



ASSOCIATION OF UNIVERSITY  
DIRECTORS OF ESTATES

*Excellence in estates and facilities*

# Report & Review 2013/14

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AUDE – the Association of University Directors of Estates – is a membership organisation for university estates and facilities sector professionals.

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### What are AUDE's aims and objectives?

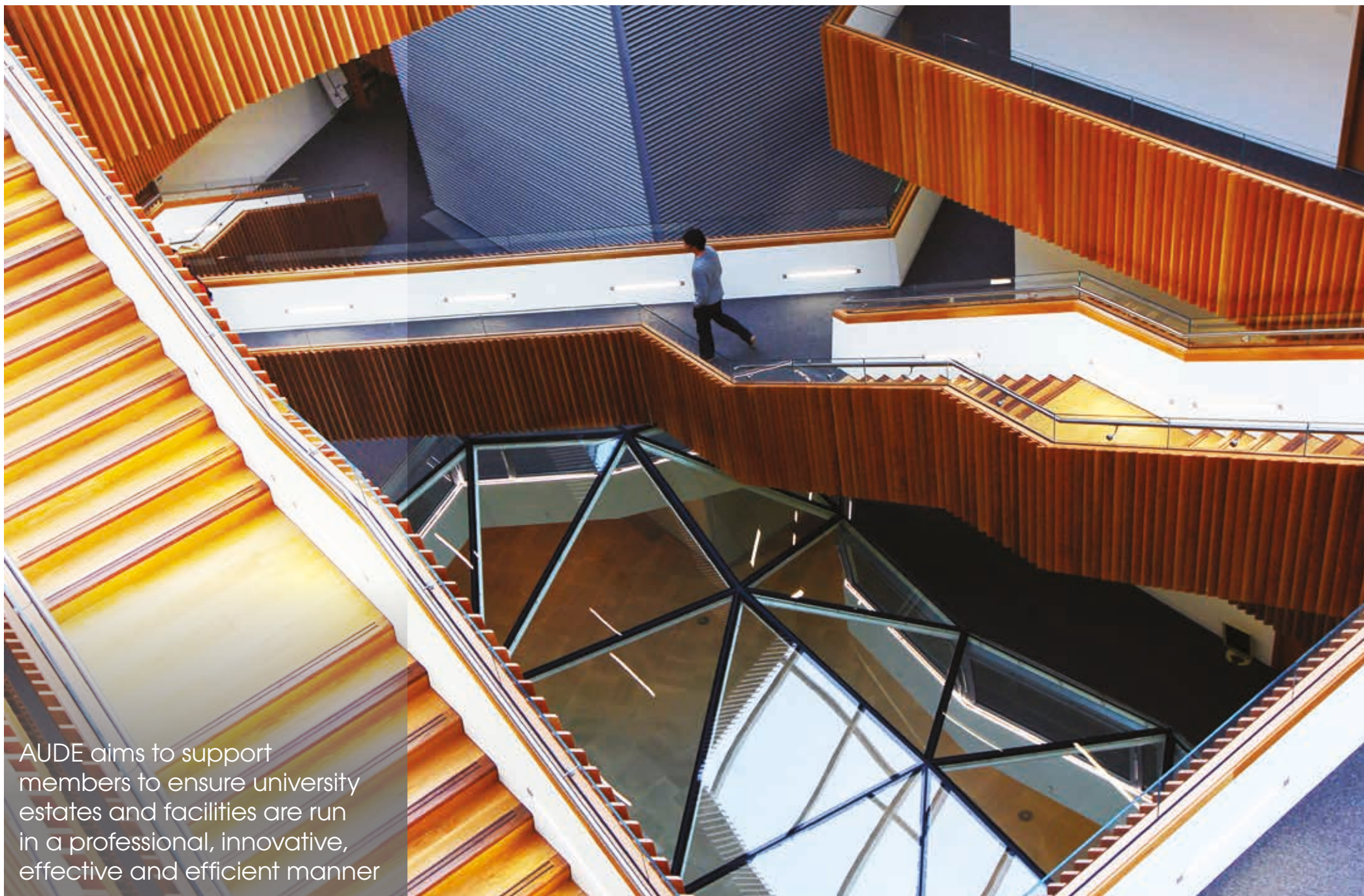
AUDE aims to support members to ensure university estates and facilities are run in a professional, innovative, efficient and effective manner. AUDE's key objectives are to make sure that university estates provide best value in support of the activities of each institution and to assist members in enabling students to have a high quality experience.

Estates are one of the university's largest assets and AUDE's activities extend across the full estates and facilities remit – from strategic capital investment and factoring services, through to catering and cleaning. As a change agent, AUDE aims to promote best practice across all areas.

The sector is undergoing a period of rapid transformation, AUDE's job is to help estates and facilities professionals plan for and respond to these changes.

With AUDE's support, the university estates and facilities sector has seen a consistent positive trend in environmental sustainability, building condition, and 'doing more with less', despite a corresponding reduction in the proportion of university income spent on estates. AUDE aims to support its members so that these trends continue.





AUDE aims to support members to ensure university estates and facilities are run in a professional, innovative, effective and efficient manner



**Andrew Wiles Building, University of Oxford**



## 01

## Why are university estates so important?

## What are the responsibilities of a Director of Estates/Facilities?

**The estate is core to enabling the delivery of the university mission. There is a clear link between the buildings and accommodation on offer at a university and the desirability of that establishment to potential students and staff.**

As well as student accommodation, universities build, run and maintain an extensive portfolio of research facilities; some very specialised, and provide teaching spaces, leisure and sports facilities, conferencing, catering outlets, banks and shops. The estate and facilities help universities to fully support their students, carry out world-class research, generate spin-out businesses, stimulate the local economy, attract and retain high calibre staff and help the university to access funding.

Communities local to universities benefit from the sharing of resources, facilities and expertise, or receive more direct benefits through an increase in trade and provision of services to the institution. A thriving, professional university estates sector is vital to the success of the UK higher education system, and of real benefit to both the local and UK economies.



**The Director of Estates/Facilities Management (FM) is the most senior member of staff responsible for managing, planning, constructing and maintaining the higher education estate, in support of the institution's strategic objectives.**

Typically the remit of a Director of Estates/FM will include capital development, factoring services, building maintenance, engineering services, utilities and health and safety.

Though arrangements vary, most Directors of Estates/FM are also involved in managing a wider range of services including residential accommodation, cleaning, security, grounds maintenance, space planning, car parking and transportation – and in some institutions, additional services such as catering, conference and sports facilities, insurance, furniture and equipment and printing.

Directors of Estates/FM come from varied backgrounds. 31% are members of the Royal Institution of Chartered Surveyors; 30% belong to the British Institute of Facilities Management; 22% are Chartered Institute of Building members; 9% belong to the Engineering Council and 6% to the Royal Institute of British Architects.



**University of Wolverhampton  
Business School**

## 02 How AUDE helps its members

### **AUDE is a valuable resource for everyone who works within university estates and facilities.**

Membership of AUDE is organisational, with 156 universities in membership, almost the entire sector. Through networking, training and knowledge sharing, AUDE can help support university estates staff in their jobs and careers. The AUDE annual conference is the premier event for senior higher education estates professionals, whilst AUDE's regional groups provide a lively programme of meetings and events, run by the members and for the members.

The Association maintains collaborative relationships with an extensive number of key organisations and stakeholders both within the sector and beyond – and in the UK and internationally – ensuring the voice of university estates is represented and heard.

In a changing financial environment, AUDE can help members demonstrate best value. As a hub of best practice, AUDE is open to share learning and good practice from the estates sector to benefit everyone working in higher education.



### **Membership of AUDE provides the opportunity to:**

- enhance and promote excellence in the strategic planning, development, management and operation of the higher education estate and facilities
- network with Estates and Facilities Management professionals in the UK and abroad to share knowledge, opinion and expertise
- build national and international links and partnerships
- access training events devised specifically to meet members need and enhance professionalism
- formulate and influence national policy
- participate in projects and benefit from them
- contribute to consultations and initiatives
- attend the AUDE annual conference and join the members mailbase
- receive the quarterly AUDE newsletter, annual report, guidance and special publications
- participate in regional meetings and activities
- join with colleagues in the pursuit of quality, efficiency and effectiveness in higher education estates



**Brackenhurst library, Nottingham Trent University**



# 03 Key facts about the Higher Education estate

**The University sector in the UK now has a population of 2,336,000 (predominantly made up of 1,941,000 taught students).**

The higher education sector has a gross internal area of 26.7 million m<sup>2</sup> of space with over 3.0 million m<sup>2</sup> dedicated to research.

