

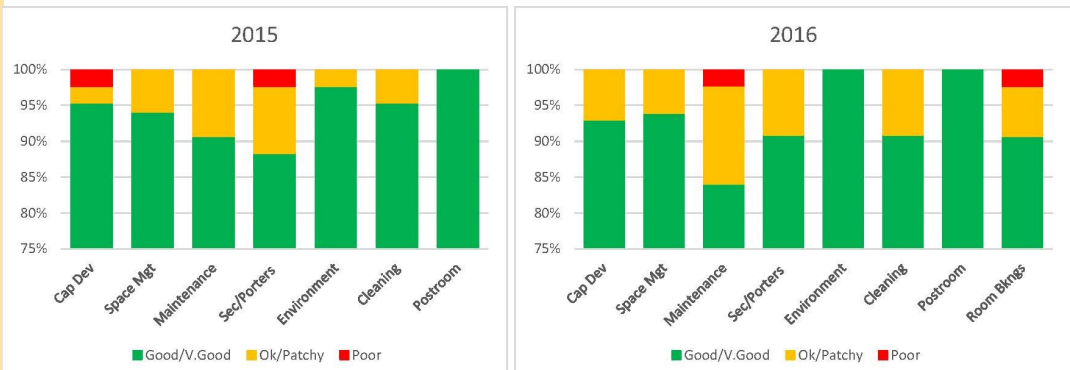
Dear Colleagues,

I write to you at the end of an extraordinary year! In the Estates Division, Capital Development are managing two £100m+ capital projects, which is unprecedented in the School's history and currently unparalleled within UK universities. In LSE we lost and gained both a new Director and a Chair of Council and I gained a new boss in the form of Andrew Young the School's first Chief Operating Officer. In the wider world we've experienced the BREXIT vote and the election of Donald Trump as President elect of the USA. Both these world events were not generally predicted but could have a significant impact on the School, although one thing we do not yet know is, how much and when?

Meet the Customer

The feedback from our customers remained very positive during 2016 with 93% rating our service as good or better. A couple of areas have slipped back slightly so we mustn't rest on our laurels but overall they are a very good set of results. With the roll out of the new Planon system and hand held PDA's we will be able to be more responsive to our customers, providing them with real time updates in the progress of their job.

Estates Division staff are both custodians of the Estate and are also quite often the first point of contact for students, staff and visitors. First impressions count so remember 'don't walk past' and be an ambassador for the School.

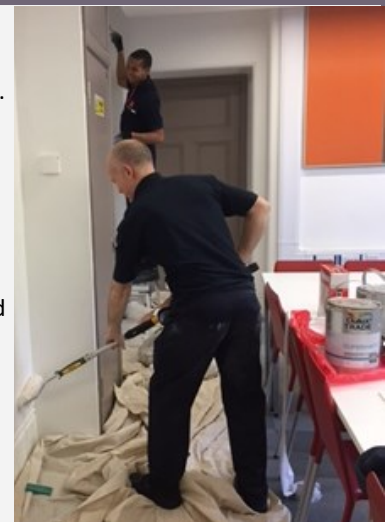


Estates Division in Numbers ...

- £22,497,431 = Annual Revenue Budget (2016/17)
- 202 = directly employed staff (including FM residences)
- 117,000m² GIA = Square meterage of the Estate
- 68 = the percentage of our property in good or better condition

Back to the Shop Floor

One thing I like to do is work experience with the various teams within the Estates Division. This year I have been lucky enough to have shared time with the electricians, grounds staff and painters. I learnt some new techniques: crimping (no that's not dressmaking but a way of joining electrical wiring), scarifying and white lining, although the Head Groundsman said he'd "seen better" and he'd get Josh our 17 year old apprentice to "sort it out the next day!" and when it comes to painting - preparation is everything. Thanks guys for your company and patience in putting up with me. What these sessions demonstrated to me is the care and skill our staff exercise when going about their business and the great on-the-job training we provide to our apprentices. People ask me why I do it and my answer is because it allows me to get to know my staff better, what they do and how they work and what their daily issues are. In 2017 I plan to spend time with our plumbers, security and carpenters.



