Agile Working

14 OCTOBER

Headline Supporter



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Contents

Overview of AUDE	3
Chair’s Welcome	4
Your Host	5
Programme	6
Speakers	8

#AUDE21
#BIGCONVERSATION

Overview of AUDE

AUDE promotes excellence in the strategic planning, management, operation and development of higher education estates and facilities. AUDE offers membership to publicly funded UK bodies whose primary remit is higher education teaching and/or research, AUDE has a growing number of private providers of higher education and international universities. There are also business partner opportunities for commercial bodies.

We are the UK’s leading source of expert information about the university estates and facilities sector and work to ensure estates professionals are equipped to take a strategic and proactive approach. AUDE is a not-for-profit organisation. Any funds generated through the activities of the Association are used to fulfil its objectives and mission.

AUDE’s members are generally represented by the most senior member of staff responsible for managing, planning, constructing and maintaining all types of accommodation for higher education institutions. Though arrangements vary, most directors of estates are also involved in managing a wider range of capital projects and services including cleaning, security, grounds maintenance, space planning and management, car parking and traffic and, in some institutions, additional services such as catering, conference and sports facilities, insurance, furniture and equipment and printing.

Our membership offer is growing, and we provide benefits and services for all those working in estates and FM within education.

A primary objective is to make sure that university estates provide best value for money and contribute positively to a high-quality student experience. Estates are one of the university’s largest assets, AUDE and its members are at the forefront of ensuring that universities use this valuable asset to full advantage. There is a clear link between the buildings, facilities and accommodation on offer at a university and the desirability of the establishment to potential students and staff.

Our members

- AUDE currently has over 2,733 individual members from;
- 185 UK and Ireland higher education institutions
 - 6 international institutions
 - 7 business partners
 - 8 alternative providers
- Joining AUDE will allow your organisation to develop and grow relationships with estates and FM professionals in the HE sector. Speak to a member of the AUDE team or visit aude.ac.uk/membership for further details.

AUDE contact details

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Chair's welcome

A very warm welcome to all AUDE members joining us for the 2021 Big Conversation. Over two days (11 and 14 October) we'll be unpacking the huge emerging theme of "Agile working" – both virtually and in person – with the help of speakers from across the sector including Mary Curnock Cook CBE (Chair of the UPP Foundations Student Futures Commission) and Professor Shan Wareing (Deputy Vice Chancellor at the University of Northampton). Whether you are joining us for the virtual sessions on Monday 11th, or the face-to-face meeting on 14th, you are very welcome.

How agile are you? Eighteen months ago this might have seemed a question more suited to our colleagues in HR. But we've all been on the steepest learning curve throughout the pandemic, and the question of organisational agility has swung sharply into focus for every team. As individuals are we flexible enough to cope with rapidly altering situations? As teams are we adaptable? Can the spaces we manage change to meet the new requirements that a pandemic has brought? As managers have we the versatility of style needed to manage remote workers to the same standard as those teams we meet every day? Are our systems and policies flexing, or breaking? How have staff expectations of working life and student expectations of study changed since March 2020? Are we ahead of the curve, shaping and steering that change? Or are we behind it and struggling to catch up? How have our relationships within our teams, with those in other professional services, with our academic colleagues, and with contractors and suppliers changed since the arrival of Covid? Is the entire estates ecosystem achieving agility in a co-ordinated way? Who is ahead of us? Where can we learn?

AUDE's Big Conversation has always been intended as a learning space for members, for open and honest conversations that help us think about some of the largest challenges that estates teams face. After the success of the AUDE (virtual) Conference in April 2021 we have a new string to our bow in being able to carry on these important conversations at a large scale even if remotely. For those of you dipping a toe in the water of in-person meet-ups after a lengthy gap, we will be delighted to see you. AUDE is all about peer support – however you are experiencing this year's Big Conversation we hope there is plenty here for you.

To our speakers and session leaders, to our delegates, to our industry guests and commercial partners in putting on this event – including our Main Supporter for Big Conversation 2021, Overbury plc – a huge thankyou for everything you do to help AUDE.

With best wishes



Stephen Wells
AUDE Chair

Director of Estates, Facilities
and Commercial Services at
the University of Surrey

#AUDE21
#BIGCONVERSATION

Your host



Simon Fanshawe, OBE
Co-Founder and Partner,
Diversity by Design

"We are delighted to welcome back Simon Fanshawe OBE to host our Directors' Development Day at Big Conversation 2021. Through his organisation Diversity By Design Simon works to transform the organisational performance of organisations in the public, private and third sectors."

