

Issue 3

December 2011



LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

Director of Estates Newsletter

Dear Colleagues,

This has been a momentous year for the School. We have lost and gained a Director, the LSE has been in the news for the right and of course wrong reasons and we have had to make 5% budget cuts but through it all the Estates Division has provided a consistently good service and has enhanced its reputation.

We have achieved Customer First and Investors In People accreditation, have started on site with the world class New Students' Centre which has recently achieved a BREEAM 'Outstanding' rating and produced a revised Estates Strategy and a School Accommodation Plan. In terms of sustainability we have rolled out a new waste management system, gained EcoCampus Gold and have started to implement the School's first Carbon Management Plan.

Every section of the Estates Division has helped contribute to this success; we are not perfect and there will always be times when we could have done better but overall we should all be very proud of what we have achieved. Our customers' perception of the service we provide continues to increase.

Once again I must pay tribute to my Senior Management Team of Alan Blair, Aggie Gempel, Keith Clarkson and Ken Kinsella. Their support and commitment has been unfailing and it has been my privilege to work with them.

It is therefore my pleasure to thank you all for your contributions, wish you and your families a very happy Christmas and continued success in 2012.

With warm regards.

Yours sincerely,

Julian S Robinson, Director of Estates



Is this the right way Will?

Learning at Work

A number of you will be aware my background is in capital development and property management. However I have always appreciated that in order to keep a university estate operating, it is essential to have a well managed and professional FM team. I have therefore made it my aim to get to know this part of the service better. I've learnt a lot and have done a number of different sessions which have been enjoyable but hard work.

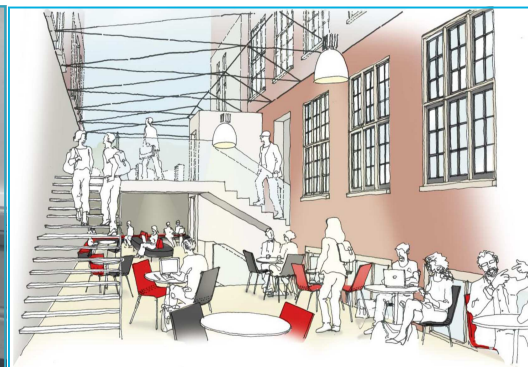
Thank you for having me but I think I'll stick to the day job! However I do definitely want to repeat next year as there's nothing like first hand experience and on the job 'training'.

Estates Division Forum

One of the things I have enjoyed doing most have been the termly Estates Forums. I have had an opportunity to share the strategic issues with you, together with our plans for the development of the Division and encouraging the different sections of our diverse Division to enlighten us on what they get up to during the working day. I'm grateful to my colleagues in Maintenance, Security and of course the unforgettable Vic Finnigan for being such good sports. If there are future topics you would like covered please do not hesitate to come and see me or drop me an email: j.s.robinson@lse.ac.uk



