

Issue 2

December 2010



LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

Director of Estates Newsletter

Dear Colleagues,

I can't believe it's a year since my first newsletter. To be honest it has flown by so I think that means I must have been busy and enjoying the job!

During the year I have managed to meet with every head of department, division and research centre in order to gain a better understanding of their needs and their perspective on the performance of the Estates Division. I have been tremendously encouraged by the results. There will always be some adverse comments – we are only human but in the main the feedback was very positive and the service you provide to the School is appreciated. This was a view echoed by Howard Davis when I met him recently. Therefore I owe you all a big **THANK YOU**.

I have taken the opportunity to meet with all the managers in estates to gain a better understanding of their roles and responsibilities and the challenges they face. As you know I come from a capital development background so one of my biggest challenges is to ensure that Facilities Management is given sufficient prominence and recognition within the Estates Division and the School.

I am indebted to a very able and supportive Senior Management Team – Allan Blair, Ken Kinsella, Keith Clarkson and Aggie Gemel. I simply couldn't do the job of service leader without a team that has mutual trust and respect and which has a shared vision for the development of our Division.

Hopefully you will find the rest of this newsletter useful and informative but if you have any ideas for improvements please don't hesitate to let me know.

In the meantime I would like to wish you and your families an enjoyable Christmas break, a well deserved rest and a Happy New Year.

Yours sincerely

Julian S Robinson
Director of Estates



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Did You Know ?

The LSE Estates Division:

- Is responsible for **1,200,000sq ft** of space on the Aldwych campus
- Which is accommodated in **31 buildings**
- Directly employs **140 staff**
- Has an **annual budget of £9.9m**

Staff Survey

For those of you who attended the last Divisional Forum you will know the results for the Estates Division were not too clever for example:

56% of you were clear about the objectives of the division – compared to 65% for the School.

42% of you thought communications were good within the division – compared to 74% for the School.

36% felt they were given supportive feedback on what they did – compared to 74% for the School.

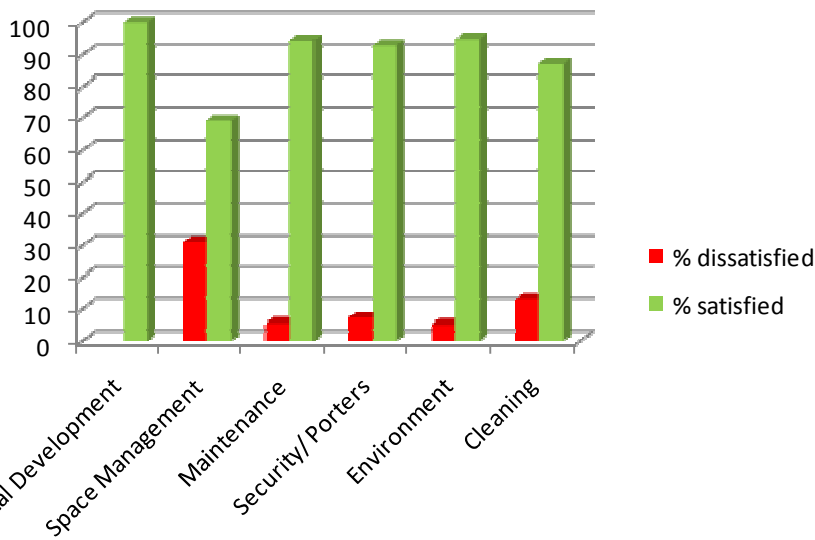
52% felt their head of division was in touch with the views of his staff – compared to 76% for the School.

Clearly there is some work for me to do as the new service leader. Each member of the SMT has been asked to circulate the main findings to their staff and draw up an action plan to address these and to discuss this with their sections. All I can say is watch this space or better still come to the next forum to let us know if things are improving.

Meet the Customer

This has been a mammoth exercise but has been tremendously rewarding and one I intend to repeat every year. The high level results are illustrated opposite. More detailed findings have been presented at the Divisional Forums and considered by the SMT.

The one area that has not fared as well as the others is Space Management however this is a reflection on past performance and the new team led by Keith Clarkson have attracted very positive feedback. The headline is that you are doing well so please keep up the good work in 2011.



Our Jobs!

The Last Year

When I wrote last year's newsletter I identified 6 initiatives I wanted to implement. I'm pleased to report that 5 have been successfully completed but with some minor changes.

Communications have been improved, with the Divisional Forums but I have changed these from yearly to termly and the newsletter will now be an annual feature. The Estates website has been transformed and now looks much more professional. The initiatives and work priorities of the Division have been aligned to those of the School and I have moved out of the Director's office! The one task I have still to do, is for me to undertake work experience in each of the FM sections but watch this space as I am determined to complete this in 2011.

As ever, the year has been very busy with a full campus improvement and LTM programme completed and we even managed to erect some Christmas fairy lights for Pat Causley!

We obtained Planning Permission for our New Students' Centre and purchased the freeholds of 20 Kingsway and the Land Registry. The latter is particularly important for the School in improving the student experience and the estate and maintaining our international competitiveness.

In terms of facilities management we have dealt with almost 11,000 help-desk requests, taken 1,400 emergency calls and completed close to 1,200 PPM's.

You will be aware that in common with most of the country, the LSE is facing coalition cuts and the School will lose all of its teaching grant which equates to £9.8m. All service leaders have been asked to make a 5% cut to staffing and recurrent budgets in 2011/12. In estates this has meant that we will lose two (currently unfilled) management posts and as part of our ongoing commitment to financial effectiveness we will need to carefully consider the position of future vacancies.

Current indications are there will not be a need for any compulsory job losses. The financial management of the School is sound but we will all need to look for further savings and revenue generating opportunities so feel free to make suggestions directly to me or your line manager.

Next Year

Well what's in store for us all next year? My main message is it will be business as usual. We have a vital job to do for the School ensuring that we build and maintain world class facilities.

Inevitably we will have to do more for less as will all service divisions within the School. However I am determined that the Estates Division will continue to build on the progress made this year and be highly thought of by the School community. We must be effective in our customer communications, efficient in our service delivery and continue to lead on sustainability.

I would urge you that if you have ideas or comments on any of the above, email me directly – j.s.robinson@lse.ac.uk or pop in for a chat, as quite often it is the staff who directly deliver the service who have the best suggestions.

As before if you see something that is not fixed or does not present the School in the best way possible – do not 'walk on by', either attend to it yourself or report it and remember "excellence does not consist only in single activities but habits."

Departures & Arrivals:

During the last year we have said a number of goodbyes and hellos. We've lost some good colleagues but equally gained some fresh faces to the Division.

Post Room: David Feeney (joined permanent staff); Reprographics: Scott Foley (secondment to Finance Division) and Gary Simpson (joined on short term contract); Facilities Management: Andy France (left), Richard Allen (joined on short term contract); Maintenance: Steve Chilley (left in April), Dan Cox (joined in March); Security Team: Darryl Steers (left in September), Gottlieb Isliker (joined permanent staff), Ali Cicek (joined in December); Capital Development: Meredith Wilson (left in April), Naomi Harris-Bell (joined in July & left in December); Dave Winterton (left in March) and is replaced by Emeline Sztrakos (starting in January), Keith Foot (left in September); Property & Space Management: Francesca Harding (joined in February), Keith Wang (left in August) and was replaced by Mirren McLeod.