



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■



ESTATES DIVISION

ANNUAL REPORT 2022-2023

Director's Foreword



Following the publication of our first Annual Report last year, this second annual report for the academic year 2022/2023 has been written in the context of a resurgent campus, now heavily populated and very much beloved by students, staff, alumni and visitors.

Over the last 18 years, due to a +£500m investment, the campus has been transformed with the creation of world class buildings and the curation of a distinct LSE identity within a new 'university quarter'. We have some very fine new buildings but the future focus of activity will be mainly aimed at improving our existing buildings. The academic year 2022/23 saw the completion of the refurbishment and electrification of the newly named Cheng Kin Ku Building, the on-site commencement of a similar project in the Old Building and the design development of what is likely to be LSE's last set piece building – The Firoz Lalji Global Hub. The School also embarked on its largest ever development project with the launch of the process to secure a JV development/funding partner for the delivery of a new 1,800 bed hall at Bankside.

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 second iteration 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 2023

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Introduction

The Estates Division is proud to present its second annual report, building upon the foundations laid in our inaugural report. Through this report, we endeavour to keep our valuable stakeholders informed about the significant developments and accomplishments achieved during the academic year 2022/23.

In this report, we provide an overview of our ongoing initiatives and completed projects, shedding light on the collective efforts of our dedicated Estates team. Our commitment to aligning our divisional objectives with the broader LSE 2030 Strategy is highlighted, as we continue to play an integral role in shaping the future of the London School of Economics and Political Science.

This report has been produced for both internal and external use and will be presented to the LSE Finance and Estates Committee in Winter Term 2023.

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. Last year, it was reported that the formulation of a new 10-year Estates Strategy was in progress. However, this work has been put on hold temporarily while the School addresses its vision for the future of teaching in the coming decade. For instance, if there is a plan to replace large-scale lectures with smaller, more adaptable teaching spaces and lecture halls, this could have implications for the layout and planning of the campus. The future of teaching is a significant aspect of any university's Estates Strategy.

Considering that there will be a new President and Vice Chancellor who might want to reassess the School's Strategic Plan, the temporary pause in the Estates Strategy development could ultimately save time and resources.

Nonetheless, it is important to highlight that the established vision for the forthcoming Estates Strategy significantly impacts our estate development methodology. It already shapes our client directives and guides the planning and execution of capital projects. The two foundational principles from earlier, namely the establishment of a globally renowned estate aligned with our academic prestige and the development of a 'university quarter,' have proven successful and will be upheld and expanded upon, with LSE 2030 serving as its primary guiding framework.

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 revised strategy published in Lent Term of 2022 has been reviewed by the Senior Management Committee, the Estates Management Board, and the Finance and Estates Committee.

In 2013, the School's inaugural Public Realm Strategy transformed a subpar estate into a high-quality public space, focusing on placemaking, landscaping, lighting, art, and pedestrian-friendly streets in Westminster.

Since 2014, the School has inaugurated three world-class buildings with associated public realm enhancements, upholding its goal to create exceptional facilities and a university quarter. This commitment will improve the campus aesthetics, pedestrian flow, and support for teaching and research, fostering better connectivity among campus structures and beyond.

Over the next decade, LSE will persist in enhancing the campus with new construction and the revitalization of existing buildings. Collaboration with Westminster City Council and Camden Council will continue to ensure the area around our buildings aligns with our overall strategy, maintaining the campus atmosphere, even with new construction and estate improvements. The significance of Higher Education and LSE is acknowledged in the London Plan and Westminster's City Plan, with a strong focus on the School's future built environment.

