

Director of Estates Newsletter

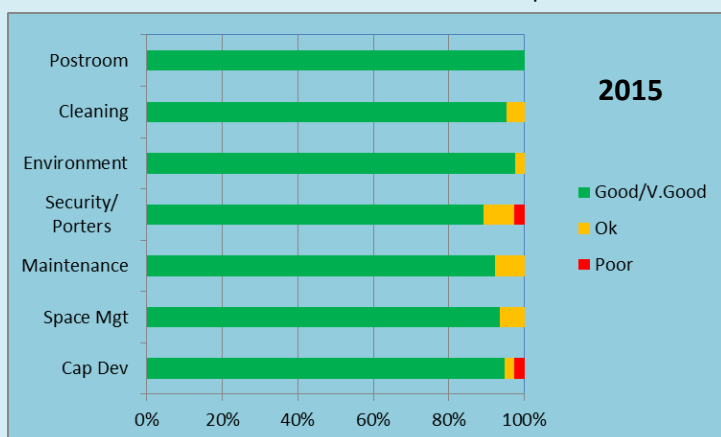
Dear Colleagues,

Firstly Happy New Year and secondly apologies for the slight delay in the dispatch of this newsletter but I'm afraid the last two weeks of Michaelmas Term were pretty full on and with deadlines to beat on major School initiatives, time got the better of me.

In my 2014 Newsletter, I predicted the forthcoming year would be the busiest ever for the Estates Division and I wasn't wrong as 2015 proved to be quite exceptional! We had the Kingsway fire, the achievement of ISO 500001 for Energy Management, the retirement of Andy Farrell our CFO, the purchase of 5 Lincoln's Inn Fields, the planned demolition of the Centre Buildings, the commencement of the design competition for 44 Lincoln's Inn Fields, the part unplanned demolition of New Court, the largest annual capital development programme in the School's history and the retirement of Pat Causley, Deputy Head of Maintenance! Throughout it all the Estates Division has continued to provide a high level of service to its customers.

Customer Service

You will all be aware that we are defined by what we do, how we do it and how we interact with our customers. When I became Director six years ago I made this a top priority for the Division and sought out the views of our customers. The initial results left considerable room for improvement but my goodness what a contrast to the results for this year! As you know I have set an even higher benchmark (OK used to be green on the chart but I don't want our Division to be just ok, so that now gets an amber rating) However, you will see from the chart just how well we have done and the vast swathes of green. More details will be presented at the Estates Forum in Lent Term.



We must never rest on our laurels but I was particularly pleased to attend the School's inaugural VIP Awards earlier this month and positively beamed with pride when **Tony Simpson**, Post Room Supervisor received the **LSE Citizenship, Individual award** and our Security Team received a Highly Commended Certificate in the LSE Citizenship, Team category. When I undertake my meet the customer' sessions with Heads of Departments, I'm so encouraged by the positive feedback I receive. Please keep up the good work your efforts do not go unnoticed.

Tony Simpson receiving his award, 7 December 2015

Estates Senior Management Team

I normally make reference to my SMT colleagues in the annual newsletter but this year I particularly want to highlight their outstanding contribution to the effective functioning of the Division. I think it is fair to say we are greater than the sum of our parts and the sheer volume and complexity of issues they have dealt with, is staggering. Mandy Hooker, Allan Blair, Ken Kinsella and myself, were very fortunate to be joined by Richard Jenden who has admirably filled the role of Director of Property & Space Strategy. I am blessed with a high calibre, high performing team and I'd like to acknowledge their huge contributions to the success of the Division.