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

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

Programme

Thursday 14 October 2021

09:00 - 09:25	Registration
09:25 - 09:30	Welcome Address Simon Fanshawe, OBE, Co-Founder and Partner, Diversity by Design
09:30 - 10:30	Plenary 1: The Future of Higher Education Mary Curnock Cook CBE, Independent education expert
10:30 - 11:10	Refreshment Break Networking
11:15 - 12:15	Panel debate: How can our estates be more agile to accommodate flexible ways of working? Simon Harper, Professor of Computer Science, University of Manchester Mimi Harmer, Panelist, Office for Students Louisa Dale, Secretary, Public Chairs' Forum & Association of Chief Executives Stephen Wells, Director of Estates, Facilities and Commercial Services, University of Surrey and AUDE Chair Andrew Nolan, Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group
12:15 - 13:25	Lunch break Networking
13:30 - 14:30	Plenary 2: Agile working; the connected campus and the challenge of people and place Dr Esther Jubb, Head of Learning Innovation for Pearson Online Learning Services (International)

14:30 - 15:10	Refreshment Break Networking
15:15 - 16:15	The Big Question: How do you make Agile Working a reality? Alan Bainbridge, Director of Property and Facilities, BBC Kate Richardson, Head of National Office Programme, NHS Property Services Steve Henigan, Managing Director, Henigan Consulting Group Mark Perrett, Account Manager, PTS Global Chaired by Emma Keyse, Business Development Manager, Overbury Panel debate sponsored by main supporter Overbury
16:15 - 16:30	Event wrap up Simon Fanshawe, OBE, Co-Founder and Partner, Diversity by Design
16:30 - 16:45	Networking sponsor welcome address Paul Sharp, Account Director UK, AssetWorks Sponsored - AssetWorks
16:45 - 18:00	Drinks and networking Sponsored - AssetWorks

Speakers

Plenary 1: The Future of Higher Education

Mary Curnock Cook CBE, Independent education expert



Mary Curnock Cook

Mary Curnock Cook is an independent education expert serving in a non-executive capacity on a number of Boards. From 2010-2017, Mary was Chief Executive of UCAS. Earlier in her career she held executive and non-executive positions in the education, hospitality, food and biotech sectors.

Mary chairs the governing body of the Dyson Institute, and the Access Project, a charity which helps students from disadvantaged backgrounds progress to selective universities. She is a Council member at the Open University, and a non-exec Director at the Student Loans Company, the London Interdisciplinary School, the Student Room and Education Cubed. She is also a Trustee at the Higher Education Policy Institute (HEPI). She has the role of Network Chair for Emerge Education, the leading edtech investor in Europe.

Mary has an MSc from London Business School and was awarded an OBE in 2000, and a CBE in 2020 for services to further and higher education. She is an honorary Fellow of Birkbeck and Goldsmiths and has an honorary doctorate from the University of Gloucestershire.

Mary will draw on her wide experience in higher education and specifically on the work she has been leading recently as Chair of the UPP Foundation Student Futures Commission. Her talk will reflect on how changes since the pandemic and in the future will change the way students are taught and learn, and the implications for Directors of Estates and Facilities.

Panel debate: How can our estates be more agile to accommodate flexible ways of working?

Simon Harper, Professor of Computer Science, University of Manchester
Mimi Harmer, Panelist, Office for Students
Louisa Dale, Secretary, Public Chairs' Forum & Association of Chief Executives
Stephen Wells, Director of Estates, Facilities and Commercial Services, University of Surrey and AUDE Chair
Andrew Nolan, Development & Sustainability Director, University of Nottingham and Chair of AUDE Sustainability Advisory Group



Simon Harper

Simon Harper is a Professor in Computer Science at the University of Manchester and leads the Interaction Analysis and Modelling Laboratory. He is a Fellow of the British Computer Soc., a Fellow of the Institute of Engineering Technology, and an Association of Computing Machinery Distinguished Scientist, and is interested in understanding and changing behavior based on a person's digital/mobile footprint. His work spans accessibility, mental health, Parkinson's Disease, and more recently Type 1 Diabetes. He is Head of Postgraduate Research for Computer Science at Manchester as well as being an elected Senator.

We all know that the sector is not going back to business-as-usual, but it's also not going to be the 18 months of zero contact we've just experienced. Instead, lectures will go online, replaced by more interactive experiences like seminars, workshops, and tutorials. But where does this leave our University estates? As we move lecture theatres to spaces more suited to interactive teaching, such as flat-teach or collaborative learning spaces, what is the value proposition of estates-activities previously centred around the provision of lecture theatres; what makes our needs unsatisfiable by any estates management company? Where next for University Estates?



Mimi Harmer

Nominated as 'One to Watch' at the Northern Power Awards, Mimi has carved out a career in performing arts education: consulting, advocating and representing. She is a Panelist for the Office for Students and Co-Chair of the Student Network for the European Association of Conservatoires, also working in EdTech at Leeds Beckett and as a teacher at Leeds Junior Conservatoire.

Alongside her expertise in the education sector, Mimi is actively involved in the music industry as a cellist and composer. Her compositions have been premiered by members of the LSO and ENO, and is currently working on a virtual reality multisensory experience. Mimi was also recently appointed as Director of The F-List for Music: the UK's largest directory for female and gender minority musicians.

I will talk about how universities are going through a situation comparable with retail: the use of technology has meant that physical spaces have to be repurposed. I will discuss a student perspective on how this may be done to accommodate staff, students, and the local community. I will provide ideas on which services and experiences needs to be prioritised and in person, and how the needs will differ per course/subject.



