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ESTATES MANAGEMENT

THE COMMONWEALTH CLUB
LONDON WC2

30 JUNE 2009

Managing university estates during the credit crunch

In partnership with



EDITOR'S NOTE



From listed medieval buildings to cutting-edge laboratories, universities are responsible for some 25 million sq m of estate, worth £60 billion. They accommodate about 1.6 million students who are making ever-greater demands for services and facilities. Meeting these expectations has become a more difficult task, as the space per student fell between 2000 and 2005, a problem exacerbated by the growth in student numbers. Between 2002 and 2006, there was a 14 per cent rise in the number of students requiring university accommodation.

All this makes estates management a huge task and one that will only get tougher. After all, even before the credit crunch, expenditure was being squeezed: in terms of total income, spend on university estates fell by 0.7 per cent in 2005 compared with 2001, and there is a backlog of £2 billion-£4 billion for teaching and learning infrastructure alone.

Universities have already made better use of space, but they could save at least £500 million a year and the equivalent of 2.2 million sq m by making further improvements, according to the Higher Education Funding Council for England.

Besides the pressing financial imperatives, there are environmental concerns, too. With an energy bill of more than £200 million a year – the equivalent of heating more than one million households – university estates emit 3.2 million tonnes of carbon dioxide every year. The sector's carbon footprint grew by 4 per cent between 2002 and 2006.

Institutions were asked to cut their carbon emissions by 60 per cent against 1990 levels by 2050 and by at least 26 per cent by 2020, but this has been hiked to 80 per cent in line with the Climate Change Act 2008. And the grant letter for 2009-10 raised a link between capital funding for institutions and their performance in reducing emissions, and asked for this to be put in place for 2011-12.

At a time of growing pessimism over the future of capital funding levels for higher education, this conference provides a timely opportunity for delegates to take stock, hear from top industry consultants and experts in the sector, and share best practice through some inspiring case studies.

I look forward to seeing you.

Ann Mroz

Editor, *Times Higher Education*

WHO SHOULD ATTEND?

- Vice-chancellors
- Pro vice-chancellors
- Estates directors, managers and their project teams
- Facilities directors, managers and their project teams
- Environmental directors and managers
- Development directors and managers
- Finance directors

WHY SHOULD YOU ATTEND?

- Hear from sector leaders and opinion-formers
- Learn how to run your campus more cost-effectively
- Discover how to use space more efficiently
- Understand how the teaching and learning environment can improve academic performance
- Network with peers and industry leaders
- Identify opportunities

PROGRAMME

09.30 Registration and coffee

10.00 Welcome and introduction from chair
Ann Mroz, editor, *Times Higher Education*

10.05 **Keynote address**

What are the Government's future spending plans? What will be its key criteria for funding capital projects?

Rod Mallinder, director of estates and facilities management, University of Brighton, and secretary, Association of University Directors of Estates

How are the Government's criteria for the allocation of capital funding likely to change as a result of the current economic climate? What are the concerns about environmental impact and what can universities do to prepare themselves? What opportunities exist during these difficult times and what will be the potential problems during the economic recovery that follows?

10.35 **How are some universities building and running their campuses cost-effectively? What are the tricks they have learnt to keep construction and operational costs down?**

Laurence Brett, head of higher education and services sector, Davis Langdon

Brett will outline the big cost decisions and impacts in terms of capital and operational costs. Why do some universities spend money with little apparent benefit while others make significant savings in their running costs? He will explain how universities should brief their designers to ensure that the financial framework is the starting point of the process rather than an afterthought. He will also consider if certain sustainable measures and ideas are financially viable for the higher education estate. Finally, Brett will look at how buildings are managed and used, and highlight where costs are added to projects because of poor building management.

ABOUT THE SPEAKERS



Rod Mallinder, director of estate and facilities management, University of Brighton, and secretary, Association of University Directors of Estates (AUDE)

Mallinder is responsible for substantial capital and revenue investment in Brighton's estate to ensure that it provides an appropriate and attractive environment for learning, teaching and research. He has been closely involved with the Higher Education Funding Council for England on financial issues affecting university estates as a member of the Capital Investment Framework steering group and the panel of experts that examined bids for Rolling Forward Capital Expenditure.



Laurence Brett, head of higher education and services sector, Davis Langdon

Brett is responsible for leading the firm's nationwide team focused on the provision of services to higher education institutions. His experience covers a wide range of building projects covering all aspects of university estate provision, including accommodation and central facilities, general teaching spaces and complex research laboratories.