The Public Realm Strategy document can be accessed via this link:

<https://info.lse.ac.uk/staff/divisions/estates-division/lse-estate/development-projects>



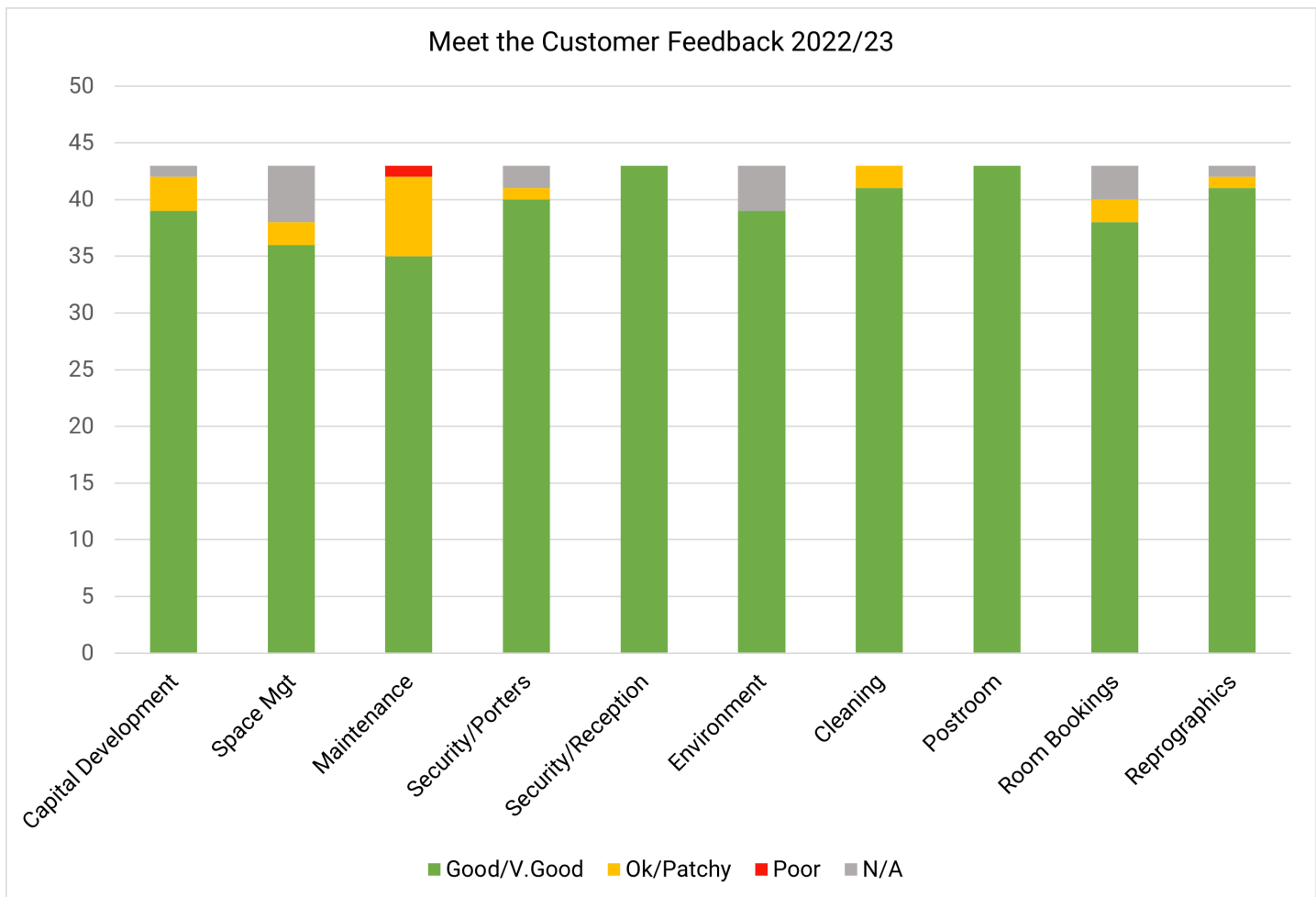
Future view of the Portugal Street pedestrianisation project

Highlights 2022 - 2023:

Meet the Customer Scores

The Director of Estates regularly convenes with heads and managers of all Departments, Research Divisions, and Professional Services Divisions to gather their input regarding services offered by different teams in the Estates Division.

