



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■



ESTATES DIVISION

ANNUAL REPORT 2021-2022

Director's Foreword



As the School's biggest Division in terms of personnel and expenditure LSE Estates works on multiple fronts to support LSE's mission in respect of teaching, research and public engagement. Universities are still very much physical places and our buildings, public realm and facilities are part of LSE's identity and appeal. Taking inspiration from the University of Cambridge Estates Department who publish an Annual Report, I thought it would be best practice for LSE Estates Division to produce its own record of activities during the last year.

The academic year 2021/22 was a very significant year for the LSE estate. Despite the forbidding presence of the Covid pandemic, various lockdowns and variants, estates and FM operations were maintained across the academic and residential estate. Construction began on a brand-new hall of residence (the first this century!), LSE became the first UK university to become carbon neutral and the School successfully completed the largest and highest value academic building, in its 127-year history!

During the year an updated Public Realm Strategy was completed and work commenced on the production of a new Estates Strategy to guide the development of the estate over the next ten years. The successful completion and occupation of the Marshall Building was probably the single biggest achievement, but we also came out of three leases and rolled out a Future Ways of Working project across three different buildings. The following pages provide more details on these and many other core activities and achievements of the Division together with key metrics. This is our first attempt at a consolidated report so feedback on content, presentation, clarity and any other areas you feel should be covered, would be greatly appreciated.

I would like to acknowledge Davinder Ratra, Estates Head of Admin and Finance for compiling, editing and producing this report on behalf of the Division.

Julian Robinson, Director of Estates

October 2022

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Introduction

The Estates Division is proud to present its first annual report. Through this report, we aim to keep our stakeholders informed of the key projects the Estates team have been working on, or have completed, and other highlights from our operations during the academic year 2021/22.

The report gives an overview of our upcoming Estates Strategy and the Vision, Principles and Objectives which put our divisional objectives in line with the LSE 2030 Strategy. This report has been produced for both internal and external use and will be presented to the LSE Finance and Estates Committee in Michaelmas Term 2022.

A digital version can be found at <https://info.lse.ac.uk/staff/divisions/estates-division/about-us>

Estates Strategy 2022 - 2032

The LSE estate comprises all academic, ancillary and residential buildings owned and operated by LSE, the associated public realm including surrounding streets and the School's sports ground at New Malden.

The previous Estates Strategy (2011) is now due for renewal and is currently under preparation. The two previous principal tenets – the creation of a world class estate to match our academic reputation and the creation of a 'university quarter' have served us well and will be maintained and built on using LSE 2030 as its main reference point.

ESTATES VISION STATEMENT

LSE's aim is to create a world class estates which enhances the student, staff and visitor experience. This means delivering high quality design, which is inclusive, environmentally sustainable and maintainable. We will cherish and steward the estate via excellent facilities management and ensure our services meet the needs of our community.

Estates Strategy 2022 - 2032

ESTATES STRATEGY OBJECTIVES:



Public Realm Strategy 2022

A constituent part of the Estates Strategy – The LSE Public Realm Strategy has been completed in advance, to assist the School in its negotiations with Westminster City Council.

The first Public Realm Strategy (2013) served the School well enabling the landscaping of Clare Mkt and Houghton St and the pedestrianisation of Sheffield and Portsmouth St.

Over the next decade, LSE intends to continue its campus improvement programme with the development of new buildings and the refurbishment and enhancement of the existing stock.

We will continue to work closely with Westminster City Council (WCC) and Camden Council (LBC) to ensure the spaces between and around our buildings, while often adopted and maintained by the Councils, are considered as part of this overall strategy.

The revised strategy has been reviewed by the Senior Management Committee, the Estates Management Board, and the Finance and Estates Committee. This will be presented to Council for final approval in November 2022.