Staffing Updates

In 2015 we said hello to Chris Allister, Nancy Baltouna, Paula Beezer, Max Bitolo, Robert Conchie, Christina Donovan, Michael Drain, Madeleine Dwyer, Helen Dywicka, Toby Furhman, Martin Green, Raji Issa, Richard Jenden, Jerell Kirnon, Barbara Moldowa, Godwin Ogbeide, Hitesh Patel, Joshua Sloman, Veronika Szadvari, Aleksandar Urosevic and Lisa Ward

We said goodbye to Mark Atkinson, Pat Causley, Michael Drain, Madeleine Dwyer, Vyvyan Evans, Sue Flint, Toby Furhman, Dominic Gallagher, Martin Green, Rosie Komorowska-Gillian-Jones, Chris Kudlicki, Robert McAlpine, Michael McLeod (passed away), Aleksandra Mirowicz, Chris Roots, Tony Rossiter, Terri Townsend and Ron Vanstone

We congratulated Lauren Allier (Frederick), Emeline Sztrakos (Hadrien) and Francesca and Russ Roscoe (the happy couple)

We celebrated new roles for Gabija Bingelyte, Matt Boyd, Tony Lobo, Phil Newsham and Tamara Williams

And finally, we welcome Rachel Ward Michael Gaid, Amy Hickson, Daniel Print, Brian Williams, (aka the room booking team) to the Estates Division

School Strategy 2020

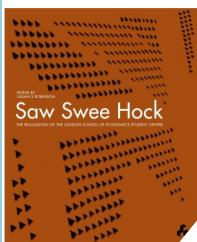
Many of you will be aware the School has spent the last couple of years developing a new strategic plan. There will now be planned growth to 10,800 students with the potential to grow to 12,000. The School has identified the following themes for the Strategy which was adopted by Council in the Michaelmas Term:

Education, Equality; Diversity & Inclusion; Staff Renewal & Support; Leading Globally in Social Science; Diversifying our Revenue Streams; Developing our Campus*

*From an Estates perspective, a key aspect of the delivery of this strategy is to secure an estate and other facilities commensurate with our standing and aspirations. This includes a focus on teaching space, further student residences, sustainable development with minimal impact on the environment and shifting the orientation of the campus around Lincoln's Inn Fields.

Reflections and Predictions

So, looking back we have had another very successful year.



For me personally there have been some notable events. I had back surgery in the early spring, gained a new temporary boss in the form of Prof. David Webb, undertook my first building tour for blind and partially sighted people a humbling and rewarding experience and published my first and quite probably last book!

For the Division life continued at breakneck speed. We successfully decanted the Centre Buildings (in time) and commenced their demolition, acquired additional short term leasehold property, moved to new offices in Kingsway, commenced the brief and design competition for the Paul Marshall Building and in December 'acquired' a new service unit – Room Bookings led by Rachel Ward. The following examples illustrate the depth and breadth of what we have achieved as a Division.:

- ◇ Invested £22 million in Capital Development, with 16 spaces brought up to most recent LSE standard
- ◇ £2.3 million committed to Re:FIT Phase 1, 70 projects that will reduce carbon emissions by 8% in the buildings involved
- ◇ Dealt with 3,721 Helpdesk calls from the School, generating 12,617 job instructions
- ◇ 1750 lights replaced, saving 870 tCO₂, all classroom lighting reviewed
- ◇ Led School response to the Kingsway fire

Looking ahead there would appear to be little let up in the pace of change. In January we are likely to hear whether our bid for another significant property on Lincoln's Inn Fields has been successful. In the same month the School's first Chief Operating Officer, Andrew Young (to whom I will report) will arrive.

All things being equal, in April we should have appointed the

architect to design our latest development on 44 Lincoln's Inn Fields (the Paul Marshall Building). In the summer we will be targeting the release of a School wide Accommodation Plan, which will give a clear indication of where all departments, research centres and divisions will be located over the next ten years. A major focus of the work of the Estates Division both in respect of Capital Development and Facilities Management will be strengthening and enhancing the student experience particularly in terms of the teaching and learning environment. What we do, the environment we create and how we treat them, really matters to students. As they are now the main funder of higher education and effectively pay our wages it is essential we ensure our customer service is second to none.



LRB, 4th floor PhD Academy

In conclusion I would like to thank you all for your contributions towards the success of the Division during 2015 and I hope you all had a wonderful Christmas, a rewarding and relaxing break with your friends and families and that you will have a productive and successful 2016.

Yours sincerely,