

Director of Estates Newsletter

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

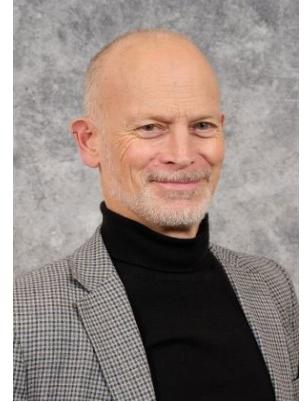
Dear Colleagues,



Estates
Division

As I sit down and pen my 17th Annual Newsletter, I realise this has been one of the most frenetic and challenging years for both me personally and for the Estates Division as a whole.

2025 was a special year in many respects. The School celebrated its 130th Anniversary and in April, I celebrated 20 years being at LSE! When I look back over the years, I can't believe what we have achieved together. The campus is unrecognisable from 20 years ago and receives unbridled praise from staff, students, alumni and visitors but equally important, the quality of our customer service has witnessed a remarkable step change. When I became Director in 2010, LSE Estates was described as a 'division in crisis, with no customer service ethos'! Student and staff feedback via 'Meet the Customer' demonstrates we have been consistently delivering a quality service. That is not to say there isn't room for improvement or further innovation but through your efforts we have made exceptional progress.



This year has been tough and unrelenting at times, and I must admit to feeling exhausted. However, I also feel incredibly lucky to work for LSE. There are universities across the land slashing estates budgets and making workers redundant. This is not the case at our institution. LSE is not only well led and managed but demand to study here is exceptionally strong and for a second year in a row, we have been named The Times/Sunday Times **University of the Year**.

Review of the Year

At the beginning of the year, we said goodbye to Ken Kinsella, Director of Capital Development, who after 17 years' service to the School, left to become Director of Estates at the University of Westminster.



In February, we acquired 61 Aldwych, the School's largest ever property purchase both in terms of value and floor area. This was in no small part down to the great work of Richard Jenden and Katarina Selmoun in our Property and Space Management team.

Ken was replaced by Stephen Riddell who joined us from the commercial sector. As Interim Director of Capital Development, he had the unenviable task of trying to get the Firoz Lalji Global Hub financials in order and to ensure the construction contract was finally executed. I'm pleased to report that after much blood, sweat and tears, both have been achieved.

Arguably our most outstanding achievement this year was gaining **Investors in People Gold Standard**. We are one of only two university Estates Departments across the UK to hold this accolade. It was a real team effort, but Allan Blair and Jas Sidhu deserve particular praise for guiding us through the very exacting process and getting us over the line.



The summer saw us submitting a planning application for around 2000 student bed spaces at our Bankside site. Working with our Joint Venture partner Bouygues/Equitix, we are aiming for these to be the best student halls in London.



Bankside House Façade Render by Carmody & Groarke

Back on campus we held an international design competition for the transformation of 61 Aldwych into an inspiring and innovative building for teaching, faculty and research. The competition was won by Alison Brooks Architects and Feix and Merlin and will be the School's first biophilic building focussed on the health and wellbeing of its occupants.

President Larry Kramer announced his Operational Excellence Programme which is aimed at reducing unnecessary bureaucracy in our processes and procedures with the aim of speeding up decision making and improving the customer/user experience. This is now well underway and many of you will be involved in the mapping process.

Robeson House a new postgraduate hall of residence, off the Old Kent Road was opened over the summer and is a proud achievement for the School and our sister Division, Residential and Catering Services.

Finally, in Autumn Term we held yet another design competition – this time for the reimagination of Portugal Street into a new piece of pedestrianised and landscaped public realm.