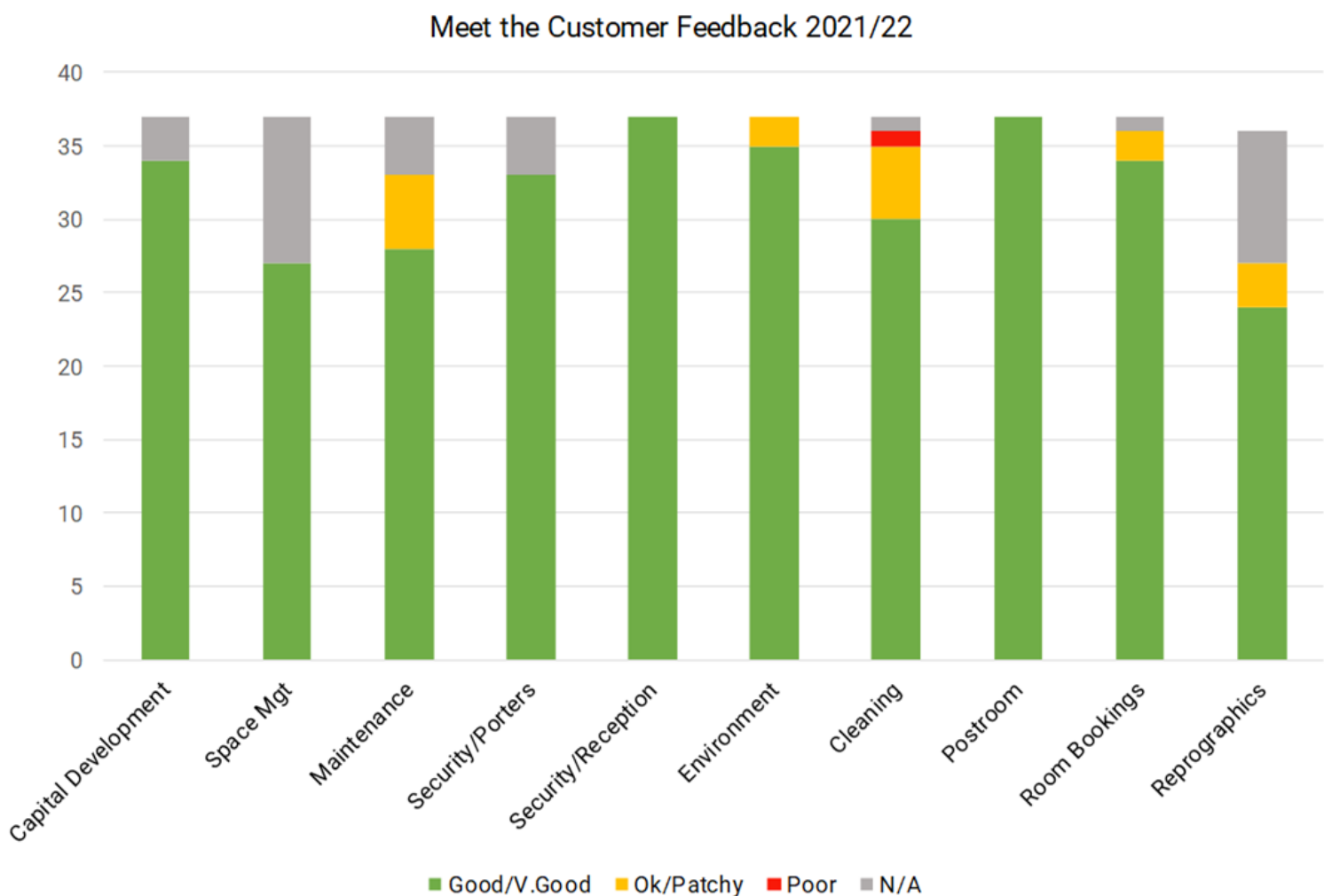
Future view of the Portugal Street pedestrianisation project

Highlights 2021 - 2022:

Meet the Customer Scores

The Director of Estates meets 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.

During the academic year 21/22, 37 meetings took place, picking up after a break due to the Covid-19 pandemic. These face to face meetings are a useful tool to gauge customer satisfaction and recognise individuals who go over and above in their roles. The feedback is shared with all Estates staff along with weekly Senior Management Meeting minutes and Termly Estates Staff Forum.



Highlights 2021 - 2022:

Capital Development

In order to improve the quality of our estate and to enhance the student living, teaching and learning experience, long term maintenance works and improvement projects have continued across the academic and residential estate.

In addition, Capital Development have now taken on the implementation of the carbon reduction programme which targets the School becoming net carbon zero by 2030 in Scopes 1 and 2.



The crowning achievement however must go to the completion of the Marshall Building on budget, virtually on time (save for a couple of covid months) and to an exceptional quality. This 18,200m², £145m project has produced a seminal university building which has been widely praised by critics, staff and students alike.