Expectations

I'm really pleased to see that in the Staff Survey, the Estates Division staff recorded the highest levels of engagement and we were the best performing service division. I would also like to commend you for the very high completion rates for the online training in respect of Equity, Diversity and Inclusion (EDI) and Environmental Sustainability. We will expect every member of the Estates Division to have undertaken these two modules. Going forward, our minimum expectations for every member of Estates staff each calendar year will be as follows:

- ◇ **Attend a minimum of one Estates Staff Forum.**
- ◇ **Report a minimum of six repair/upkeep jobs to the Estates Helpdesk.**
- ◇ **To have completed a Career Development Review.**
- ◇ **If not already undertaken, complete online Sustainability Training**
- ◇ **If not already undertaken, complete online EDI Training.**

Staffing Updates

In 2016 we said hello to Christina Donovan, Katie Barrett, Tony Wyer, Naomi Alexander-Naidoo, Kim Goodayle, Ben Gladstone, Thomas Taylor, Jon Taylor, Andrew Worthy, Sam Venebles, Cliff Alcaraz, Alan Beacon, Belinda Chellingworth, Doron Russell, Mohamed Taibi, Tony Rossiter (again!), Jessica Lobo, Steve Anstiss, Leon Kelly, Saidu Sanu, Gladwyn Ellens, Stephen Kasolo.

We congratulated Amisha Varghese, Elena Rivilla Lutterkort and Usman Ghani on the safe arrival of Archie, Aurelia and Master Ghani, Nancy Baltouna on her graduation achievement, Barbara Moldawa on her new role and her marriage.

We said goodbye to Nabila Cruz-de-Carvalho, Dave Felsted, Martin Bolton, Naomi Alexander-Naidoo, Nellie Smith, Robert Conchie, Steve Ryan, Lisa Ward, Tamara Williams, Ronnie Klein, Helen Louisa Jordan, Katie Barrett, Beema Farmah, Helena Dywicka, Lauren Allier, Phoebe Dunster.

We were extremely sad to announce the passing of our former friend and colleague Keith Clarkson who previously worked as Head of Property and Space Management. RIP Keith

Reflections and Predictions

The year has seen some important milestones and initiatives. The demolition of the Centre Buildings has been completed and in December the Cap Dev team concluded negotiations with Mace and triggered the main construction contract which will commence on 9 January 2017. This has been an incredibly difficult project, not only is it on a very constrained site surrounded by occupied buildings but it was tendered at a time of very high building cost inflation and then suffered because of the fall in the £/€ exchange rate. The team of Ken Kinsella, Emma Lovegrove and Phil Newsham have done an outstanding job, working under extreme pressure.

I pride the Estates Division on being customer focussed, agile and flexible and this was exactly the case in respect of the LSE Life project in the Lionel Robbins Building. Conceived in Dec 2015 this £4m project was designed and implemented in 10 months on time and on budget!

On a personal note, I was delighted the LSE became a Founder Member of the Higher Education Design Quality Forum (HEDQF) and I was made a trustee and main board Director.

I was also deeply humbled to be elected an Honorary Fellow of the Royal Institute of British Architects. Having spent almost 30 years of my career striving for architectural quality and working with some very talented architects this honour means a lot to me.

Looking ahead to 2017, our new Director Dame Minouche Shafik starts on 1 September by which time the Centre Buildings will have started on site, we will hopefully have received planning permission for the new Paul Marshall Building and we will have commenced the demolition of the CRUK building, which currently occupies the site. We are targeting the approval of the School's first Accommodation Plan which will be the 'blueprint' of who goes where and when. We will look to start a major piece of work on the potential redevelopment of our Bankside student residences in order to significantly increase student bed spaces. There is also the possibility of another property purchase but this is cur-

rently the subject of negotiation so I can't go into details at this point.



Conclusion

As always, I need to acknowledge the work, counsel and support of my Senior Management Team (Mandy, Allan, Richard and Ken) but also the heads of the various sections that make up the Estates Division: Paul Franklin, Paul Thornbury, Chris Allister, Rachel Ward, Sarah Jons, Richard Anderson and Jon Emmet. What we do and how well we do it has a direct impact on students, staff and visitors and generally you all do this very well. So thank you for all your efforts on behalf of the Division and the School and please have a wonderful Christmas break with your friends and families and a successful 2017.

Yours sincerely