The total value of the estate is difficult to estimate, however the Insurance Replacement Value (IRV) is over £60.0 billion.

The estate costs £1,975 million per annum to run, this includes maintenance, utilities, rates, cleaning, management and other running costs.

AUDE members have over the past 5 years spent on average over £2.0 billion per year on capital works.

Total income in the sector is in excess of £25.0 billion; £16.0 billion from teaching income; £6.5 billion from research and £4.9 billion from other and residential income.

The income generated per m<sup>2</sup> within the sector has continued to grow. This is a good measure of how efficiently estates are being used. Across the whole estate it has reached £1,600 per m<sup>2</sup>.

Total property cost as a percentage of total income has remained relatively stable at between 6% and 7% for the last 10 years, demonstrating effective cost management by Directors of Estates and their teams.

Energy use has remained constant, this is likely to be the result of effective sustainability programmes aimed at energy reduction, coupled with an otherwise inexorable increase in demand for energy. Energy costs have increased substantially.

The condition and functional suitability of the estate is improving over time.

The sector has 250,000 beds in residential accommodation owned and managed by universities and a further 66,000 in third party accommodation.

Estates and Facilities Management departments employ almost 10% of the higher education workforce.

These statistics give some idea of the scale of operations across the sector. AUDE endeavours to maintain an on going programme of activities and projects, focussed on the needs of the members, to ensure the efficient and effective utilisation of the estates resource for higher education.

Key Facts taken from 'Estates: The Foundations of Higher Education, Higher Education Estates Statistics 2011/12', published by the Association of University Directors of Estates (AUDE), Nov 2013. <http://www.aude.ac.uk/info-centre/EMS>



**The Francis Crick Institute** By Wadsworth 3D



Byron House, Nottingham Trent University





## Mark Swindlehurst

Chairman



### 04 Chairman's Report

**I am pleased to report on the wide ranging and comprehensive support AUDE has provided to estates and facilities professionals and their institutions in 2013/14, to assist them in what has been a fast paced and challenging environment. The Association is working within the framework of new Strategic Plan, covering the period 2013 to 2015 and containing key aims, objectives and goals.**

For the first time, the Association published the higher education estates statistics report in 2013, a robust analysis of the impressively comprehensive and varied set of statistics returned by higher education institutions on their estates and facilities. This valuable data resource enables sector institutions to benchmark across the range of estates and facilities services and is invaluable in assisting colleagues to assess, plan and analyse performance at their institution and in comparison with other universities. AUDE initiated the original data collection and has supported and facilitated it over many years, resulting in a resource for long term trend analysis as well as comparative study. AUDE's publication of the estates statistics report has enhanced and extended the value of this work, both to the sector – and in the provision of information to wider audiences.

The Association carried out a comprehensive learning and development needs survey and analysis in 2013, to underpin a set of new programmes tailored to member need. Courses will be offered under the AUDE Academy banner to support colleagues in both middle and senior management roles. I am delighted to advise

that 2013 also saw the awarding of the first AUDE scholarship to an individual in one of our member universities, enabling her to take advantage of the learning on offer at an international conference and to share this with AUDE colleagues.

Recognising the value of collaborative partnership, both to the experience of participants and to sector efficiency, AUDE has worked with a variety of stakeholders over the year to plan and deliver professional development opportunities. These have included a Strategic Sourcing conference in partnership with Universities UK and BUFDG (British Universities Finance Directors Group); a Safety in Building Design seminar run in conjunction with the Universities Safety and Health Association and a well attended Soft Landings series of courses with the Association of University Engineers and BISRIA.

Liaison with other bodies and organisations, both in the sector and beyond, is a valuable and important part of what AUDE does, helping to promote 'joined up thinking', reduce duplication and enhance sector efficiency. The breadth and depth of these collaborations continues to increase and it would be impossible to list them all. Examples include AUDE sponsorship and support for the Green Gown Awards, working with the Environmental Association for Universities and Colleges; AUDE's participation in phase two of the sectors Modernisation and Efficiency programme being led by Universities UK; discussions with People and Planet, the student body who produce the sector Green League; work with JISC and funding councils,





A well run estate, with high quality facilities has never been more important in supporting the mission of universities



The Forum Southend-on-Sea

and AUDE's continuing support for a range of sector Associations via the Higher Education Estates Association Forum.

Bringing colleagues together to exchange expertise is one of the key strengths of our Association. Our annual conference attracted a record number of delegates in 2013 and was a huge success. Bob Wilson and his team delivered an outstanding event in terms of networking, the quality of both the formal and social programme and in terms of outcome – and we are most grateful to all involved. Similarly I would like to congratulate all regional co-ordinators who continue to give freely of their time to ensure a lively and informative series of ongoing events throughout the year, alongside members and leaders of sub-groups, the AUDE Executive and working committees.

The pace of change within the higher education sector shows no sign of slowing and the provision of support to our members to meet the challenges is at the heart of everything we do. A well run estate, with high quality facilities, has never been more important in supporting the mission of universities, be it in the provision of superb teaching and learning spaces; world class research facilities; 21st century accommodation or well run services. All contribute to enhance the student experience and to underpin the success of UK higher education.



European Bio-energy  
Research Institute, Aston



I step down from the position of AUDE Chair in April of 2014, and I would like to say how much I have enjoyed and appreciated the opportunity to lead the Association. With an organisation such as AUDE it's all about the people and members. I would like to thank Roger Bond (UEA) for his leadership of the AUDE Sustainability Advisory Group; David Corless (Southampton Solent) for chairing the reinvigorated Learning and Development Group and the launch of the AUDE Academy; Andrew May (Hertfordshire) for heading up the Communication Group and Gary Jebb for his continued leadership of our successful flagship event, the AUDE Conference, which continues to go from strength to strength.

I would also like to thank all the Executive Officers: Andrew Burgess (Chair Elect); Sue Holmes (Deputy Chair); Karen Plouviez (Secretary); Alan Burrell (Treasurer) and Suzanne Irwin (AUDE Executive Officer) for their guidance and support during my term of office.

I wish Andrew every success as the incoming Chair, and I'm sure he will move the agenda on further in support of you, the AUDE membership.

#### **Mark Swindlehurst**

**Chairman of the Association of University Directors of Estates and Director of Facilities, Lancaster University**

## 05

## Review of the Year 2013/14

**2013/14 was a busy year for the Association. A selection of some of the major initiatives and activities carried out by AUDE and members of AUDE are detailed in this section of our annual report and review. Our members are involved with numerous other projects, both directly sponsored by AUDE and also developed in partnership with other organisations within the sector and beyond.**