In the academic year 22/23, a total of 43 meetings occurred. These meetings serve as an effective means to assess customer satisfaction and acknowledge exceptional performance by staff members. The feedback is disseminated to all Estates personnel, included in weekly Senior Leadership Team Meeting records, and shared at the termly Estates Staff Forums.



Highlights 2022 - 2023:

Capital Development

To elevate the quality of our estate and enhance the student living and learning experience, we have been consistently carrying out long-term maintenance work and improvement projects across our academic and residential properties.

Our latest project, The Firoz Lalji Global Hub at 35 Lincoln's Inn Fields is progressing on schedule. The design team have continued to develop the RIBA Stage 3 design following the mid-stage consultation with stakeholders. The Stage 3 design is due to be completed in October 2023. The main contractor tender is planned to be issued in early November 2023 for appointment by the end of March 2024.

The next public exhibition will be held in first week of November to facilitate consultation with the neighbours, staff and students.

Once completed, the Firoz Lalji Global Hub will be LSE's first net zero building. This project is on track to achieve BREEAM Outstanding, WELL Platinum, as well as Passivhaus "Classic" certification.



Firoz Lalji Global Hub at 35 Lincoln's Inn Fields

Highlights 2022 - 2023:

Capital Development

The Marshall Building (MAR) has now been fully occupied for over a year. To adhere to best practices, a formal Post Occupancy Evaluation (POE) was conducted for the design and operation of the building.

The evaluation was divided into two parts: the first, in November to December 2022, involved research with a diverse group of end-users, including students, academics, and professional services staff. The second part, conducted in February 2023, involved research with the teams responsible for running the building and its services. ZZA Responsive User Environments, specialized researchers in building usage, conducted the POE, and feedback was solicited from occupants and users.

The project to refurbish the Cheng Kin Ku Building academic floors including electrification and carbon reduction measures was completed on programme and budget in August of this year. A similar project in the Old Building commenced on site in April 2023 and is due to be completed in phases up to 2025.

Two other small but notable projects were the completion of the heritage restoration of the external envelope of the Grade II* Listed Old Curiosity Shop and the extensive overhaul and replacement of the kitchen and associated services of Coopers restaurant which is now owned (leased) and operated by the LSE.



“Heroic, punchy and wondrously complex and wrought” - Marshall Building as described by Rowan Moore, Architecture Critic, The Observer

Highlights 2022 - 2023:

Capital Development

In our Residences portfolio, construction work continued 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 has progressed with focus on selecting a Development Partner (DP) to lead the scheme under a DBFO (Design Build Finance Operate) arrangement. Once selected, the DP will look to appoint a full design team (jointly selected with the School) to progress design and work towards achieving a planning consent in 2025. A successful planning application would result in the closure of Bankside at the end of the academic year 2025/2026 with the aspiration to open the new hall in time for a September 2030 intake with a target of 1,855 bed spaces.

The School recently inked a 6-year deal with urbanest for a new hall in Battersea, set to debut in September 2024. Initially, 298 "affordable rooms" as defined by the London Plan will be available to LSE students. Remaining 352 beds will be taken when Bankside House undergoes redevelopment in 2026 for the redevelopment period. 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.

