



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

Dear Colleagues,

Well, another year has almost passed, and LSE continues to thrive. Earlier this year we welcomed LSE's new President and Vice Chancellor, Professor Larry Kramer. Estates staff played a big part in his arrival and settling in, whether it was the design and refurbishment of his new apartment or facilities management and cleaning services.

As I present my 16th Christmas Newsletter, I am filled with a sense of pride in what we have achieved together. The Times and The Sunday Times University Guide has ranked LSE as the top university in the UK and named the School as its 'University of the Year 2025', and whilst teaching and research quality must be paramount, student experience is also a huge factor in these rankings. This is where the work of the Estates Division has the biggest impact, and we know that our students place great value on the quality of buildings and facilities.

Research commissioned by the Estates Division has found:

- Students' favourite thing about the Estates is compactness followed by architecture and design.
- Students' least favourite aspect was nothing followed by congestion/crowding.
- Students would like more quiet spaces to relax/destress and more greening.



Estates Staff Forum Autumn Term, Julian with Tito, General Secretary of LSESU.

Review of the Year

Looking back over 2024, the School has achieved numerous milestones, with the Estates Division driving many transformative projects.

A key highlight was securing planning permission for the Firoz Lalji Global Hub (FLGH) and advancing its deconstruction to prepare for the new build phase. Another significant milestone for Cap Dev was the completion of the Old Building refurbishment, for the Departments of Sociology, Anthropology, and Social Policy.

The team also made strides in sustainability by securing £2.7m in grant funding from the Public Sector Decarbonisation Scheme to decarbonise LRB and Connaught House. Additionally, the organisation and successful conclusion of the Bankside design competition showcased the Division's commitment to innovative planning for the future.

From a property perspective, we have completed on the purchase of 51 Lincoln's Inn Fields, enhancing the School's property portfolio. 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.

Operational successes were equally impressive. The Estates Division expertly managed student protests and occupation, maintaining campus harmony during challenging times. Furthermore, dedication to maintaining high standards was demonstrated by the re-accreditation of ISO 14001 and 50001 certifications, as well as a successful triennial audit of the halls of residence under the UUK Code.

Finally, the Division strengthened its leadership team with the appointment of five new Assistant Directors. These positions, spanning Capital Development, Facilities Management and Property and Space Management, ensure the School is well-positioned to tackle upcoming opportunities and challenges in 2025 and beyond. Viva Estates!

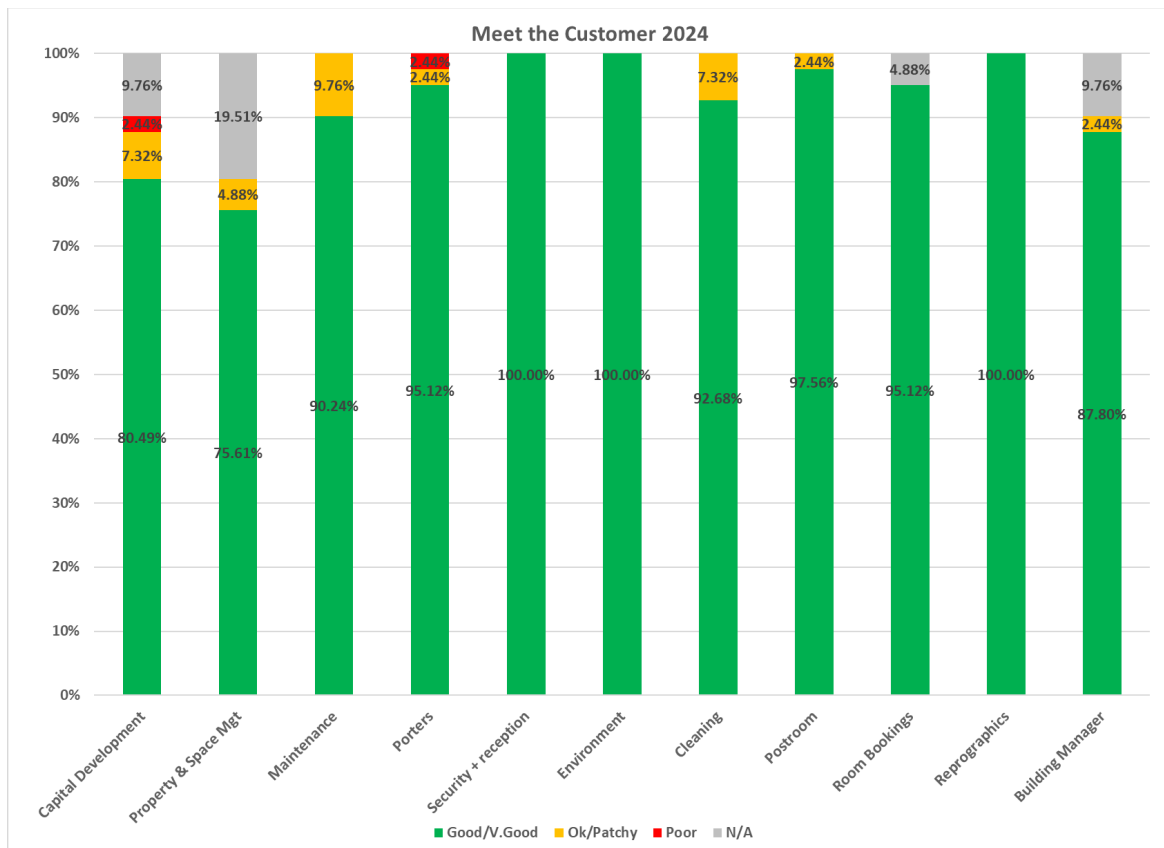
We have received awards and recognition throughout the year including:

- Chicago Athenaeum International Architecture Award for the Marshall Building
- Green Impact Platinum Award for LSE Estates Team
- The LSE Value in Practice (VIP) Awards:
 - ❖ The President & Vice Chancellor’s Award – Bruno Dos Santos Silva (Winner)
 - ❖ Sustainability Champion – Dene Donkin (Winner)
 - ❖ Sustainability Champion – Emeline Sztrakos (Runner-Up)
 - ❖ Outstanding Collegiality – Brian Williams (Highly Commended)
 - ❖ Outstanding Collegiality – Mandy Crane (Highly Commended)
 - ❖ Excellent Manager – Ken Kinsella (Winner)

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 the teams within the Estates Division.

This year I managed to hold over fifty 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:



You will see that yet again; the results are exemplary. There are some areas for improvement, and these will need to be addressed in 2025. However, overall you should be very proud of the service you have provided to the School community.

The Year Ahead

Looking ahead to 2025, there are lots of exciting things happening across the School and the Estates Division will be at the centre of a lot of it. Key projects include commencing the formal construction of the Firoz Lalji Global Hub, submitting the planning application for the redevelopment of Bankside House, and completing the School’s largest-ever property purchase (all will be revealed in the year to come!) These milestones represent significant steps forward in enhancing our campus and its facilities.

Additionally, we will be producing a new Estates Strategy and Campus Accommodation Plan to guide future developments. Another important initiative is the Investors in People: ‘Going for Gold.’ To support this effort, please take a moment to complete the survey [here](#), as it is essential we have a strong response rate. The survey closes on **24 December** – your input matters!

People

In 2024 we welcomed Aliza Hussain, Andrew Crane, Bob Rushton, Cheryl Smitham, Chris Allister, Daniel Prendergast, David Sanchez, Hibac Mohamoud, Kabir Humayun, Kafilat Olajumoke Olatunji, Salia Kone, Tinnin Diomande Tienmoko, Kyung Lee, Lisa McKeown, Majid Fayaz, Malcolm Mendones, Michael Adeyinka, Michael Clarke, Obi Ekwem, Paulo Rossetto, Ralitsa Andreeva, Richard Osborn, Will Ellis.

We said goodbye to Aldofo Suarez Bueno, Alfred Bauer, Amber Khan, Chloe Sawyer, Daniel Segeth, Emma Lovegrove, Eva Karras-Balint, Hector Jaime Gallego Henao, Jairo Nieto Castro, Julia da Silva Gomes, Kareema Carrington, Luis Puruncajas Vilcacundo, Luz Helena Lopez Lopez, Mildred Simpson, Neil Hornsey, Novica Jevric, Olalekan Bakare, Pearl Russell, Margarita Dos Santos, Marlene Jackeline, Michael Adeyinka, Precious Ogbeide, Rachael Fayoyin, Ralitsa Andreeva, Richard Osborn, Sergio Jurado Moreno, Stephen Asante, Surbhi Jaisingh, Susan Theobald, Will Ellis.

We congratulated Jodie Everid on the birth of her baby, Katarina Selmoun on her wedding and in achieving a distinction in her Postgraduate Diploma in Real Estate.

We appointed Richard Mulcahy as Head of Security, Chris Allister, and Daniel Prendergast as Assistant Directors of FM, Stuart Pennycook, and Cheryl Smitham as Assistant Directors of Capital Development, and Nancy Baltouna as Assistant Director of Property and Space Management.

We remembered our colleagues Chris Hamlin and Vhon Barrett who sadly passed away in 2024. May they rest in peace.

I would like to take this opportunity to acknowledge the achievements of a long-standing member of the Estates Senior Leadership Team. After 17 years of incredible service, Ken Kinsella is moving on to become Director of Estates at the University of Westminster.

The campus you see today is in no small part, down to him. His immense skills in design and construction management have ensured the successful delivery of all the world class buildings on our estate.

We wish him well in his new role and for his outstanding contribution to LSE. Ken's leaving drinks will be on 31 January 2025, further details to follow in the New Year.



Closing Words



CBG Square, Christmas 2024

After another eventful year, it is time to take a break and where we can, be with family or friends reflecting on the year past and looking forward to the year ahead. However, the estate never sleeps, and we are ever grateful to the Estates staff who will be in over the holidays ensuring our campus and residences are secure, maintained, and clean.

As always, I am lucky to have the support of a great Senior Leadership Team and an excellent Executive Assistant in Aoife Nolan, who has helped put this newsletter together. I want to express my heartfelt thanks to them and to you all for your help in making LSE the best community in the UK!

Wishing you and yours a wonderful Christmas break and continued success in 2025.

Joyeux Noël, Feliz Navidad, Buon Natale, Merry Christmas!

With very best wishes

A handwritten signature in blue ink, appearing to read 'Julian Robinson'.

Julian Robinson
Director of Estates



INVESTORS IN PEOPLE™
We invest in people Silver