#### AUDE Strategic Plan

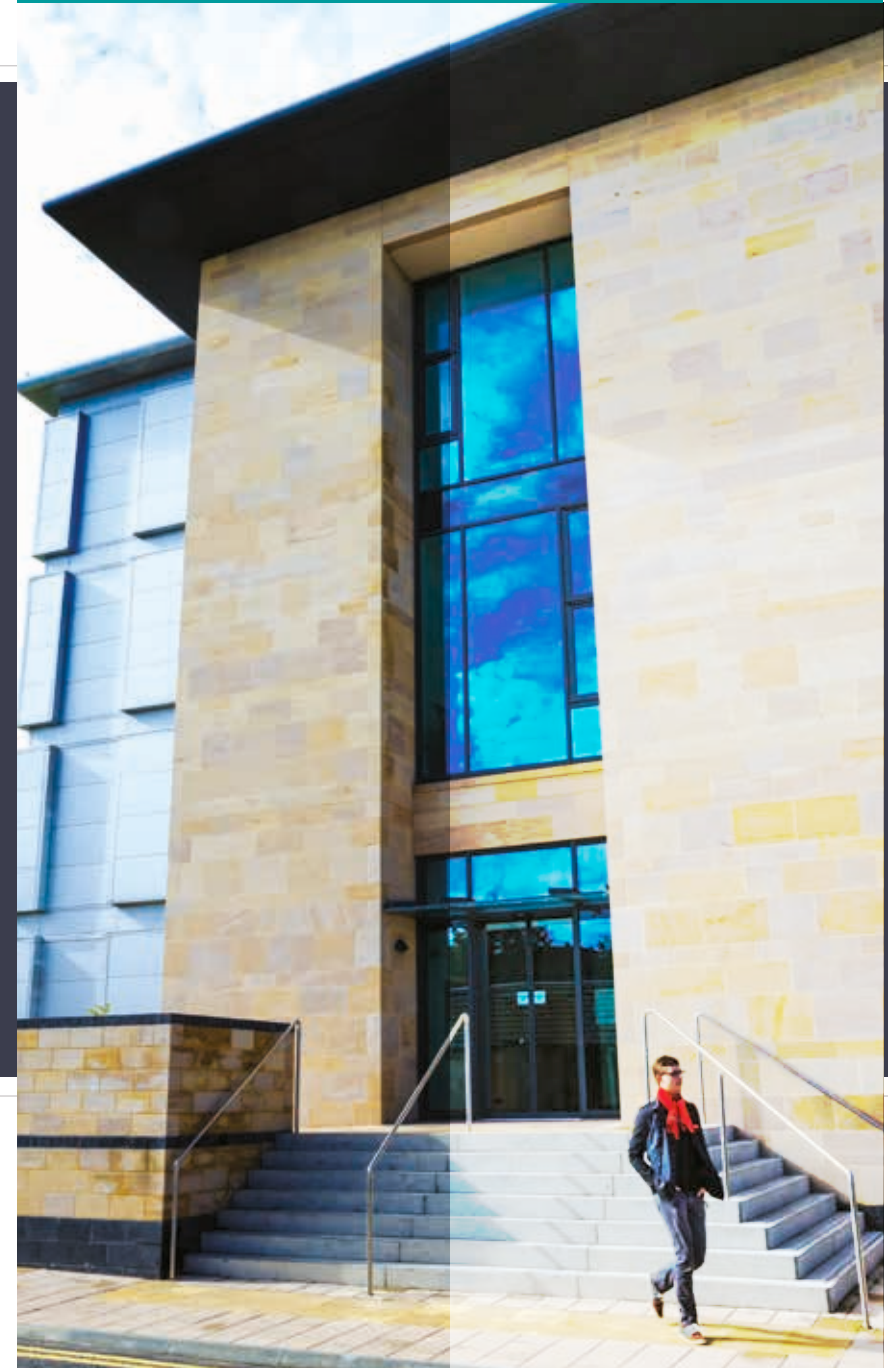
The AUDE Strategic Plan for 2013 to 2015 was developed within the framework of the Association's priority objectives. The Plan contains agreed key initiatives for the period and a schedule of projects and activities designed to deliver these initiatives.

The objectives were developed through consultation with members; regional representatives; the Executive committee; Officers' group; and key stakeholders. The Association aims to engage fully with its members at all times and to form representational working and steering groups as applicable, to take forward its programme.

Regular dissemination of outputs from both AUDE activities and projects and external initiatives is a central part of the agenda of the Association and one of the key strengths of the AUDE network.

The Association is committed to ensuring that both AUDE and its members obtain recognition for their professionalism and expertise. AUDE aims to promote and develop the knowledge base, skills and competence of its members through the provision of a high quality training programme and through conferences, projects, meetings and networking activities. The Association maintains active links with international strategic partner Associations, fostering the sharing of information and expertise and enabling mutually beneficial learning.

AUDE members were reminded at the AGM that suggestions for projects and activities are always welcome and should be forwarded via regional representatives to the Executive committee.







The Forum Southend-on-sea



Students Union, Nottingham Trent University



Brackenhurst library, Nottingham Trent University



# 05

## Review of the Year 2013/14 continued

### Strategic Plan Objectives

The overall primary objective is to provide support to those involved in estate and facilities management within higher education, enabling the promulgation and delivery of efficient and effective use of resources.

**The focus for 2013 to 2015 is on the following key areas of activity:**

#### 1. AUDE Structure

To establish an effective structure within the Association to take forward key objectives and enable AUDE and its members to engage positively with changes – and to allow the Association to position itself appropriately within the sector and beyond.

#### 2. Financial Sustainability

To provide advice, support and assistance to AUDE members and influence policy in pursuit of financial sustainability, value for money and efficiency.

#### 3. Learning and Development

To implement a high quality and professional development programme to meet the needs of AUDE members and their senior estates and facilities staff.

#### 4. Environmental Sustainability

To provide effective support to members on sustainability, including assistance towards meeting challenging sector carbon reduction targets.

#### 5. Estates Strategy

To develop effective support to members on estates strategy and related issues. To provide effective good practice guidance and support for members engaged in the refurbishment and development of new facilities to enable high quality design and efficient estates development.

#### 6. Procurement and Contractual Relationships

To work with procurement agencies, bodies and groups to improve procurement practices. To collate and disseminate AUDE member activities and experience in the areas of shared services, outsourcing and collaboration.

#### 7. Management Tools

To continue to refine and develop effective management, monitoring and reporting tools for members through AUDE-led projects and representation/liaison with other sector projects. To provide support and guidance to members through facilitating and undertaking peer reviews and audits of capital development and estates/facilities management functions.

#### 8. AUDE Communications

To implement a public relations and communications strategy to ensure both internal and external communications are fit for purpose and effective.

#### 10. AUDE Conference

To aim to provide a consistently excellent and high quality event, responsive to the needs of members.



**Scottish Centre for Regenerative Medicine (SCRM),  
University of Edinburgh**



A thriving, professional university estates sector is a key enabler, facilitating a high quality student experience



### **Higher Education Estates Statistics report 'Estates: The Foundations of Higher Education'**

AUDE produced the report 'Estates: The Foundations of Higher Education' in November 2013 – a challenging analysis of the statistics compiled for the higher education estate via the Higher Education Statistics Agency (HESA). The data provided was for 2011–2012 (the most recent) contextualised with comparable figures from the preceding ten years.

The report highlights that the size of the University sector is anticipated to remain constant in the short to medium term, with increases in income of 1% in 2010–11 and 2011–12.

The statistics also show that whilst property costs rose substantially up to 2008–09, costs are now relatively stable year on year with little recent change. Whilst there are a number of factors influencing this, with rising energy prices and demand for access to facilities increasing, the report concludes that there continues to be good cost management from Estate directors.

Capital spend has dipped slightly since its peak in 2010/11 but is still at a healthy level (£1,840 million in 2011/12), despite reduced funding from Government.

The report suggests that institutions have been recognising the need to continue to invest in providing an excellent environment for staff and students. With the number of home students remaining fixed, there's increasing competition amongst universities to attract them, and one key aspect that can influence choice is the provision of the good quality learning environment.

Whilst evidence suggests that some universities are reducing their capital spend, others are take the view that this is a good time to invest. Also, some institutions are undertaking complex programmes, that take a number of years to deliver, by seeking other sources of funding.

The Estate Statistics report, for the first time, was compiled by CBRE, experts in commercial real estate services. George Griffith, from CBRE, who was involved in authoring the report said:

"It has been a pleasure working with AUDE to analyse the statistics and write the report. What it shows is the huge size of the University sector and the enormous contribution it makes to the economy in general and to the property market in particular. Our work has shown the level of professionalism within the sector, and their clear understanding of what is needed and how to deliver it."

AUDE Chairman, Mark Swindlehurst, said:

"What these statistics prove is that across the sector, even with the changes in the Higher Education environment, there is good-quality estate management which translates into a better staff and student experience. The university estate is core to enabling the delivery of the academic mission and we know there is a clear link between the buildings and accommodation on offer at a university and the desirability of that establishment to potential students. A thriving, professional university estates sector is a key enabler of ensuring a high quality student experience. It is vital to the success of the UK higher education system, and of real benefit to both the local and UK economy. As a sector we face many challenges including budget cuts, higher energy rates and carbon reduction targets, but this report helps identify areas of good practice which can be shared."

### **AUDE Professional Learning and Development**

The AUDE Learning and Development Group, chaired by David Corless (Southampton Solent), provided a series of high quality events for members in 2013/14.