1. The Vic and Julian show! - 26 October 2011

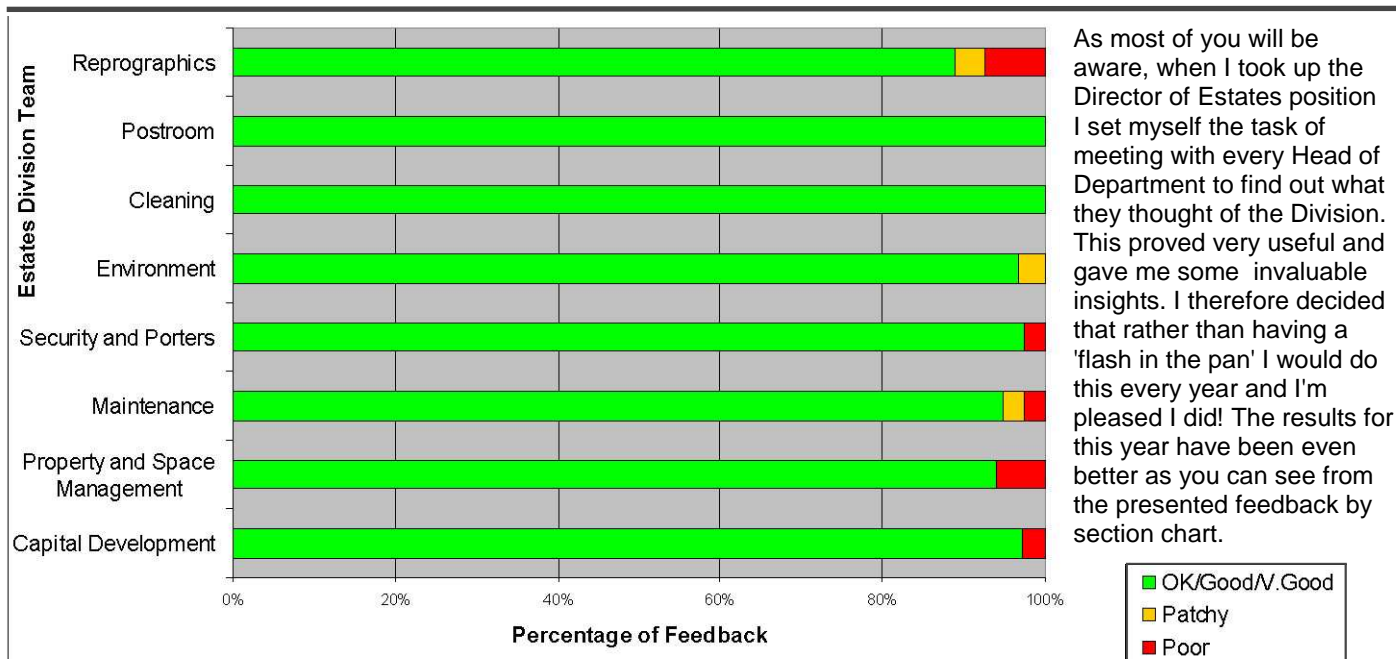


2. Proposed 32 LIF new entrance pavilion



Estates Division

DoE Meet the Customer feedback



Peer Review

I am committed to making the Estates Division one of the best in the UK. An important aspect of any good organisation is its ability to benchmark and learn from its peers. To this end I commissioned the Director of Estates at Bristol University to carry out a review in late October.

The full report will be on the ED website in the New Year but I am delighted to include a couple of extracts which convey the general tenor of a really positive review:

"... it is immediately apparent that the LSE Estates Division now benefits from strong and informed management across its SMT," which "has contributed to a positive culture within the Division, with a strong sense of commitment to customer service and continuous improvement."

"In conclusion, LSE has a well managed and structured Estates Division"... "There is widespread evidence of best practice with some sector leading performance."

Service Development Review (SDR) and Service Development Plan

My first SDR whilst in charge, was a somewhat daunting experience especially as the previous one had not been very favorable. However as I prepared our submission it became clear to me that things were beginning to turn around. I'm delighted to report that the panel noted *"significant progress had been made over the past year and Estates now had a defined senior management team in place and the Division has clear structures and direction."*

There is still work to do before we can really be regarded as exemplary and going forward this will be the focus of our SDP which is a plan on how we will develop our service over the next three years. The main aspects will be:

- Implementation of revised Estates Strategy and Accommodation Plan
- Commencement of Centre Buildings project
- Confirmation and development of the Carbon Management and LTM plans
- Development of an effective Value for Money programme for Estates Division
- Production of a set of standard KPIs and benchmarks for Estates Division

The Challenge of the Year Ahead

In many respects I see 2012 as a year of consolidation. We need to embed our behaviors and good practice to demonstrate year on year consistency and improvement. We will need to demonstrate to the new Director that we are an efficient and outward looking organisation which understands its customers and can respond flexibly to any new priorities. However I am certain we have the team to meet this challenge and so does our peer reviewer who said: "The Division has set itself some very challenging objectives... I am confident that it is as well placed as any in the sector to be able to deliver these."

So once again thank you all for your contributions to the success of the Estates Division in 2011 and have a great Christmas break and a happy New Year.

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.

Departures: Clive Mendes, Michael Cullen, Olu Rotowa, Nick Sharman, Chantal Beaudoin, Michael Badu, Nicola Langton, Taiwo Kusimo, Ged Macormick (RIP).

Arrivals: Jon Emmett, Dan Reeves, Egle Gajuskaite, Natalia Waslowicz, Usman Ghani, Surya Sunwar, William Tappin, Gabija Bingelyte, Phoebe Dunster.

Congratulations to Nita Khambatta and Jas Amole on the arrival of their baby-sons.