



Dear Colleagues,

2021 has been yet another year of challenges and uncertainty however LSE has weathered everything that has been thrown at it and is doing what it does best, teaching and inspiring future generations of students from every corner of the world.

LSE Estates Division has played no small part in this mission and reflecting on the year, I never cease to be impressed by the care and commitment Estates staff give to the School. Despite the pandemic we have kept the School open and been at the forefront of maintaining a COVID secure environment for staff and students on both campus and at halls. At the same time, we have continued with a significant capital building programme and led the School's efforts on Environmental Sustainability and Future Ways of Working.

Whilst a number of us have been affected by COVID, I am grateful that none of the Estates family has ultimately succumbed to this awful virus. Taking the necessary precautions at both work and home, regular testing and of course getting vaccinated has helped us remain safe.

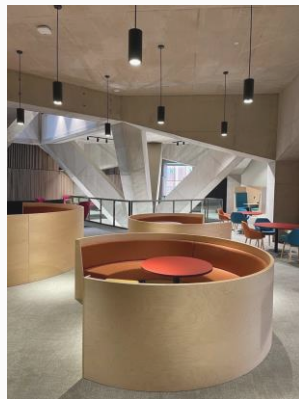
Look after yourself
Look after others

Highlights of 2021

The first thing I want to celebrate is the prominence of the Estates Division in the LSE Values in Practice Awards (VIP's). This demonstrates how well we are regarded by the rest of the School and also shows how the whole School community came together in the face of COVID-19. Congratulations to all involved:

- Valuing People - Commended: Richard Mulcahy, Estates
- Team of the Year - Winner: Estates Division
- Excellent Manager - Runner-Up: Richard Mulcahy, Estates
- Inspirational Leadership - Highly commended: Julian Robinson, Estates;
- Director's Award - Winner: RCD; DTS; Library and Estates

Members of the Estates Division also featured in a film produced by the Association of University Directors of Estates (AUDE) called COVID Heroes, which featured our very own Director - Baroness Minouche Shafik.



So apart from keeping the School safe and secure throughout the pandemic, the business of Estates continued with some notable highlights as follows:

After some 3 years of demolition and construction we took completion of the Marshall Building in late November this year and academic departments will be moving in, either side of Christmas. This £145m project was completed within budget and to a very high quality. We did get it a couple of months later than planned but we had a few distractions along the way! Ken Kinsella, Emma Lovegrove, Tony Lobo, Elena Forti and Barbara Moldawa have done an incredible job and have delivered yet another world class building. *(image credit: Emma Lovegrove)*

As we are all aware, the climate crisis is all too real, and Charles Joly and the Sustainability Team have been leading the School's response. I was very proud when LSE announced in November, it was the first UK university to be certified as Carbon Neutral. However, this is only the beginning, and we now have to achieve net zero carbon by 2030.

Our Property and Space Management team have been leading on a new project called Future Ways of Working, which looks to create blended working spaces where office-based staff work between home and office. The blended working supports the effectiveness and wellbeing of our staff and simultaneously aids our financial and environmental sustainability with reduced space and rents. Estates have been in a pilot in Clement House and we will be evaluating the lessons learned and progressing with the next phase in Pankhurst House in March of next year.



The Year Ahead

Well, I think it is now fairly obvious that COVID will still be with us but exactly how this will affect the way we operate is currently unknown. My prediction is, we will continue with test to enter and mask wearing in January and there may be a move to some online provision. What I do know is Estates will once again be at the forefront of the School's response.

On a positive note, in January we will fully open the Marshall Building to all staff and students. The pedestrianisation of Portsmouth St will continue and be completed by Easter. The Old Curiosity Shop will be given some long overdue TLC and there will be projects starting in NAB and OLD.



We will be running an International Design Competition for the redevelopment of 35 Lincoln's Inn Fields and we will start the planning for a future redevelopment of the Bankside House residences.

Finally, we will complete a Revised Public Realm Strategy and a new Estates Strategy which will guide the development and management of the estate over the next 10 years.

People

In 2021 we welcomed Alfred Bauer, Thea Hamilton, Tim Hudson, Yusuf Hussein, Masireh Jammeh, Farid Mostowfizadeh, Davinder Ratra, Chelo Riesco Martinez, Taiwo Shodiya, Tomas Soto, Margaret Wutoh.

We said goodbye to Chris Anderson, Farida Begum, Simon Hill, Oswin Husbands, Tony Lobo, Sylvia Parsons, Elena Rivilla-Lutterkort, Felix Nelson, Phil Newsham.

We congratulated Rashul Mohideen on the arrival of baby Javid. Daniel Print on his appointment as Estates Systems Manager. Kennedy Ntambi on his appointment as Deputy Security Operations Manager, Alex Urosevic on his appointment as Security Team Leader 32L, Bruno Dos Santos Silva on his appointment as Security Team Leader, Clements Inn buildings & CLM. Vasileios Gkalntemis on his appointment as Security Team Leader, MAR.

Closing Words

I think we would all agree this has been another exhausting year. The good news is we were able to offer our students a face-to-face campus experience (so vital for personal development and mental health) during Michaelmas Term. And to cap the year it has been my absolute pleasure to see the happy smiling faces of our graduates in their degree gowns as they attended face-to-face graduation ceremonies for the first time since Christmas 2019! Rachel Ward and her team at Peacock Theatre have done an amazing job. Bravo!

Team is the word and I want to say THANK YOU to all staff and all sections of the Estates Division. I couldn't do my job without an excellent Senior Management Team, however, there is one person this year I want to individually acknowledge is Mandy Crane our Office Manager who has effectively been a part time PA to me. Her patience, good humour and commitment has been incredible. Thank you, Mandy!



We should be proud of what we have achieved as a Division and what the School has accomplished – our finances are recovering, student demand is higher than ever and a large majority of our staff and students feel safe on campus. We will of course need to maintain our caution in 2022 and continue to make LSE a special place to study and work. We will need to show high standards of customer service as we want our buildings and facilities to match our world class academic reputation.

I must admit that I have lost count of the lockdowns and the different plans that have been implemented. There have been some understandable concerns with the way the Government has handled the pandemic: mixed and confused messages, the awarding of lucrative contracts and one rule for us and another rule for them but the one message I do agree with is GET BOOSTED! Please look after yourself and by doing so, look after others.

I do hope you and yours have a wonderful Christmas break and you have a healthy and happy 2022. With very best wishes.