A major needs analysis and survey was carried out of over 400 Directors and senior staff members from 156 member institutions in 2013. The survey data was used to re-develop and enhance the AUDE development programme in line with member need.

A new Learning and development framework has been designed to build on the strengths of the AUDE network and to enable AUDE members to embed development throughout work practices.

February 2014 saw the launch of the AUDE Academy Masterclass series, the biggest co-ordinated learning programme ever launched by the Association.

The Masterclass programme comprises a suite of learning and development opportunities initially covering: Estates Strategy; Leading Change; Legal Compliance; Space Management; Strategic Leadership and Influence. AUDE has responded to requests from members to offer the programmes on a variety of dates and locations throughout the year.

Targeted specifically at employees in higher education, Masterclasses offer the additional opportunity to network with staff from across the sector. They are open to Directors and members of their estates and facilities teams, HEEAF and colleagues in other sector Associations.

# 05

## Review of the Year 2013/14 continued

### AUDE Scholarship

The AUDE scholarship scheme enabled a member of the estates team at the University of Strathclyde to benefit from the extensive learning opportunities offered by the Society for College and University Planning (SCUP) conference in San Diego in 2013, along with the chance to share the learning with AUDE colleagues.

Eleanor Magennis, Assistant Director of Asset Planning at the University of Strathclyde, attended the five day conference alongside 1,528 other delegates in July. The trip was match funded by AUDE.

Eleanor gave a presentation about her experiences to colleagues from Scottish universities at the SAUDE conference and wrote an article for the AUDE newsletter on her return.

SCUP has 5,000 members from over 33 countries, mainly from an architectural background and provided extensive opportunities for learning and the sharing of knowledge and expertise.

The AUDE scholarship scheme is for staff employed in estates management roles in member institutions. Funds are available to assist with projects, visits, seminars, conferences or other pieces of work demonstrating a specific purpose and outcome of relevance to other staff within higher education estates. Financial support is conditional on the provision of a clear dissemination plan. Applicants will normally be employed in a middle to senior management role within their

institutions. Applications are welcomed from all professional areas of estates. More details and an application form can be found at: [www.aude.ac.uk/professional-development/scholarships](http://www.aude.ac.uk/professional-development/scholarships)

### The AUDE 2013 Conference

The University of Warwick provided a superb venue for the 2013 AUDE conference, attended by a record breaking number of delegates. Hosted by Bob Wilson, the conference was a lively, informative and enjoyable event with a strong programme and excellent support from exhibitors and sponsors.

Among the many speakers and seminar presenters were: Dr Paul Greatrix (Registrar, University of Nottingham); Steve Egan (HEFCE); Chris Kane (BBC Commercial Projects); Professor Lord Kumar Bhattacharyya (Warwick Manufacturing Group); Anthony Harper (Jaguar Land Rover) and Damian Hughes (Liquid Thinking).

Renowned for its networking opportunities, the conference provided a mix of social events, tours and activities, with Hugh Dennis as speaker at the gala dinner.

The conference continues to deliver an exceptional experience for those who take part, wonderful value for money and is the 'must-attend' event of the year for AUDE members.

### AUDE Conference Steering Group

This group, chaired by Gary Jebb (Queen's Belfast), has responsibility for overseeing the staging of the AUDE annual conference on behalf of the Executive committee and AUDE members.

The conference is the primary event of the year for the organisation and one of the main member benefits.

The Conference Steering Group (CSG) comprises the Chair; the host of the current conference; the host of the past conference; the host of the future conference; an English/Welsh representative (non-hosting); Scottish representative (non-hosting) and the AUDE Executive Officer.

The CSG works hard to provide support and guidance to each host to deliver an event which is relevant to members; fulfils the requirements of the AUDE strategic plan; promotes a sharing of best practice and knowledge; delivers a positive collaborative learning experience; addresses the strategic issues in the sector and assists delegates to make a positive contribution towards the business performance of their respective institutions.

It is a tribute to the members of the group and their Chair that the Association delivers such a consistently high quality event.

### AUDE Sustainability Advisory Group (SAG)

The importance of sustainability and the commitment of members to this agenda were reflected in the activities of this advisory group throughout the past year.

Chaired by Roger Bond (UEA) the group identifies and prioritises areas for action, makes recommendations to the Executive committee about future actions and addresses resourcing issues. In addition the SAG has a coordinating role, helping to spread information, share expertise and identify and disseminate good practice to the AUDE membership and beyond.

The UK's innovation agency, the Technology Strategy Board, has awarded funding to an AUDE-backed project to design, test, monitor and bring to market a novel building controls system which significantly reduces energy consumption in existing University buildings. The concept for the project was developed in co-operation with the AUDE Sustainability Advisory Group and formed a successful bid in the Technology Strategy Board's Invest in Innovative Refurbishment competition.

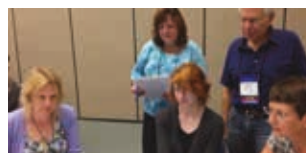
The project team consists of AUDE, the University of Reading, Nottingham Trent University, Loughborough University, LCMB and Carnego Systems. AUDE is acting as project chair, represented by Clive Wilson, Director of Estates and Facilities, University of Bradford.

SAG has also been working on RICS's Ska Rating scheme for refurbishment; BREEAM; Resilience; Life Cycle costing; smart buildings and space efficiency. The group produces a regular Sustainability briefing in conjunction with the Environmental Association for Universities and Colleges (EAUC).





UCL Flaxman Gallery



Attendees at  
SCUP 2013

### Estates Strategy Guidance

AUDE has published guidance for senior estates and facilities professionals on producing an Estates Strategy. The guidance is intended as a short aide memoire into the process.

A group chaired by Diana Hampson (Manchester) worked on the project. The Association would like to thank all those involved for their contribution. The document can be found on the AUDE web site: [http://www.aude.ac.uk/news/aude\\_estate\\_strategy\\_gp\\_guidance](http://www.aude.ac.uk/news/aude_estate_strategy_gp_guidance)

### New AUDE HEDQF Film

The adaptive re-use of existing buildings was the subject of a new film by Rod McAllister and William Pine for AUDE and the Higher Education Design Quality Forum (HEDQF).

Launched at the AUDE 2013 conference, the film – called Resurrection – explores the conversion of six exemplar buildings for use by universities in the United Kingdom and Venice.

The projects include two by London South Bank University and one by the University of Warwick, plus buildings at the Dublin Institute of Technology, the University of the Arts Central St Martins at Kings Cross and IUAV in Venice.

Issues explored in the film include the ways in which buildings can be adapted for a new function; how universities can contribute to regeneration and community; saving buildings of architectural or historic merit; sustainability; the optimisation of existing building stock and the contribution of adapted buildings to the identity of the institution.

The film is available on You Tube at: <http://tiny.cc/aude-film>

### AUDE sponsorship for the Green Gown Awards

AUDE were delighted to continue their support of the Green Gown Awards in 2013 and strengthen their involvement through the sponsorship of the Modernisation – Effectiveness and Efficiency Awards category.

The Modernisation – Effectiveness and Efficiency category celebrates the achievement of institutions that are proactively managing costs and demonstrating value for money whilst also enhancing sustainability. It recognises the crucial importance of effective and efficient strategic management of the higher education estate for institutions and the sector. The Award was won by the University of Aberdeen in 2013 (see overleaf for details).

AUDE has been a member of the cross agency steering group for the Green Gown Awards for many years and is actively involved in the judging process.

The cross-agency steering group comprises key sector bodies including AUDE; Universities UK; the British Universities Finance Directors Group (BUFDG); Guild HE; the Higher Education Academy (HEA); the Higher Education Funding Council for England (HEFCE); the Higher Education Funding Council for Wales (HEFCW); the Scottish Funding Council (SFC); the National Union of Students; the Association of Colleges and the Environmental Association for Universities and Colleges (EAUC).