The sophisticated brief included the requirement for arts and sports and catering facilities, student social learning space, state of the art teaching facilities, faculty accommodation and research centre space. However, the signature of the building is probably the Great Hall. LSE has never had a space of this status or size to convene events and this has become a magnet for students and has already been used for formal dinners, receptions, the LSE Festival and will be used for Graduation receptions and Welcome Week events.

Projects underway and started in 2021/22 include: the remodelling, refurbishment and electrification of the New Academic Building (following the move of Dept of Management into the Marshall Building) to become the new home of the LSE Law School and the Dept of Geography. The remodelling, refurbishment and electrification of the Old Building (following the move of the Dept of Accounting and Finance Department into the Marshall Building) to become the new home of Depts of Sociology, Social Policy and Anthropology and the heritage restoration of the Old Curiosity Shop.

Highlights 2021 - 2022:

Capital Development

Almost as soon as the Marshall Building achieved practical completion, Estates embarked on what will probably be the School's last major set piece capital project, the Firoz Lalji Global Hub at 35 Lincoln's Inn Fields. An international design competition was launched in December 2021 and six design teams were shortlisted.

An exhibition of the proposals was held in the Great Hall and final selection was made by a jury panel with David Chipperfield Architects with Feix&Merlin Architects winning the competition. The development will be the School's first net zero carbon building and has been funded by the School's first Green Bond which was successfully launched earlier this year.



"This sustainable design solution follows the ethos of LSE, taking an existing building and adapting it for the 21st Century. I have no doubt that it will further enhance LSE's status as a university with world-class estate that matches its global academic reputation"

- Baroness Minouche Shafik, Director LSE

Highlights 2021 - 2022:

Capital Development

In our Residences portfolio, the funding and development contract was formally signed, and construction work has started on Glengall Road (next to Burgess Park in south London). This will be an 'off balance sheet' 676 bed graduate student hall of residence and is programmed to be ready for September 2024.

The redevelopment of Bankside House is now our focus following the School's success at the Examination in Public of the London Borough of Southwark's Local Plan, which contained policies which would have stymied the redevelopment of Bankside House. Our objections were accepted, and the Plan modified accordingly. Plans are now being prepared internally to select a development partner for the project, to agree the financial structure and bring proposals to the School's committees in Michaelmas Term. Target date is to close Bankside in September 2024, reopening in September 2027 or 28 depending on the method of construction.

We are also appraising more sites for halls of residence to meet the School's target of circa 6,000 beds by 2028. This will enable the School to guarantee an offer of accommodation to all first-year students.

