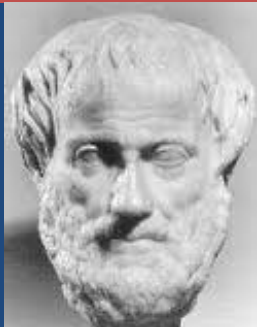


Issue 5

December 2013



Dear Colleagues,

2013 has been another very successful year for the Estates Division. Whether it's fantastic new buildings or customer service excellence, every part of the Division has 'stepped up to the plate' and delivered amazing results for the School.

In my newsletter last year I identified six key challenges and we have delivered on five of these, the sixth being the extension and refurbishment of the Bankside residences which has been held pending partly due to strategic reasons outside the control of the Estates Division.

As the year draws to a close I can reflect on our successes and achievements with much pride. But one thing is for sure, whilst I have an important leadership role to play, I'm only as good as the people around me! And that is where you come in. Undertaking my 'Meet the Customer' initiative, shortly to commence its fifth year, has been a real pleasure. The services you deliver in such a professional manner are very much appreciated by the School community.

We are such a people orientated service and the way we present ourselves to our customers is crucial. Overall we offer a friendly and efficient service, going the extra mile, and making sure that all of our customers are acknowledged appropriately. The late Nelson Mandela commented that "appearances matter - and remember to smile". I was therefore delighted to see Craig Calhoun's recent letter to our security staff commending them for the service they have provided to the School. He was also very complimentary about all Estates Division services when I went to see him for my termly review. **So a big thank-you to you all.**



Staffing Updates

In 2013 we said hello to Ildiko 'Terezia' Abraham, Jerry Addo-Gamson, Lara Aigoro, Divine Ajah, Gary Beaumont, Sarah Beck, Kenneth Chukwueke, William Dankwa, Kelvin East, Vyvyan Evans, Sam Gaid, Rose Ganly, Isabel Gardiner, Nick Garwolinski, Beena Gohil, Antonio Higueta, Olivia Hulse, Yanli Ji, Richmond Larbi, Kathleen Lee, Jimmy Maslen, John Mead, Rhazid Mendez, Stan Neil, Christian Nounang-Kouoh, Robin Ray, Steven To and Tamara Williams.

We said goodbye to Lola Akande, Dan Cox, Louise Laker, Alex Lillis, Ricky Taylor, Ali Cicek and William Armstrong.

We welcomed baby Joshua (to Jossette Edwards-Leigh), and baby Harry (to Steve Jessop), and we celebrated 3 weddings; Emma Lovegrove to Dan, Felix Nelson to Donna, and Ben Shirley to Charlotte. Warmest congratulations to you all!

Review of 2013

2013 was a whirlwind of a year with never a dull moment! In the spring we completed the conversion of 32LIF and this splendid building was opened by Princess Anne in April. We undertook a major international design competition over the summer for the Global Centre for the Social Sciences and in November appointed one of the top UK architects – Rogers Stirk Harbour Partnership to design the School's largest ever project at £100m. To top it all we pulled off the School's largest ever property purchase, the £80m acquisition of 44 Lincoln's Inn Fields (the CRUK building). And in the week before Christmas, we achieved handover of the Saw Swee Hock Student Centre. A fantastic achievement thanks to the sterling efforts of Ken Kinsella and Emma Lovegrove.

Whilst these achievements are very impressive the staff of our Division have continued to provide an excellent standard of service which was reinforced when we gained re-accreditation for the Customer First Standard in June.

We are fortunate that the School's balance sheet remains strong. Matching the achievements on the Estates front, Andy Farrell the Schools Chief Financial Officer has been instrumental in raising a £125m private bond to help provide funding for further investment in the estate and facilities.

The last year has also seen some organisational changes for the Estates Division. Our colleagues in Reprographics have been transferred to the IMT Division, but we have gained responsibility for the management of Residences FM and the Peacock Theatre. I see both these changes as very positive and I am sure will help improve service delivery to the School.

The Year Ahead

In **2014**, the Estates Division key priorities include:

- * **Pedestrianisation of Sheffield Street and further public realm improvements.**
- * **Commencement of design for Global Centre for the Social Sciences.**
- * **Completion of Residences FM re-organisation.**
- * **New Schoolwide 2020 Accommodation Plan.**
- * **Design Competition for 44 Lincoln's Inn Fields.**
- * **Completion of Women's Library project and commencement of Library Master Plan.**

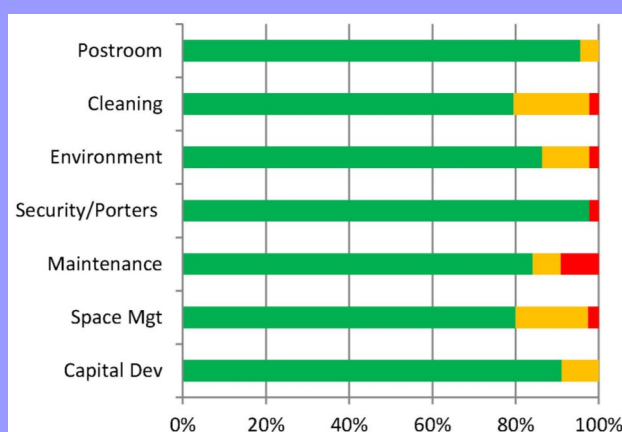
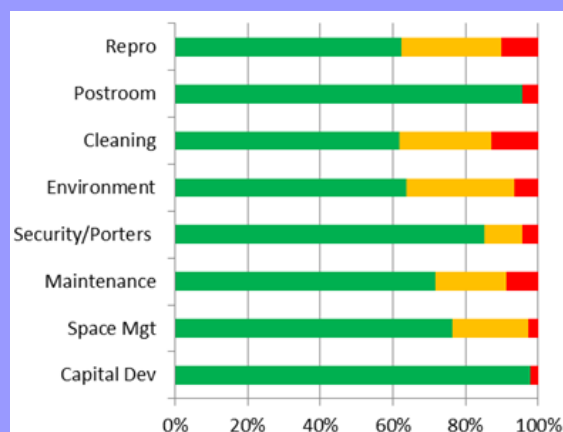
Meet the Customer

I have held over 50 individual feedback sessions this year with Heads of Department and Departmental Managers. This affords me the opportunity to hear directly from them on how our services impact on their daily lives. The results were very encouraging, there will always be room for improvement and I have noted a number of actions that will enhance their customer experience. Below are two diagrams which compare our feedback in 2013 to the previous year. As you can see, the trend of improvement is in a positive direction and this is immensely satisfying both to me as service leader, but also to the individuals and teams who deliver the services.

2012

Key

2013



In Conclusion ...

As I've said this has been a marvellous year for the Estates Division and the School. I don't know about you but after my busiest year in the job I'm pretty tired but tired in a good way. I'd rather be a part of an organisation that is going places and which gets better and better than one which is conservative and unambitious.

The Estates Division has come a long way and made significant improvements in its services and delivery but we should not rest our laurels, and to quote a great leader "It's not where you start but how high you aim that matters for success." (*Nelson Mandela*).

So continue to aim high in 2014 but in the meantime *Thank You* to all of you, I hope you had a relaxing Christmas break, and I wish you a successful and very happy New Year.

Julian S. Robinson