



"We are what we repeatedly do. Excellence, then, is not an act, but a habit." Aristotle

Dear Colleagues,

I jest with my fellow members of the Estates Division Senior Leadership Team, there is never a dull moment in Estates, every day is different and 2023 has been no exception. However, before I reflect on the last year at LSE, I feel I can't really start, without acknowledging the tragic situation in Israel/Palestine. The slaughter of so many innocent people on both sides is appalling and a shame on humanity. So, let us hope (and for those of you who do) pray, this open wound is healed soon. What I will say is that Estates Security under the leadership of Richard Mulcahy have been superb in dealing with this extremely emotive and delicate situation, as its impact is felt on campus. I'm proud the School has been a beacon of common sense and has balanced the right of free speech while ensuring all our students and staff feel safe and supported.

The graduations this week and the wonderful Christmas lights (thanks to the Maintenance team and our electrical sub-contractor, R+I) remind us just how special LSE is both as an institution and a physical place within London, which is now widely recognised. It is the positive feedback from staff, students, alumni and visitors that make our jobs worthwhile.



Image of the proposed Firoz Lalji Global Hub on Lincoln's Inn Fields

Review of the Year

Looking back on the year, there have been a number of important milestones. Two of the biggest for me have been: the departure of Baroness Minouche Shafik in June, to Columbia University, New York and the announcement in November, that the LSE had appointed a preferred bidder for the redevelopment of the Bankside Halls of residence.

In respect of building projects, Capital Development successfully completed the £11m refurbishment and electrification of the CKK Building for the Law School and the Department of Geography and Environment. The first phase of the £21m Old Building refurbishment has been completed providing modern facilities including student common rooms, a kitchen, new toilets and refurbished offices for the Department of Anthropology. The planning application has been lodged for the School's next set-piece building project, the £152m Firoz Lalji Global Hub on Lincoln's Inn Fields.

The Marshall Building remains ever popular and obtained excellent ratings from students and staff when a Post Occupancy Evaluation was undertaken. Its popularity was further evidenced when over 750 members of the general public visited it for Open House, in September.

From a property perspective, we are concluding the purchase of 51 Lincoln's Inn Fields which is the office building opposite Coopers on Portsmouth St. This is a strategic property at the entrance to our university quarter and will provide valuable expansion and decant space as we look to improve the existing campus buildings. In addition, both 32 Lincoln's Inn Fields and the New Academic Building were respectively renamed as the Sir Arthur Lewis Building and the Cheng Kin Ku building.

Renewed accreditations were also obtained for Customer First and ISO's 9001 Quality Management, 14001 Environmental Management and 50001 Energy Management – Bravo LSE Estates!

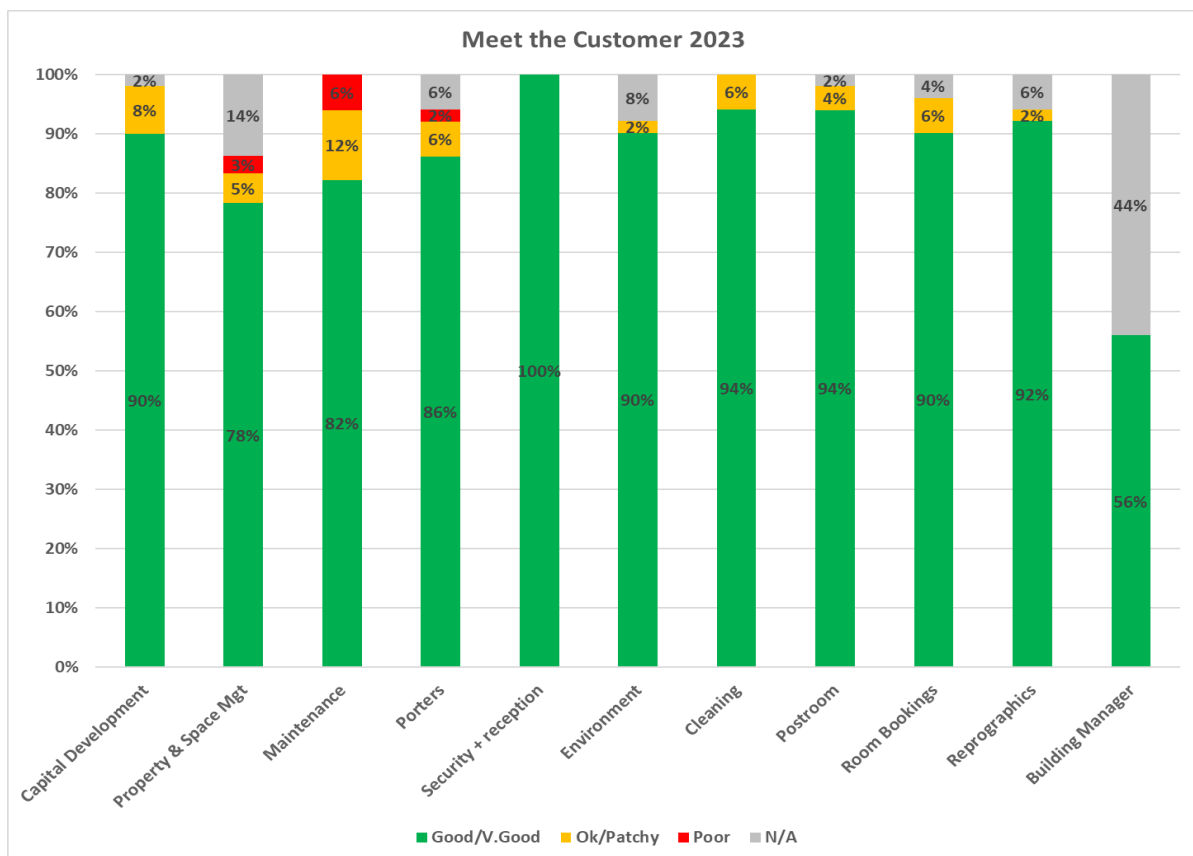
We have received awards and recognition throughout the year including:

- National Panel Special Award and CTA Award for the Marshall Building – Civic Trust Awards 2023
- World’s Most Beautiful Campus Award 2022/2023 for the Marshall Building – Prix Versailles
- Improving Spaces Award – Smarter Working Live Awards 2023
- Green Impact Platinum Award for LSE Estates Team
- The Values in Practice (VIP) Awards:
 - ❖ Team of the Year Award – Day and Night Security Team (Highly Commended)
 - ❖ Exceptional Team Member – Susan Parsons (Commended)
 - ❖ Excellent Manager – Paul Franklin (Highly Commended)

Meet the Customer Feedback

You will already be familiar with our Meet the Customer initiative where I meet the heads and managers of all Departments, Research Divisions, and Professional Services Divisions on a regular basis to collate their feedback on services provided by various teams within the Estates Division.

This year I managed to hold over 50 such meetings across the campus. These face-to-face meetings are a useful tool to gauge customer satisfaction and recognise individuals that go over and above in their roles. Here are this year’s results:



The Year Ahead

In 2024, we will see the arrival of a new President and Vice Chancellor. Professor Larry Kramer from the United States will formally take up his post in April and will no doubt want to review and renew the School’s purpose and plans for the future. Apart from completing the Old Building project, attention will turn to the re-design and updating of the Old Theatre and commissioning feasibility studies to improve the disabled access to some of our older buildings.

Environmental Sustainability and the road to net zero will be a key focus for the Division. Not only via the sterling work of Tammy Armstrong and her team but also very much in partnership with Capital Development who will continue with the push to de-carbonise our existing buildings.

In Winter Term, there will be a design competition jointly run with our partners Bouygues/Equitix for the £300m redevelopment of the Bankside Halls of Residence. Our aim is to produce the best student hall in London focused on design excellence, environmental sustainability, affordability and health and wellbeing. In Autumn Term, we will hold another design competition to select proposals and landscape architects for the pedestrianisation and landscaping of Portugal St. so lots to look forward to!

Last but not least is our re-accreditation for Investors in People at the end of next year, where the Estates Division will be aiming for the Gold standard! This initiative is being led by a steering group comprising Allan Blair, Jas Sidhu, Emma Lovegrove and Davinder Ratra. They will also be seeking input from Estates Division staff in the New Year!

People

In 2023 we welcomed Albanis Pujols Reyes, Amber Kahn, Amine Guehlouz, Anoop Menon, Chloe Sawyer, Diaka Bereta, Diane Averkaite-Abbas, Diyana Mladenova, Emma Balaguette, Hannah Lawal Onaolamipo, Johnny Richard Antonio Mena Rios, Julia Silva Gomes, Kwesi Hamilton, Maria Antonia Conde Andujar, Marie Dolezalova, Mario Patricio Benavides Acostra, Marlene Jackeline, Mohamed Lahrer, Nadege (Anne) Meite, Neil Hornsey, Novica Jevric, Olakelan Bakare, Oscar Correa Aguire, Rachael Fayoyin, Reyes Norberto Lorenzo, Severina Mariano, Stuart Pennycook, Surbhi Jaisingh, Susan Mavid Theobald, Tammy Armstrong, Tania Cecibel Cando.

We said goodbye to Amelia Iswariah, Archie Allan-Thurley, Corrina Bailey, Edward Oti-Boateng, Janine Etienne, Johanna Maribel Soria Beltran, Kate Veck, Layla Gobin, Margaret Oyeyebi, Mark Everid, Nairon Pescador Pineda, Natalia Waslowicz, Umar Walker, Veronika Szadvari, Z Habib.

We congratulated Phoebe Dunster and Thea Hamilton on the birth of their babies.

We remembered our colleagues Oscar Delgado Molero and Tony Hough who sadly passed away in 2023. May they rest in peace.

Closing Words



I feel the Estates Division is in a very good place and we have had yet another successful year. We provide many different services to the School community and are responsible for keeping the £1.5billion estate in good shape and you have all played your part in this. I am ever grateful for the skills and wise words of my Senior Leadership Team: Allan Blair, Ken Kinsella, Richard Jenden, Jas Sidhu and Davinder Ratra but this year, there are two other people I would like to thank and these are; Mandy Crane for her work on Estates community building and communications, who is responsible for publishing the monthly Estates Newsletter and Aoife Nolan, my ever attentive PA – her patience knows no bounds!

All that leaves me to do is thank you once again and to wish you and yours a peaceful Christmas break and a positive and productive 2024.

With very best wishes

Director of Estates