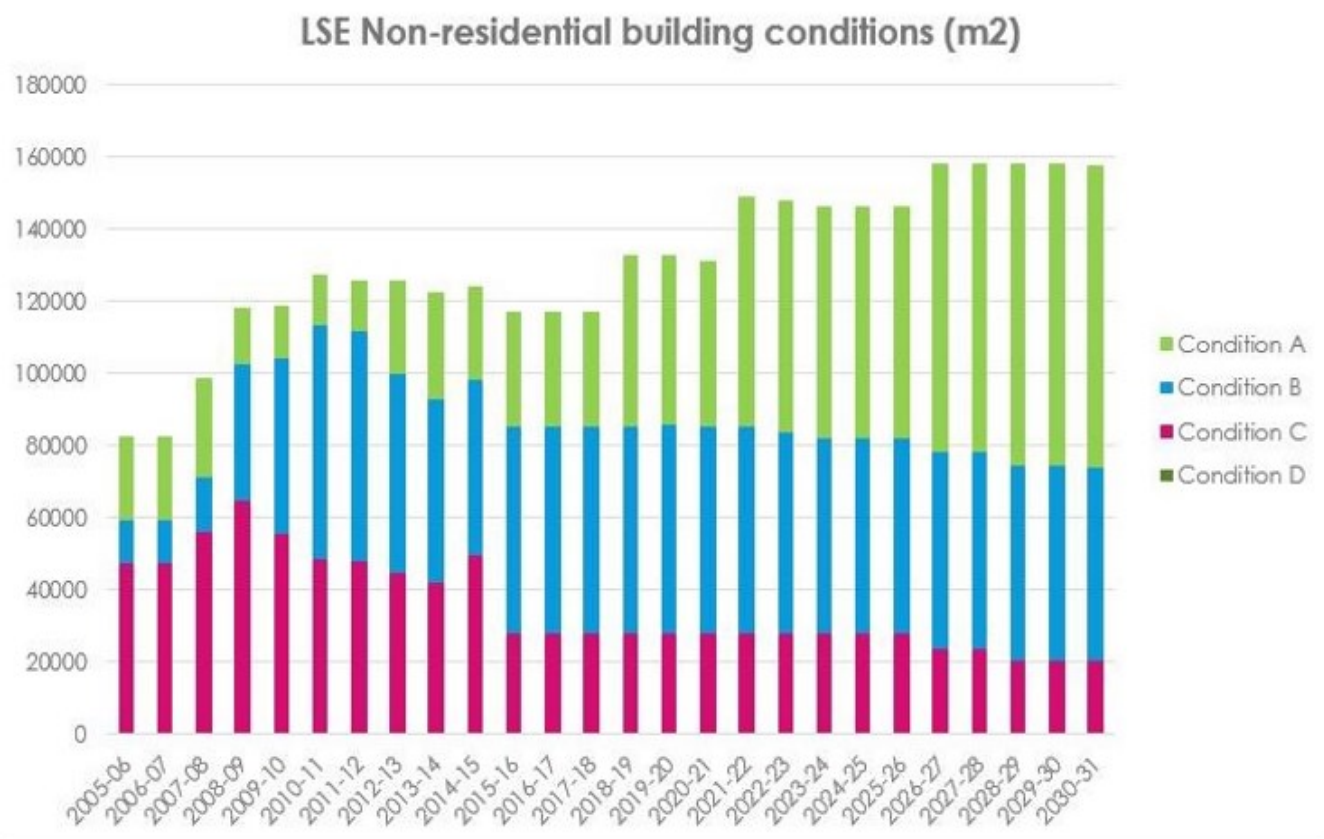


Glengall Road development next to Burgess Park in south London offering 676 bed spaces.

Highlights 2021 - 2022:

Property and Space Management

Space Management, the utilisation of Campus and the continuing improvement work with our Capital Development colleagues is best demonstrated in the graph below that shows the amount of space in the best categories for condition and functionality. The new Estates Strategy will target all properties being in the top two categories (A and B) by 2032.



Highlights 2021 - 2022:

Property and Space Management

Highlights include the disposal of Northumberland Ave and the leases in Queens House and 95 Aldwych. Day to day management has seen lease vacations and negotiations making dilapidations savings of circa £1.5m against budget. The termination of commercial leases for office accommodation as a result of the implementation of 'future ways of working' for administrative staff has saved £3.17m pa.

The table below shows the number of people moved and goes some way to show the space planning and alteration work that goes on to make these changes.

| Year | Total No. of Moves | Total No. of people moved | Total new area involved |
|-------|--------------------|---------------------------|-------------------------|
| 2021 | 42 | 355 | 2280.5 |
| 2022* | 40 | 1331 | 4916.0 |

* to date

The Room Bookings section of the team has been back up to speed since the last lockdown and aside from accommodating all the SU Societies, manages over 100 commercial letting enquiries per month as well as operating the Peacock Theatre for the benefit of graduations and other large events.





Arch gateway on Houghton Street leading to the graduation pavilion outside Centre Building

Highlights 2021 - 2022:

Facilities Management

As with 2020-21 Facilities Management have been at the forefront of the School's Covid response ensuring the safety and security of our School community.

Cleaning, security, facilities, and maintenance staff were present on campus throughout and for this reason they were selected as the Director's Team of the Year in the LSE Values in Practice Awards. In addition to this achievement has been the award of an **Investors in People** Silver Accreditation (the Estates Division are the only part of the School to currently hold this level).

Renewed accreditations were also obtained for Customer First and ISO's 9001 Quality Management, 14001 Environmental Management and 50001 Energy Management.

The division is continuously thriving to enhance our customer experience. With the same objective, a new role of 'Building Manager' was added to the team and five Building Managers were recruited, acting as relationship managers between Estates and various departments and divisions.

Comments from the Investors in People assessor:

"It was a pleasure to review London School of Economics Estate Division and to see that the organisation has made further progress against its ambition to achieve Advanced (Gold) accreditation. The Estates Division has stepped up from the basic Investors in People Standard to achieving Established (SILVER) accreditation and is to be congratulated, especially having accomplished this during a very difficult time.

There is very good evidence that the Division and its people live the LSE values. People are proud of what the Estates Division is delivering to all stakeholders and believe you make a difference to society. Some expressed the view that the LSE educates future leaders, not only for the UK, but the world."