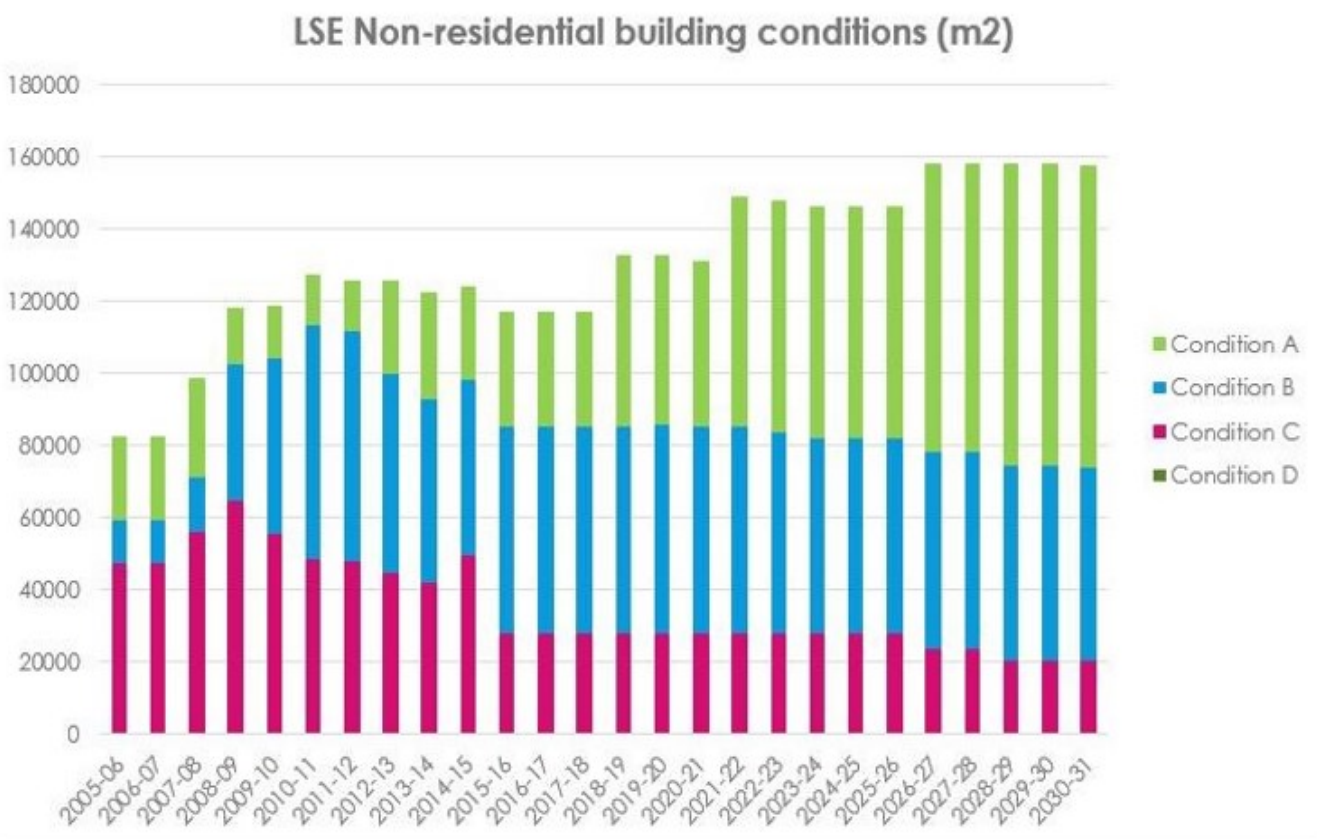


Glengall Road development next to Burgess Park in south London offering 676 bed spaces.

Highlights 2022 - 2023:

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.



The Room Bookings section processed over 23,000 bookings in 22-23 compared to 18,434 in the previous year. The success of our student focused facilities can be gauged by the fact that SU Societies made over 9000 hours' worth of bookings. The team also manages Peacock Theatre for various student events, lectures and graduation ceremonies. In July 2023, the venue hosted 18 graduation ceremonies over 2 weeks which is the largest set of ceremonies the School has every run!

Highlights 2022 - 2023:

Property and Space Management

Earlier lease termination was negotiated at Aldwych House 3rd floor, saving a quarterly rent and service charge payment of c. £220k.

Surrender agreement with telecom operator at Nuffield building and subsequent agreement for replacement site at Sardinia House secured annual income of c.£35k running concurrently and as an addition to Nuffield income until removal of equipment in late September 2023. Rent reviews, agreed lease assignment of Alpha Books and leases renewals – Medical Centre, Treatment Clinic and Wright's Bar ensured yearly rent receivable roll increase of c. £140k.