Mark Swales, deputy director, facilities directorate, Sheffield Hallam University

Swales joined Sheffield Hallam in 1992 and has been involved in major reviews of all services within his areas of responsibility and has contributed to major capital projects in respect of catering and facilities management service provision. He is also chair of the College of University Business Offices (the sector's association for senior service-oriented managers). Currently he is working with Universities UK and a range of stakeholders on the implementation of its Code of Practice for Student Housing.

11.05 Coffee

Best practice estate management – three case studies presenting some of the most successful and innovative estate management practices in the higher education sector

11.35 Case study one – Estates masterplanning and auditing of space

Mark Swales, deputy director, facilities directorate, Sheffield Hallam University

11.55 Case study two – Re-evaluating estates strategies and plans in light of the credit crunch

Paul Thomas, director of operations and resources, Brunel University

12.15 Case study three – Delivering “memorable” buildings and best value

Trevor Thurlow, director of estates, Northumbria University

12.35 Question-and-answer session with morning speakers

chaired by **Ann Mroz**, editor, *Times Higher Education*

13.05 Lunch

14.00 Are you making the most of your estates data?

Oliver Gibson, head of education services, IPD Occupiers

Do you know how your institution's estate is performing relative to its peers? Can you provide evidence to support this? Looking specifically at cost, space and environmental benchmarks, this presentation will look at how universities can measure their performance and set realistic targets for improvement. The talk will cover: Estates Management Statistics and IPD Occupiers; gathering evidence; space benchmarks; cost benchmarks; environmental benchmarks, and barriers to change.



Paul Thomas, director of operations and resources, Brunel University

Thomas is responsible for all administrative activity across the university. His remit includes management of an estate that has undergone a major transformation over the past five years. Some £250 million has already been invested in academic and residential accommodation, and approval in principle was granted in December 2007 for a further £70 million worth of developments in addition to a £30 million stock condition programme for Brunel's ageing 1960s infrastructure. New development plans have been put on hold in the wake of the global credit crunch. He received an MBE in 1988 and a CBE in 2006.



Trevor Thurlow, director of estates, Northumbria University

Thurlow has more than 30 years' experience in the management of major public sector estate portfolios, initially for the National Health Service. He has worked in higher education since 1990. He joined Northumbria University in 2000 from Leeds Metropolitan University, and his responsibilities range from the delivery of the institution's major capital development programme to the maintenance and day-to-day management of its built estate. He is supported by the estates department team, which has more than 400 staff ranging from estates management and construction professionals to cleaning and caretaking staff.



Oliver Gibson, head of education services, IPD Occupiers

Gibson is responsible for IPD Occupiers' information systems and operations. He is also project director for two national estates benchmarking projects: Estates Management Statistics in higher education and eMandate in further education. As such, he is responsible for annual reports on property performance for both sectors, published by the UK funding councils.

14.30 **Why space matters. How can space be used more efficiently?**

Dr Alexi Marmot, director, Alexi Marmot Associates, and professor of facility and environmental management, University College London.

Based on the analysis of long-term space trends in universities and on space use in practice, this presentation will demonstrate the most effective ways of saving space while delivering an excellent educational experience for students and promoting research. Case studies of what can be achieved will be presented. The talk will cover: the credit crunch and beyond; sustainable university estates; findings from the Space Management Group; findings from WorkWareLEARN on university space utilisation; demographic and pedagogic trends affecting space use; the design, allocation and management of space; and UK universities as testbeds of change.

15.00 **Environmental psychology – what factors improve academic performance for staff and students?**

Dr Edward Edgerton, environmental psychologist, School of Social Sciences, University of the West of Scotland

A small but growing body of research is being established on the relationship between the design of learning environments and the performance and behaviour of their users. This presentation will explore how the methodology and results of this research can be applied to higher education.

15.30 **Question-and-answer session with afternoon speakers**

chaired by **Ann Mroz**, editor, *Times Higher Education*

16.00 Close and afternoon tea



Dr Alexi Marmot, director, AMA, and professor, University College London

Marmot is expert in formulating property strategies that deliver better business. Recent projects include the development of masterplans, space strategies and project briefs to introduce new learning spaces for clients including London South Bank University, Durham University, Oxford Brookes University and the University of Nottingham. She has co-authored two books on office planning: *Understanding Offices: What Every Manager*

Needs to Know About Office Buildings and *Office Space Planning: Designing for Tomorrow's Workplace*.



Dr Edward Edgerton, environmental psychologist, School of Social Sciences, University of the West of Scotland

Edgerton is an experienced researcher in the area of environment behaviour studies. His primary interest is in the design of "institutional" environments, such as schools and hospitals, and their psychological impact on users. His recent projects have included evaluations of secondary school building programmes in Scotland and parental perceptions of the importance of nursery school environments. He is the secretary of the International Association of Person-Environment Studies, the primary organisation for environment-behaviour research in Europe.

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