Sylvia Zachariah
Investors in People Assessor

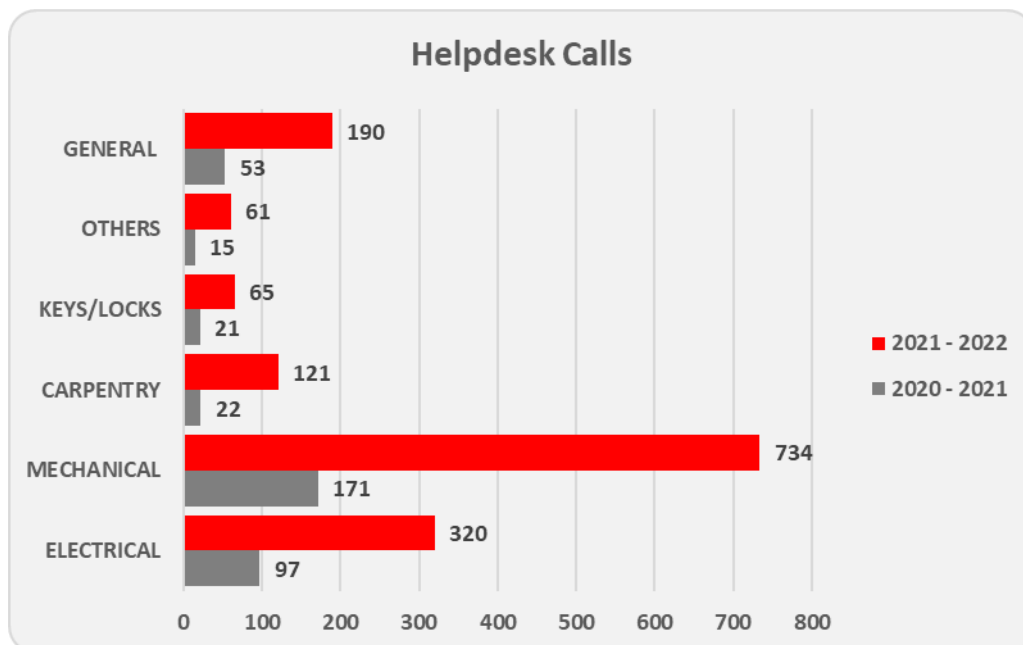
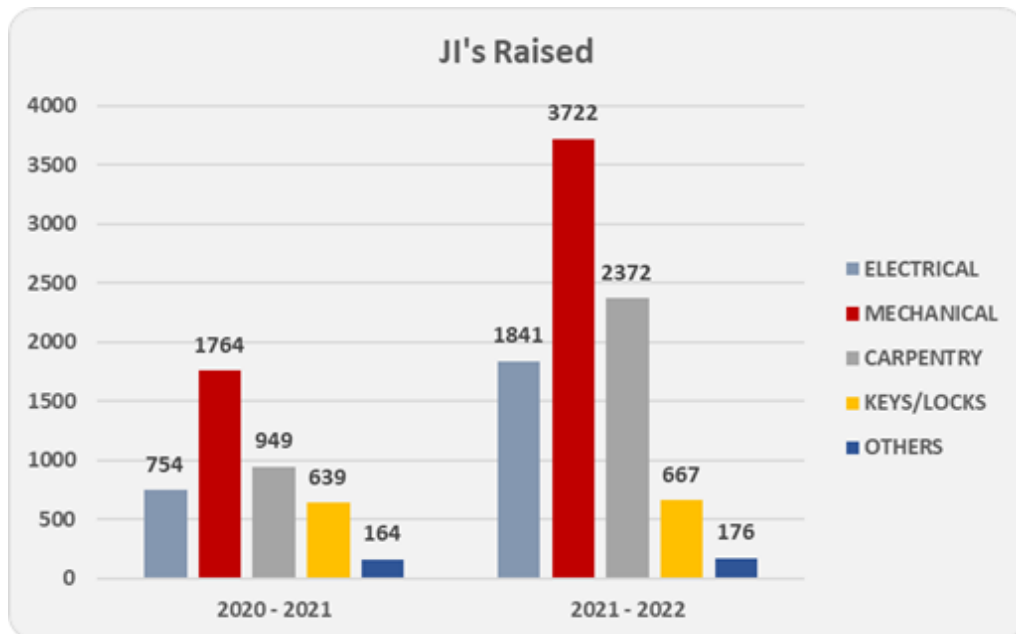


INVESTORS IN PEOPLE®
We invest in people Silver

Highlights 2021 - 2022:

Facilities Management

As noted in the charts below, with more staff and students returning to campus, the number of maintenance requests and jobs raised has gone up considerably. Our next project is to log all cleaning jobs on Planon, FM management system, and create a live dashboard which will provide better monitoring facilities and improve customer satisfaction.