# 05

## Review of the Year 2013/14 continued

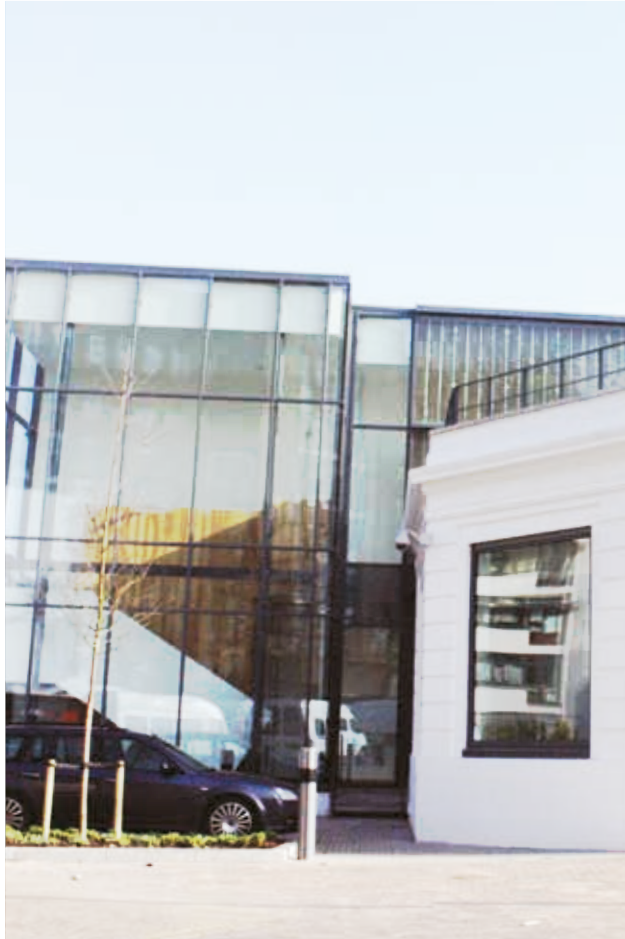
### Aberdeen wins the AUDE sponsored category at the Green Gowns 2013

A pioneering £1.2 million project to create a new cutting edge and low carbon IT data centre for all the further and higher education institutions in Aberdeen has been hailed a huge success. The project won the Modernisation, Effectiveness and Efficiency category of the 2013 Green Gown Awards sponsored by AUDE – plus the British Computing Society UK IT Industry Awards and the Scottish Green Energy Awards.

The University of Aberdeen, Robert Gordon University, Aberdeen College and Banff & Buchan College all required replacements to their ageing data centres, which were environmentally unfriendly and unsustainable based on future growth requirements.

Eighteen months ago they agreed to pool their resources and jointly invest in one state of the art shared data centre. The new data centre, based at the King's College campus of the University of Aberdeen, hosts the IT infrastructure for the four institutions and has reduced the sector's carbon footprint by more than 1,400 tonnes annually, as well as slashing its energy bills by more than a quarter of a million pounds each year.

"This was a 10-month, large-scale, complex and high risk project to upgrade an operational live data centre at the University of Aberdeen," said Project Chair and Head of Service Management for IT Services at the University of Aberdeen, Brian Henderson,



University of Aberdeen receiving award



European Bio-energy Research Institute, Aston University



"Hundreds of servers from the four institutions had to be relocated, as did major networking equipment serving schools and educational institutions across the North East of Scotland."

Associate Principal at Aberdeen College, Frank Hughes, added:

"All business operations and IT services had to be kept running whilst this major upheaval and improvement was completed. Due to the duration of the project, this included working around non-interruptible examination periods and various business critical phases."

Andrew McCreath, Executive Director of IT and Communication at the Robert Gordon University commented that:

"This was a colossal undertaking by the teams involved from across the four institutions. Everyone involved in this project should be immensely proud."

#### **AUDE membership**

156 higher education institutions are now members of AUDE, comprising all the universities in the United Kingdom.

This overwhelming support for AUDE from sector institutions is a major strength of the

Association and enables AUDE to act as the representative 'voice' of estate and facilities management professionals in higher education.

#### **AUDE regions**

All nine AUDE regional groups held meetings in 2013/14 providing valuable networking opportunities for members.

Joint regional meetings have been an increasing trend, with neighbouring groups combining forces to offer more substantial programmes of activities for members, along with increased networking and training. The move has been supported with financial assistance from the Association for groups arranging Continuing Professional Development (CPD) activity.

#### **Keeping in touch**

The AUDE electronic discussion list (the mailbase) was lively in 2013/14 with an average of 35 topics a month being discussed. The Association administers two additional mailbases, enabling a rapid and effective exchange of views, information and good practice between members.

The quarterly AUDE newsletter continues to be well received. The publication carries

a mix of informative articles about AUDE, sector activities and issues of concern, plus features on sector developments and initiatives at member institutions.

#### **International liaison**

AUDE was represented at the conferences of our key International Strategic Partners in 2013. Andrew Burgess (Loughborough), the AUDE Chair Elect travelled to the APPA conference and to the HEFMA (Higher Education Facilities Management Association of Southern Africa) conference in Cape Town, South Africa in October.

AUDE was delighted to welcome colleagues from APPA, TEFMA and HEFMA to its own 2013 conference.

#### **HEEAF**

The Higher Education Estates Association Forum (HEEAF), set up by AUDE, continues to carry out a valuable role in enabling sector estates related Associations to co-ordinate their activities and exchange good practice.

The group, which meets twice a year, comprises representatives from the following estates related organisations: Association for Student Residential Accommodation (ASRA); Association of University Chief Security Officers (AUCSO); Association of

University Engineers (AUE); British Association of Cleaning in HE (BACHE); the College and University Business Officers (CUBO); Environmental Association for Universities and Colleges (EAUC); Standing Conference for Heads of Media Services (SCHOMS); The University Caterers Organisation Ltd. (TUCO) and the Universities Safety and Health Association (USHA).

HEEAF promotes communication between the sector Associations, fosters co-operation and assists in the dissemination of information and expertise.

#### **Collaborative work**

AUDE collaborates with an extensive number of Associations, organisations and individuals both within the higher education sector and beyond.

The Association continues to enjoy dialogue with all of the UK Higher Education Funding Councils and members participate in relevant consultations and engage with government bodies on estates related matters. Colleagues from AUDE are part of the group overseeing the Universities UK Code of Practice for Student Accommodation.

## 06 Sector Excellence

**AUDE member institutions are very diverse and their estates and facilities teams excel in many different ways. We have picked just a very small selection of examples below to give a flavour of some of the good things that went on in 2013/14.**

### Nottingham Trent win the Times Higher Outstanding Estates Team Award

As part of its strategy to provide an inspiring learning and teaching environment for students and staff, Nottingham Trent University has carried out a major regeneration of all three of its campuses over the past five years. The vision, planning and implementation of its developments gained the Estates Team at the University the Times Higher Outstanding Estates Team Award for 2013.

An £87.0 million project renovated the Grade II\* listed Newton and Arkwright buildings. A £60.0 million joint venture development with UPP (Universities Partnerships Programme) created a new Byron House, providing 5,500 square metres of social, leisure and wellbeing facilities, plus living accommodation. Facilities include a sports hall, entertainment area, 100 station fitness studio, shop, bars, social space – with a feature 20ft climbing

wall – and health centre. The facility also provides bespoke accommodation for the University's Students Union, making its facilities among the best equipped in the country, in addition to around 900 new student bedrooms. There has also been major investment in a science super-lab, a new library and sporting amenities.

Environmental considerations have been central to the university's plans. Solar panels have been incorporated into the Brackenhurst Equestrian Centre, while a £420,000 biomass boiler should fulfil the heating requirements for most of the campus as part of the university's programme to create carbon-neutral sites.

"The category of Outstanding Estates Team has attracted ever stronger fields and this year's entry raised the bar again", said Patrick Finch, Bursar and Director of Estates at the University of Bristol. "The judges had a difficult decision to make, but concluded that Nottingham Trent University has established a strong estate strategy that has clearly played a major role in helping the university to reshape its strategic plan. The demonstrable success achieved in implementing that strategy across the entire range of good estates practice was at the heart of our decision."



EdgeHill Team at the BIFM Awards



### Award for Edge Hill customer-centric FM

In October the British Institute of Facilities Management (BIFM) announced the winners of the BIFM Awards 2013 and Edge Hill University's customer-centric FM department scooped the BIFM In-house Team of the Year Award 2013.

Bill Hancox, Director of FM commented, "Winning this award is a tremendous achievement and is testimony to the continued commitment and hard work of our dedicated in-house team."