We have received awards and recognition throughout the year including:

The LSE Value in Practice (VIP) Awards:

- ❖ The President & Vice Chancellor Award:
 - LSE Security Team (Winner)
 - Inspirational Leadership – Allan Blair (Winner)
 - Unsung Hero – Mary Lee (Runner-Up)
 - Unsung Hero – Andrew Crane (Runner Up)
 - Valuing People – Mary Lee (Runner-Up)
 - Exceptional Team Member – Andrew Kleanthis (Runner-Up)
 - Excellent Manager – Boban Velickovski (Commended)

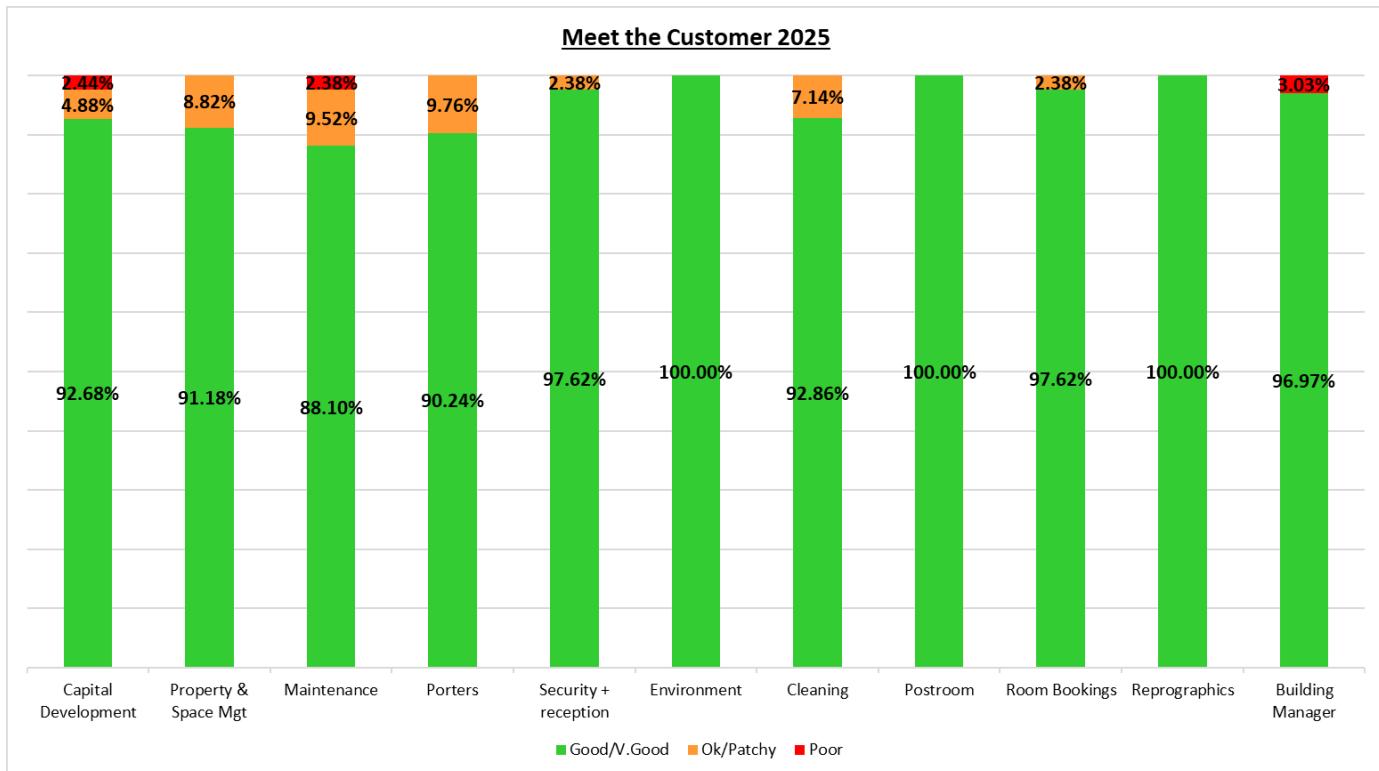


VIP Awards, LSE Security Team receiving President & Vice Chancellors Award

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 an annual basis to collect 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 2026. However, overall, you should be very proud of the service you have provided to the School community.