Highlights 2021 - 2022:

Environmental Sustainability

LSE's environmental performance is coordinated by the Estate Division's Sustainability Team, with delivery and decision-making supported by several committees and working groups comprising both student and staff representatives.

The last few years have seen significant steps forward for sustainability at LSE, with the launch of the School's Sustainability Strategic Plan in 2020. The plan has 6 key strands, with the team striving for progress in all these areas.

Key updates for 21/22 include:



Education:

Embedding sustainability across our teaching and learning experiences

The Eden Centre appointed a **Programme Manager: Education for Sustainability** in May 2022, funded as part of the Education for Global Impact agenda. The role has been created to explore ways to embed sustainability and sustainable development in the curriculum. Sustainability was introduced as an integrated topic in LSE100 this academic year. From next academic year, sustainability will be one of three topics that students can choose to study as part of the programme.

LSE Careers' *Energy and Environment* sector page has been fully updated, and a new *Sustainability* sector page was developed, both are now live, as part of the new 'Careers in Sustainability' programme.



Research:

Shaping the global sustainability debate through our research

Sustainability continues to be a key theme in research funding. Three projects have been funded (£50-60K overall) across a range of departments. An online sustainability course, as part of Extended Education, is currently in development.

Research and Innovation Division and Sustainability secured a high-profile speaker from the Ellen MacArthur Foundation for a panel event - '*Rethinking our disposable society*' – how to build a circular economy' during the LSE Festival 2021/22, which took place in June.

Highlights 2021 - 2022:

Environmental Sustainability



Engagement and Leadership:

Deepening public discussion on sustainability across the world

Times Higher Education published an interview with LSE Director Minouche Shafik (Nov 2021) on the theme of embedding sustainability in Higher Education and LSE's commitment and approach.

LSE was a winner in the highly prestigious **Queen's Anniversary Prizes 2021** and has now been invited to be part of a new innovative 12-month programme— **the Queen's Platinum Jubilee Challenge** - to create a roadmap for tertiary education to reach net zero.

The Grantham Research Institute (GRI) actively contributed to COP26 Glasgow including media engagement (e.g., Bob Ward, GRI Policy and Communications Director, interview on BBC Breakfast), and are actively contributing to discussions around COP27.



Investment:

Making sustainability a key part of our investment decisions

LSE secured a £175 million **Sustainable Private Placement** for green and social projects at the School, including the development of a new building, the **Firoz Lalji Global Hub** at 35 Lincoln's Inn Fields.

Following discussions at the Sustainability Leadership Board, the process for developing a revised Socially Responsible Investment policy is progressing, with a working group made of members of the Investment Sub-Committee having met on several occasions.

Highlights 2021 - 2022:

Environmental Sustainability



Our School:

Reaching Net Zero Carbon and reducing our environmental impacts

A short selection of updates:

Carbon – In Michaelmas term, the School became the first university in the UK to be awarded Carbon Neutral status. A Campus Electrification Group leads on Net Zero Carbon 2030 efforts and several major projects are in design, including the electrification of the New Academic Building and the Old Building, as well as Rosebery Hall's connection to a new district heating network.

Water – We will now start working with our new water supplier, Wave, to install Automatic Meter Readers (AMRs) and develop a water reduction strategy.

Biodiversity – Marshall Building terraces completed with planting to support (LSE) bees. The pedestrianisation of Portsmouth Street has delivered additional biodiversity habitats and aids greening of our urban campus with new trees and pollinator supporting plants in the area.

#SustainableLSE in halls – a 67% increase in sustainable behaviours has been seen in halls this year. Butlers Wharf achieved the award for Most Sustainable Hall 2021/22 and the celebration event was well attended by students and staff.

Built environment – Sustainability is a key theme of the design brief for 35LIF with net zero and Passivhaus being targeted. The jury believed that David Chipperfield's design was the most sustainable design solution, fulfilling a requirement of the multi-faceted brief '*to deliver the School's first net zero carbon building*'.