"We are operating in an increasingly competitive marketplace where all universities remain focused on offering their students, staff, visitors and partners the best possible customer experience. The quality of the built environment and the effectiveness of the underpinning infrastructure and services are performing a more critical role than ever before. As the largest support department at the University, we are delighted to be recognised by the BIFM for our genuine commitment to the customer experience

and our positive contribution to the attraction, recruitment and retention of students."

"Those who visit our University comment on the quality of the studying, living and working environment we have created, and the customer-centric services we provide. Of course it is ultimately the excellent attitude and behaviour of our staff, and the resultant positive interaction that makes the overwhelming difference to their experience. I am very proud to lead such an incredibly motivated and competent team who share a passion for customer service. It is naturally incredibly satisfying to know that our ongoing good work is recognised by the BIFM, as well as our customers."

Two further AUDE member universities were Highly Commended in the British Institute of Facilities Management (BIFM) Awards 2013. They were Napier Edinburgh University for their environmental management system under the Sustainability and Environmental Impact category and Middlesex University under the Innovation in the Use of Technology and Systems category.





### Seven university buildings win 2013 RIBA Awards

Seven UK university buildings were winners of Royal Institute of British Architects (RIBA) National Awards for architectural excellence in 2013. RIBA National Award winning buildings set the standard for good architecture; these are projects that go beyond the brief and exceed the client's expectation.

The university buildings are:

- New Library/Sir Duncan Rice Library, University of Aberdeen by Schmidt
- Bramall Music Building, University of Birmingham by Glenn Howells Architects
- Colyer-Fergusson Building, University of Kent, Canterbury by Tim Ronalds Architects
- The Forum, University of Exeter by Wilkinson Eyre
- The Hive, University of Worcester by Feilden Clegg Bradley Studios
- Manchester Metropolitan University Business School by Feilden Clegg Bradley Studios
- West Wing, Said Business School, Oxford by Dixon Jones.

There were 52 RIBA Award winners in total (43 UK and 9 EU buildings).



**The Francis Crick Institute**  
By Wadsworth 3D

## 06 Sector Excellence continued

### SCONUL Awards for Queen's Belfast, Canterbury Christ Church and the University of the West of Scotland

The McClay Library, Queen's University Belfast and Augustine House Library and Student Services Centre at Canterbury Christ Church University were the joint winners of the 2013 prestigious SCONUL Library Design Awards, with the Ayr Library at University of the West of Scotland and Scotland's Rural College (SRUC) taking the honours in the smaller buildings category.

The Society of College, National and University Libraries (SCONUL) Awards are presented every three years to UK libraries that best meet the needs of users and staff.

The SCONUL Award is the latest success for the £50.0 million McClay Library at Queen's, which won the 2010 Royal Institution of Chartered Surveyors Award for Sustainability.

Named after the late Sir Allen McClay, one of Queen's greatest benefactors, the Library opened in 2009. Hailed as a model of sustainable design, it marries contemporary and classic design to create a modern yet timeless addition to Queen's historic campus. Illuminated by a multi-storey open atrium, it houses 1.2 million volumes and offers 2,200 reader spaces, IT training rooms, a Language Centre, Library and Computer support areas and a café. It is also home to the University's Special Collections and the impressive CS Lewis

Reading Room, which is accessed through a hand-carved 'wardrobe' door.

The McClay Library has transformed the University's library service and more than doubled student usage. Students visit more often, stay longer and satisfaction levels have increased. Extended opening hours, an increase in self-service book issue and return, a laptop lending service, group study rooms, full disability access and roving advisors are just some of the highlights of the Library's student support service.

The building was designed by Boston-based architects Shepley Bulfinch – who have designed major academic libraries at Yale and Harvard – in association with RPP Architects, Belfast.

Augustine House is the new Library and Student Services Centre at Canterbury Christ Church University. It offers students exciting spaces to work, learn and socialise.

Based in Canterbury city centre, Augustine House provides state of the art IT facilities, creative learning spaces and access to student services, all under one roof.

Augustine House opened its doors to students in September 2009 and offers over 900 study places via a variety of flexible study zones; as well as over 340,000 books, 25,000 e-books and 11,500 e-journals accessible online through the e-library.



Bramall Music Building, University of Birmingham





Liz Waller, chair of the SCHONUL judging panel, said:

"Augustine House Library and Student Services Centre at Canterbury Christ Church combines modern design with sensitivity to its historic location by the city walls. It provides flexible and inspiring learning environments which put the student first."

The construction of Augustine House was the biggest building project undertaken by the University since the first campus was built in 1963.

The University of the West of Scotland's (UWS) Ayr Campus Library, which won the SCONUL Design Award in the under 2000sqm category, is a shared resource with SRUC (Scotland's Rural College).

The library secured the award due to the flexible use of space that provides individual study, group study, presentation and seminar areas and a strong sense that it is both vital and integral to the learning experience.

Liz Waller also said:

"University of the West of Scotland and SRUC's new Ayr library is a highly impressive addition to a new campus which has had a profound impact on the development of the university community."

### **The Francis Crick Institute**

A topping out ceremony in the summer marked the completion of the concrete structure for the Francis Crick Institute near St Pancras. The Institute is an ambitious project to create a world-leading centre of biomedical research and innovation in the heart of London.

The Crick is a landmark partnership between the UK's three largest funders of biomedical research: the Medical Research Council,

Cancer Research UK and the Wellcome Trust, and three of its leading universities: UCL, Imperial College London and King's College London. This exceptional cooperation will allow the Institute to tackle major scientific problems and generate solutions to the emerging health challenges of the 21st century.

Minister for Universities and Science David Willetts said:

"The Francis Crick Institute will be the jewel in the crown of UK medical research. Not only will it provide cutting edge facilities and develop world-class talent, but it will encourage collaboration between different disciplines, undoubtedly leading to scientific breakthroughs. It will keep Britain ahead in the global race to find innovative new treatments, benefiting patients and driving growth."

The Crick's striking new building, designed by architects HOK with PLP Architecture, and constructed by Laing O'Rourke, will house 1,500 leading researchers and support staff. It will open in 2015 and have an operating budget of well over £100.0 million.

The Francis Crick has been designed to support the scientific goals of the Institute and its extensive use of glass is designed to reduce the impact of the building on the local area and to flood the structure with natural light. The curved roof conceals much of the plant and machinery required for building services and gives a distinctive look. The building has been designed to encourage integrated and innovative ways of working to support the scientific goals of the Institute and was modified in response to feedback from local residents and community groups.

The Francis Crick Institute web site is at:  
<http://www.crick.ac.uk/>

## 06 Sector Excellence continued

### Partnership project delivers state-of-the-art Forum in Southend

A joint collaboration between the University of Essex, Southend Borough Council and South East Essex College has resulted in the opening of a state-of-the-art hub of knowledge, learning and culture, called The Forum Southend-on-Sea, in the heart of Southend Town Centre.

The Forum combines a joint public and academic library, with a new home for the Focal Point Art Gallery, a cafe and innovative teaching and learning facilities, including a 200-seat Lecture Theatre.

The iconic building is fronted by a new public square overlooked by a Big Screen, providing an accessible showcase for arts and culture.

The project was jointly funded by Southend Borough Council (£12.5 million), the University of Essex (£10.4 million) and South Essex College (£4.0 million).

Southend-on-Sea Borough Council's Executive Councillor for Culture and Tourism, Councillor Derek Jarvis, said:

"The Forum Southend-on-Sea is a flagship development and we are extremely proud to have achieved this in partnership with our colleagues from the University of Essex and South Essex College. Our combined efforts will help residents, students and visitors benefit from upgraded and expanded library and learning opportunities."

### Cambridge invests in landmark Materials Science and Metallurgy building

A world-leading centre for the study of – and research into – materials science and

metallurgy has just moved into a new £48.0 million home on the University of Cambridge West Cambridge site.