Louisa Dale

Louisa facilitates conversations with governors & leaders in public service. As Secretary to PCF (Public Chair's Forum) and ACE (Association of Chief Executives), she currently supports two membership organisations for UK public bodies. Louisa designed and facilitated Learning and Teaching Reimagined. This national Covid-19 response programme for vice chancellors and university leaders engaged over 1000 contributors during 2020, shaping a vision and roadmap for technology-enhanced learning and teaching for UK universities.

Before the pandemic, she led an insight function at Jisc, responsible for member experience strategy. Working with Jisc's leadership, she oversaw a substantial uplift in member satisfaction; ensuring Jisc listened and responded to member needs. Louisa has worked for nearly two decades in variety of national and international roles supporting leadership and expert exchange to inform public policy and investment in the use of digital, data and technology for education and research.

Agility: the ability to move quick and easily. It's people who design, build, shape and service our estates. And it's people who will need to embrace agility to enable flexibility.

In this new and uncertain world, let's take a closer look at leadership, the folly of hierarchies and the importance of energising and empowering diverse expert teams.

We can also take a look at what it really takes to design for success in flexible work & blended learning ... but mostly we should talk about equipping people for different, new and hopefully better.

Plenary 2: Agile working; the connected campus and the challenge of people and place

Dr Esther Jubb, Head of Learning Innovation for Pearson Online Learning Services (International)



Esther Jubb

Esther leads the team responsible for learning design and academic delivery support. She has more than 20 years' experience working within the higher education sector in academic and professional service roles (Universities of Durham, Liverpool John Moores, Sheffield, Derby & Cumbria) and undertaking consultancy internationally in the US, Australia, South Africa, and Central America. Her core expertise is in the areas of curriculum design and development, online programme design and delivery, academic development and technology enhanced learning. She holds a PhD from Durham University, and is a Principal Fellow of the Higher Education Academy. Esther is an advocate for agile, remote and flexible working and works from either her garden or home office most days...depending on the weather.

Esther will reflect on the challenges that university face in delivering a vibrant campus and connecting those who are studying and working remotely. Overcoming the notion of the campus as just a physical place and redefining it as a connected community. Drawing on her experiences of designing digitally rich learning experiences and working remotely she will share her thoughts on opportunities to build university communities that meet the needs of agile and flexible workers and learners.



The Big Question: How do you make Agile Working a reality?

Alan Bainbridge, Director of Property and Facilities, BBC

Kate Richardson, Head of National Office Programme, NHS Property Services

Steve Henigan, Managing Director, Henigan Consulting Group

Mark Perrett, Account Manager, PTS Global

Chaired by Emma Keyse, Business Development Manager, Overbury

Panel debate sponsored by main supporter Overbury



Alan Bainbridge

Director for BBC Property, which has over 150 locations across the UK, Alan has over 30 years' experience in construction, property and facilities management. His involvement in flagship schemes from PFI, retail, commercial and media has given him a breadth of understanding across the market from owner to occupier and across the supply chain. He directs an in-house team of 30 professionals who manage an outsourced team of over 800 across the UK.



Kate Richardson

Kate is a Chartered Surveyor and has been part of the NHS Property Services Asset Management team for six years. Kate leads the National Office Programme which focusses on identifying opportunities for cost savings and reduction in non-clinical space, using new ways of working as the impetus for customers who enjoy both operational benefits and improved working environments for staff through these projects. She also manages key customer relationships and leads on new business opportunities for consultancy and office estate projects. A key focus for her team is supporting the implementation of smarter working - both within NHSPS and amongst our customers. Within NHSPS they have accelerated and formalised our smarter working policy during the pandemic, building a more agile workforce to better serve our customers. And in each customer office project, the team aims to create working environments that enable smarter working and boost NHS staff productivity, collaboration and wellbeing. During her time at NHSPS, Kate has overseen the delivery of £120 million in savings for the NHS through office rationalisation, and in 2020/21 alone her team's work has supported 4,200 NHS staff.



Steve Henigan

Steve is the founder and Managing Director of Henigan Consulting Group with responsibility for delivery of workplace consultancy and change management, working with clients on a global scale. He is the past chair of the Corenet UK Workplace community. HCG work with organisations and leaders across HR, Real Estate and C-Suite functions, to connect the dots between organisational vision, culture and their workplace (s). We work with global brands across multiple sectors, to ensure their culture and future direction is something that employees can experience and get a sense of wherever they are based – whether it be in the office, in a co-working space or the digital workplace.



Mark Perrett

Mark Perrett is PTS's Higher Education and Wider Public Sector lead. Mark's role involves understanding the latest ambitions and challenges within the University landscape and working with PTS's subject matter experts to chart how technology can be a key enabler and solution.



Emma Keyse

Emma is responsible for Business Development in the Higher Education Sector for Overbury's London team. She leads on account management and new business with clients including UCL, KCL, LSE, the University of Westminster, City, University of London, and QMUL. Since 2017, Emma has been a Trustee for the Higher Education Design Quality Forum and chairs the HEDQF Comms Group.

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