The Year Ahead

2026 will be a year of designing and building, both in terms of our real estate, operations and people. In respect of the estate, we will continue with the construction of the Firoz Lalji Global Hub and from a design perspective, we will focus on the design of 61 Aldwych, the landscaping and pedestrianisation of Portugal Street and the proposals to relocate the 4th floor restaurant to the ground floor of Old Building.

On the operations side, OEP will be the top priority, and we will complete the mapping of estates processes, the *as is phase* and moving into designing the *to be phase*. There will be appointments in Capital Development and Sustainability which are under strength at present, and in FM we will flesh out an integrated Facilities Management Strategy which will focus heavily on data analytics.



61 Aldwych Design Proposal – Feix and Merlin



Public Realm Design Proposal for Portugal Street

People

In 2025 we welcomed Adekanmi Abass Sijuade, Alhassan Alshamma, Alice Abisola, Beatrice Clementel, Brian Laku, Bryon Tummings, Ebrima Samateh, Fanny Coello Figueroa, Hamza Khan, Hanna Yeboah, James Scanlon, Jezabel Martin Hernandez, Johnny Richard Mena Rios, Kieron Hood, Kris Wilson, Lisa McKeown, Lydia Ajithkumar, Mario Singleton, Maximus Woodley, Omalade Omogbemi, Paul Feakins, Paul Kenney, Paulo Antonio Da Costa, Redemuta Uwamahoro, Roland Pace, Sandra Robinson, Shanta Chhetri, Shaun Davies, Simeon Similoluwa Lawal, Stella Ampofo, Steph Van de Pette, Stephen Riddell, Temi Olowu, Tharushi Wijesinha, Tina Edosomwan, Tommy Mui, Tosin Ademolu, Wasilat Bonanle Bello, Yusuf Yusaf

We said goodbye to Anoop Menon, Becky Erhabor, Davinder Ratra, Elsa Gebreamlak, Ettien Djetouan, Fabio Osorio, Henry Chavez Pena, Jack Monteith, Juan Carlos Bermudez Gomez, Ken Kinsella, Kim Goodayle, Mabel Folarin, Margaret Wutoh, Maximus Woodley, Michael Lisbie, Olufunmilayo Oso, Roger Tebili, Tammy Armstrong, Tatiana Cardona Montoya, Temi Olowu, Thea Hamilton, Tim Linehan.

We congratulated Jodie Everid on her marriage, Aoife Nolan on achieving a distinction in her Postgraduate Certificate in Higher Education Administration, Management and Leadership, Andrew Crane who achieved a distinction in their Level 3 Apprenticeship in Business Administration, Marie Dolezalova for her Level 6 Degree Apprenticeship in Facilities Management.

We recognised Brian Williams, Dave Tyndall, Joseph Ladele, Obafemi Ejutse, Richard Mulcahy and Jackie Woodley for their long-standing service to LSE.

We appointed Marie Dolezalova as Building Manager and Andrew Crane as Estates Administrator.

We remembered our colleague Majid Fayaz who sadly passed away in February 2025. May he rest in peace.

Closing Words



On this occasion, I'm going to start with some words from our customers.

LSE staff have said:

"You help make the School what it is and you are truly appreciated"

"The Estates FM service is the jewel in the crown." (Meet the Customer 2025)

LSE students have said:

"The LSE campus is one of the greatest places in London."

"The university campus is amazing, it feels like entering your own little village which doesn't feel intimidating." (NSS Student Survey Feedback, 2025)

CBG Christmas Tree 2025

Comments like these motivate us in our jobs and keep us focussed on why we are here. Your efforts and commitment to LSE have been amazing. You have helped make LSE what it is – the best University in the UK, so all I can say is a great big THANK YOU!

I hope you are able to enjoy time with friends, family and loved ones and have a restful break but I'm also conscious a number of estates colleagues will be working over the holiday period on campus and in halls and for that the School is very grateful.

Finally, thank you to my brilliant EA, Aoife Nolan, who has put up with me throughout the year and who has put together this newsletter.

Wishing you and yours a wonderful Christmas break and continued success in 2026.

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

With very best wishes

Julian Robinson
Director of Estates