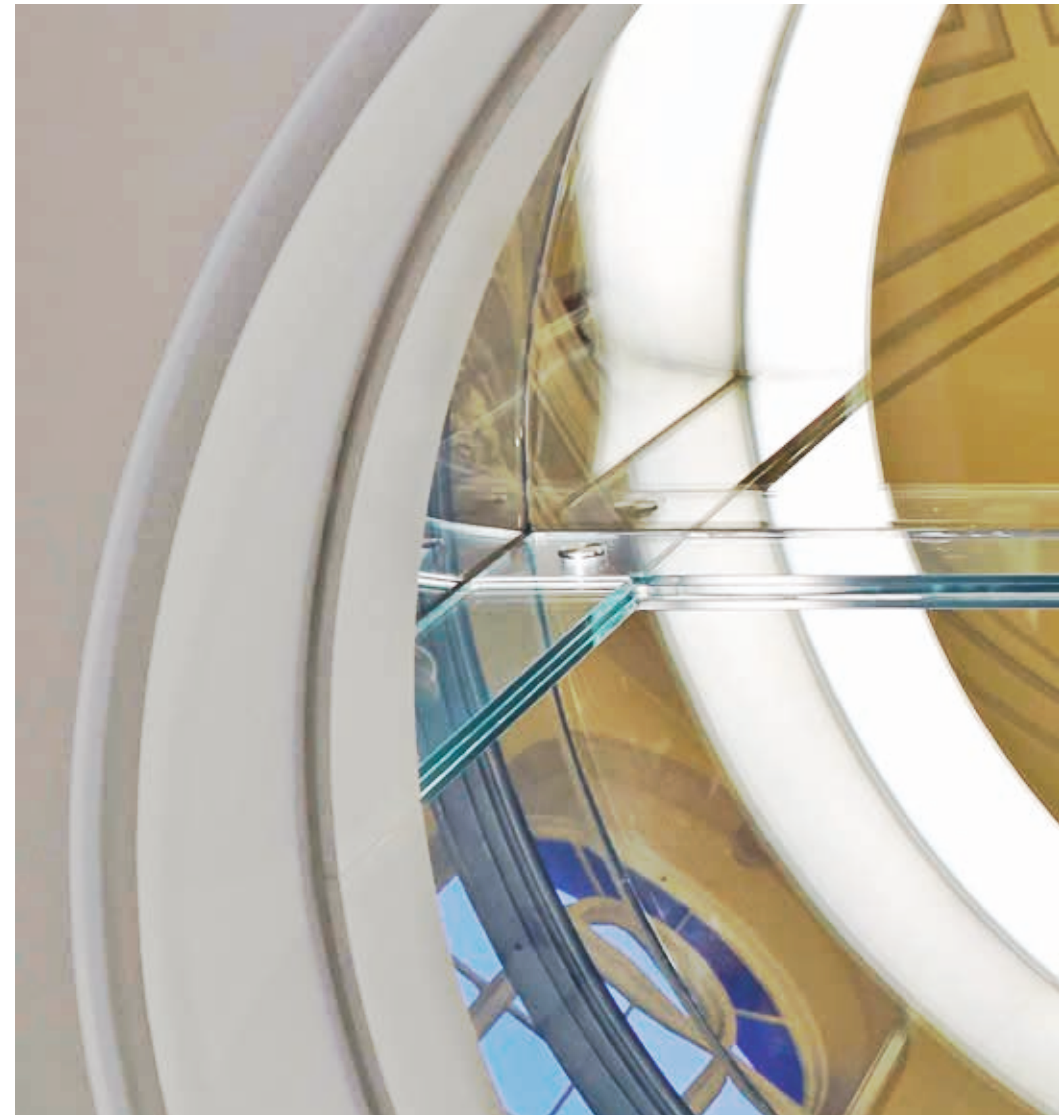
The landmark building on the University's growing science and technology campus has united the entire Department of Materials Science and Metallurgy under one roof for the first time. The new facility contains a mix of laboratories, support facilities, offices and social space with a total gross floor area of 10,600 m<sup>2</sup>.

Designed by the London studio of global architecture firm NBBJ, the building meets the challenge of accommodating the broad range of research fields the Department covers, from large scale processing of metals through to nanotechnology, materials chemistry and the development of medical materials.

The design maximises opportunities for collaboration and informal interaction between scientists on a daily basis, and is adaptable for future technological developments and changing research needs.

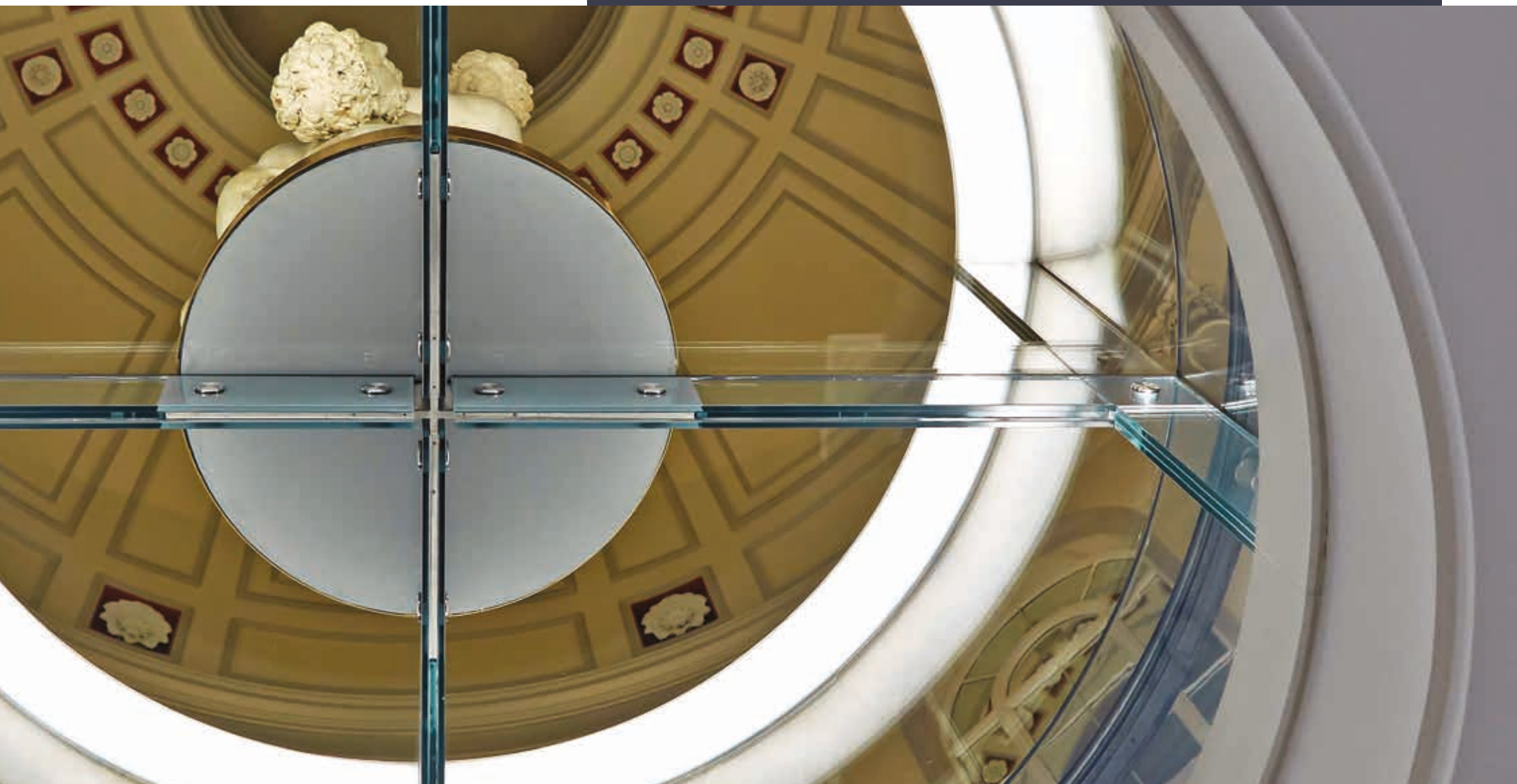
A number of impressive features that will reduce energy and water consumption include:

- A sophisticated mixed-mode ventilation system that provides natural ventilation for non-laboratory areas;
- A large photovoltaic array mounted at roof level to provide 3% of the total energy use of the building; and
- An intensive green roof, planted with wild flowers, and rain water harvesting.



UCL Flaxman Gallery from below





## 06 Sector Excellence continued

### £55.0 million mathematical institute opens in Oxford

The University of Oxford's new Mathematical Institute, named the Andrew Wiles Building in celebration of one of the University's most renowned mathematicians, formally opened in October 2013.