Procurement – A 'Supplier code of practice' has now been created and sustainability considerations are prominently included.



Collaboration:

Working in partnerships within LSE and externally

We continue to collaborate with a varied range of external partners including:

Upgrade from member to partner of the Ellen MacArthur Foundation currently in discussion, awaiting final details from the Foundation. Taking part in Higher Education best practice forums, including Higher London, the Russell Group and the Environmental Association for Universities and Colleges (EAUC), and participating in a working group led by Westminster City Council on sustainability for the Strand Aldwych area.

The LSESU Sustainable Futures Society continues to support a range of projects including embedding sustainability in the curriculum and increasing recycling in halls.

The Estates Sustainability Team manages the Green Impact programme at LSE and continues to successfully engage a large number of staff and students.



2021-22 was the 13th year of Green Impact at LSE and is the longest running Green Impact programme in the world.



19 teams completed actions and 17 received awards



Been led by 75 team members



Provided 13 students with learning opportunities as auditors



Engaged 500 colleagues



Put 468 actions into place. 4 projects awarded.



TEAMS HAVE HELPED TO ACHIEVE...



An estimated potential saving of **£12,515** and **40,827 kgCO₂e** through an analysis of 4 toolkit criteria.



Highlights 2021 - 2022:

Estates' Community Engagement

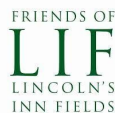
The division continued supporting and engaging with the wider community both within and outside the School by sharing our knowledge and resources and facilitating events.

The Association of University Directors of Estates

The logo for the Association of University Directors of Estates (AUDE) is a purple square with the letters 'AUDE' in white, bold, sans-serif font.

LSE Estates continues to take a sector leading role in AUDE. Kenneth Kinsella Director of Capital Development is a member of the Executive Committee and Chairs the Capital Group, Allan Blair Director of Facilities Management sits on the Strategic FM Group and hosted their conference in the LSE's Marshall Building, Richard Jenden Director of Property & Space Management is a member of the Space and Property Management Groups.

Friends of Lincoln's Inn Fields



LSE is a Founder Member of FLIF which was established to ensure free public access to the Fields. The Estates Division represents LSE on the Board ensuring the safe stewardship of this valuable amenity asset for students, staff and the public. LSE sponsored one of the history boards which have been positioned at the entrances.

Open House Festival 2022



In September 2021 LSE Estates opened the Centre Building to members of the general public and provided guided tours to 250 persons.

Julian Robinson participated in Architecture in Schools and hosted a workshop for eight year 11 students interested in pursuing a career in the built environment. LSE was also shortlisted for the Open City Stewardship Awards.

Highlights 2021 - 2022:

Estates' Community Engagement

The Higher Education Design Quality Forum



LSE is a founder member of University Design Forum and Julian Robinson is a Trustee and sits on the Executive Committee. In June, LSE hosted a reference visit, discussion panel on "A BREEAM Outstanding university building in the heart of London – How?" and reception in the Centre Building .

The Northbank BID



LSE is represented on the Board by the Estates Division. Julian Robinson is Vice Chair. The impacts of the Strand/Aldwych traffic management scheme are being closely monitored and initial pollution data is currently being analysed. One benefit of Estates involvement was the creation of the St.Clément Danes. 'pocket park' .

Pritzker Prize 2022



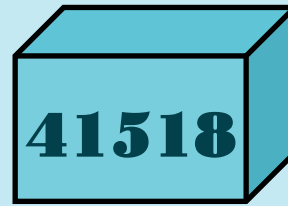
The international prize, which is awarded each year to a living architect/s for significant achievement, is often referred to as "architecture's Nobel" and "the profession's highest honour." The Estates Division facilitated the use of the Marshall Building's Great Hall which was chosen as the preferred venue for 2022 ceremony.



Facts and Figures 2021/22

1491

Maintenance calls
logged



Items handled by post room

8778

Works orders
were raised



142,200

Sqm of university space cleaned

Over 400!

Items were reused from
decommissioned buildings

1345 tonnes!

waste collected and recycled or used for
energy with the exception of 5 tonnes of
construction waste (2% of all
construction waste) to landfill

£1.35m Income raised

by Room Bookings & Events team

535



Number of
staff working across different Estates Teams

£5.72m

Campus & Residences Long
Term Maintenance Spend

For more information contact:

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