This £55.0 million construction project, already achieving a BREEAM 'Excellent' rating at design and procurement stage, is located on the ten-acre Radcliffe Observatory Quarter site in central Oxford, part of one of the biggest development projects undertaken for more than a century by the University.

The Institute's design, by Rafael Viñoly Architects, incorporates a double basement, allowing it to be architecturally sympathetic to the Oxford skyline.

As well as the lecture theatres (including one offering 363 seats – the largest in Oxford), the Institute contains more than 300 offices, an extensive suite of teaching and seminar rooms, plus a diverse range of meeting rooms and breakout spaces.

The building provides the dedicated workspace for, and unites, more than 500 mathematical researchers and support staff previously based at three separate locations. It is also the pivotal centre of academic life for approximately 900 undergraduates. Additionally, the new resource offers the city a bright and modern space for hosting public lectures, conferences and community group events.

The carbon footprint of the building has been taken into consideration and will be kept to a minimum via ground source heat pumps. Installation of the system involved drilling 103 geothermal boreholes, each one 55 metres deep.

Paul Goffin, Director of Estates, said:

"The successful completion of this impressive project is a significant achievement for every single person involved. And the innovative construction methods and the good practice processes employed have been recognised through achieving a Gold Award through the Considerate Construction Scheme. The Andrew Wiles building successfully integrates with the existing buildings on the site and helps to rejuvenate a key central part of the city."



Andrew Wiles Building, University of Oxford





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### **Aston University completes BREEAM Excellent Bio-energy Research facility**

Aston University's new European Bio-energy Research Institute (EBRI) building is now complete and its biomass fuelled power plant will be fully operational in Autumn 2013. The new facility provides engineering laboratories to showcase and develop renewable low carbon technologies and has achieved a BREEAM "Excellent" rating.

The EBRI project, jointly funded by Aston University and ERDF, provides a fully functioning demonstration facility showcasing bio-energy technologies to regional businesses.

EBRI will also act as a primary conduit for the transfer of knowledge on bio-energy between stakeholders, and will embed skills to benefit the regional economy.

The EBRI site also incorporates an external gasifier plant within a purpose built structure, to gasify biomass materials for research and to fuel combined heat and power equipment. The building will derive its heating and electricity from the installed Bio-fuelled CHP engine. Cooling is provided utilising absorption chiller technology which is fed from the CHP engine. The ventilation systems have heat recovery installed in order to reclaim the waste energy from the fume exhaust systems and the lighting systems have both high frequency fittings and day light dimming controls. To monitor all the energy efficient systems, an LCD screen which interacts with the intelligent BMS, is located in the entrance lobby indicating to the users the amount of energy used and saved by the building every day and week. This puts the onus on the users to be more energy efficient with the building operation.

The European Bio-energy Research Institute building was designed by Associated Architects, Couch Perry & Wilkes and Shire Consulting Engineers. The project team was appointed by Alan Charters, Executive Director of Capital Development at Aston University.

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## 07 Members of the AUDE Executive (as at February 2014)

### Officers

<b>Mark Swindlehurst</b> (Lancaster)	Chair
<b>Andrew Burgess</b> (Loughborough)	Chair Elect
<b>Sue Holmes</b> (Oxford Brookes)	Deputy Chair
<b>Karen Plouviez</b> (Stirling)	Secretary and Scottish representative
<b>Alan Burrell</b> (Open University)	Treasurer

### Regional Representatives

<b>Ghazwa Alwani-Starr</b> (Roehampton)	London
<b>Colin Davies</b> (Liverpool JM)	North West
<b>Keith Lilley</b> (Sheffield)	North East
<b>David Corless</b> (Southampton Solent)	South West
<b>Stephen Godber</b> (South Wales)	Wales
<b>Gary Jebb</b>	Conference Steering Group Chair
<b>Andrew May</b> (Hertfordshire)	East Midlands
<b>Bob Wilson</b> (Warwick)	West Midlands

### By Invitation

<b>Chris Cowburn</b>	HE Funding Council for Wales
<b>Andrew Smith</b>	HE Funding Council for England

### Staff

<b>Suzanne Irwin</b>	AUDE Executive Officer
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The Association of University Directors of Estates would like to acknowledge and thank all those who have given their time and expertise to participate in and support the activities of the Association throughout the year – and all those who kindly supplied the images and material used in this report.



Queen's University Belfast Library



Department of Materials Science and Metallurgy,  
University of Cambridge



# 08 AUDE Members

University of Aberdeen	University of Cardiff	Goldsmiths, University of London	University of London	Regent's University	University of Strathclyde
Abertay University	Cardiff Metropolitan University	University of Greenwich	London Business School	Robert Gordon University	Suffolk University Campus
Aberystwyth University	University of Central Lancashire	Harper Adams University	London Metropolitan University	University of Roehampton	University of Sunderland
Anglia Ruskin University	University of Chester	Heriot-Watt University	London School of Economics	Royal Academy of Music	University of Surrey
University of the Arts London	University of Chichester	University of Hertfordshire	London School of Hygiene and Tropical Medicine	Royal Central School of Speech & Drama	University of Sussex
Aston University	City University	Heythrop College	London South Bank University	Royal College of Art	Swansea University
Bangor University	Courtauld Institute	University of Huddersfield	Loughborough University	Royal College of Music	Teesside University
Barbican Centre and Guildhall School of Music and Drama	University of Coventry	University of Hull	University of Manchester	Royal Conservatoire of Scotland	University for the Creative Arts
University of Bath	Cranfield University	Imperial College London	Manchester Metropolitan University	Royal Holloway, University of London	University College London
Bath Spa University	University of Cumbria	Institute of Cancer Research	Middlesex University	Royal Northern College of Music	University of Ulster
University of Bedfordshire	De Montfort University	Institute of Education	Natural History Museum	Royal Veterinary College	University of Wales
Birkbeck, University of London	University of Derby	Keele University	University of Newcastle	Royal Welsh College of Music & Drama	University of Wales Trinity St David
University of Birmingham	University of Dundee	University of Kent at Canterbury	Newman University	University of St Andrews	University of Warwick
Birmingham City University	University of Durham	Kings College London	University of Northampton	St George's University of London	University of the West of England
Birmingham University College	University of East Anglia	Kingston University	University of Northumbria	St Mary's University College Twickenham	University of West London
Bishop Grosseteste University	University of East London	University of Lancaster	Norwich University of the Arts	University of Salford	University of the West of Scotland
University of Bolton	Edge Hill University	University of Leeds	University of Nottingham	School of Oriental & African Studies	University of Westminster
University of Bournemouth	University of Edinburgh	Leeds Trinity University	Nottingham Trent University	School of Pharmacy, University of London	University of Winchester
Arts University Bournemouth	Edinburgh Napier University	Leeds Metropolitan University	Open University	University of Sheffield	University of Wolverhampton
University of Bradford	University of Essex	University of Leicester	University of Oxford	Sheffield Hallam University	University of Worcester
University of Brighton	University of Exeter	University of Lincoln	Oxford Brookes University	University of Southampton	Writtle College
University of Bristol	Falmouth Exeter Plus	University of Liverpool	University of Plymouth	Southampton Solent University	University of York
Brunel University	Falmouth University	Liverpool Hope University	University of Portsmouth	University of South Wales	York St John University
University of Buckingham	University of Glasgow	Liverpool Institute for Performing Arts	Queen Margaret University	Staffordshire University	
Buckinghamshire New University	Glasgow Caledonian University	Liverpool John Moores University	Queen Mary, University of London	University of Stirling	
University of Cambridge	Glasgow School of Art	Liverpool School of Tropical Medicine	Queen's University Belfast		
Canterbury Christ Church University	University of Gloucestershire		University of Reading		
	Glyndwr University				



ASSOCIATION OF UNIVERSITY  
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**Contact:**

The Association of University Directors of Estates

Suzanne Irwin

**AUDE Executive Officer**

Compass House

Vision Park, Chivers Way

Histon, Cambridge

CB24 9AD

Tel: 01223 257609

E-mail: [sirwin@essex.ac.uk](mailto:sirwin@essex.ac.uk)

[www.aude.ac.uk](http://www.aude.ac.uk)

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