The table below shows the number of people moved and goes someway 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 SQM
2021	42	355	2280.5
2022	40	1331	4916.0
2023	66	951	4100.0

The team also facilitated renaming of two LSE buildings. The 32 Lincoln's Inn Fields (32L) is now called the Sir Arthur Lewis (SAL) and the New Academic Building (NAB) was renamed as the Cheng Kin Ku Building (CKK). This included surveying where a sign/plaque change was required, leading to a total of 165 physical changes!



32 Lincoln's Inn Fields renamed to Sir Arthur Lewis Building (SAL)

Highlights 2022 - 2023:

Facilities Management

After successfully managing the School's on-site response to Covid, the Facilities Management team continued to excel as our staff and students returned to campus. They navigated challenges such as hybrid work arrangements, rising gas and electricity costs, and the expansion of the campus through new buildings.

The Security Team and select members of the Maintenance and Admin team received recognition through the LSE Values in Practice Awards. Following the attainment of Investors in People Silver Accreditation (the Estates Division being the sole School unit at this level), efforts are already underway to achieve Gold level accreditation.

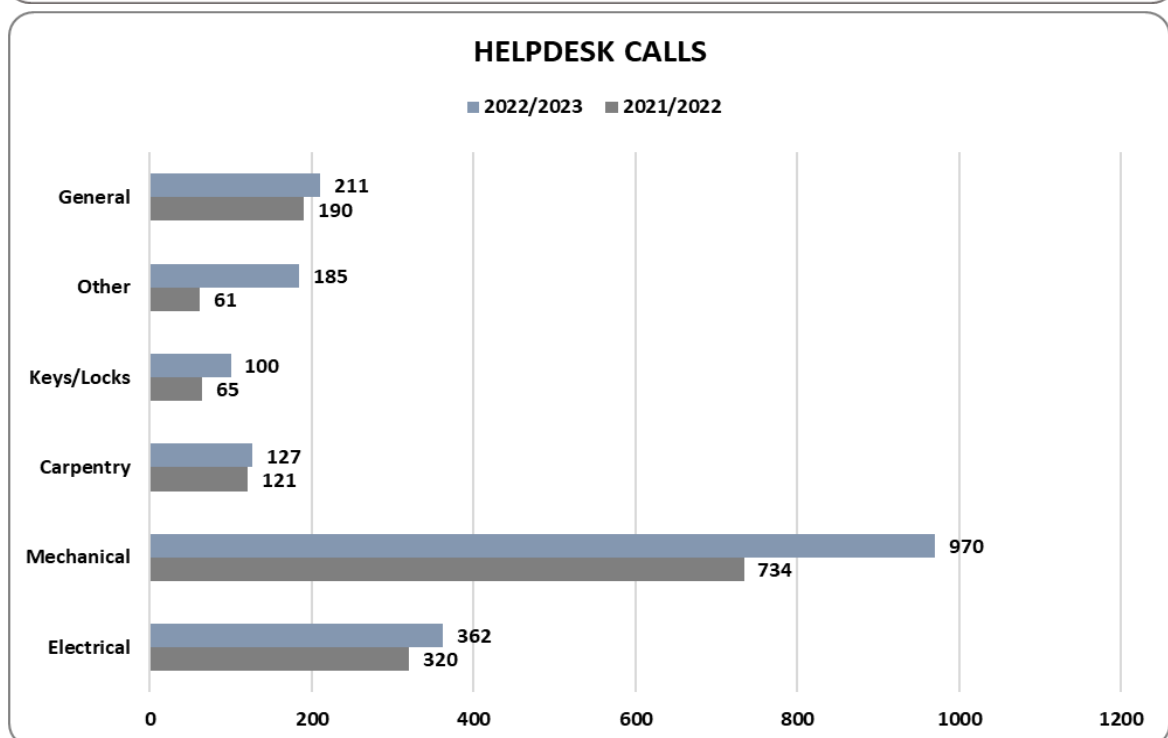
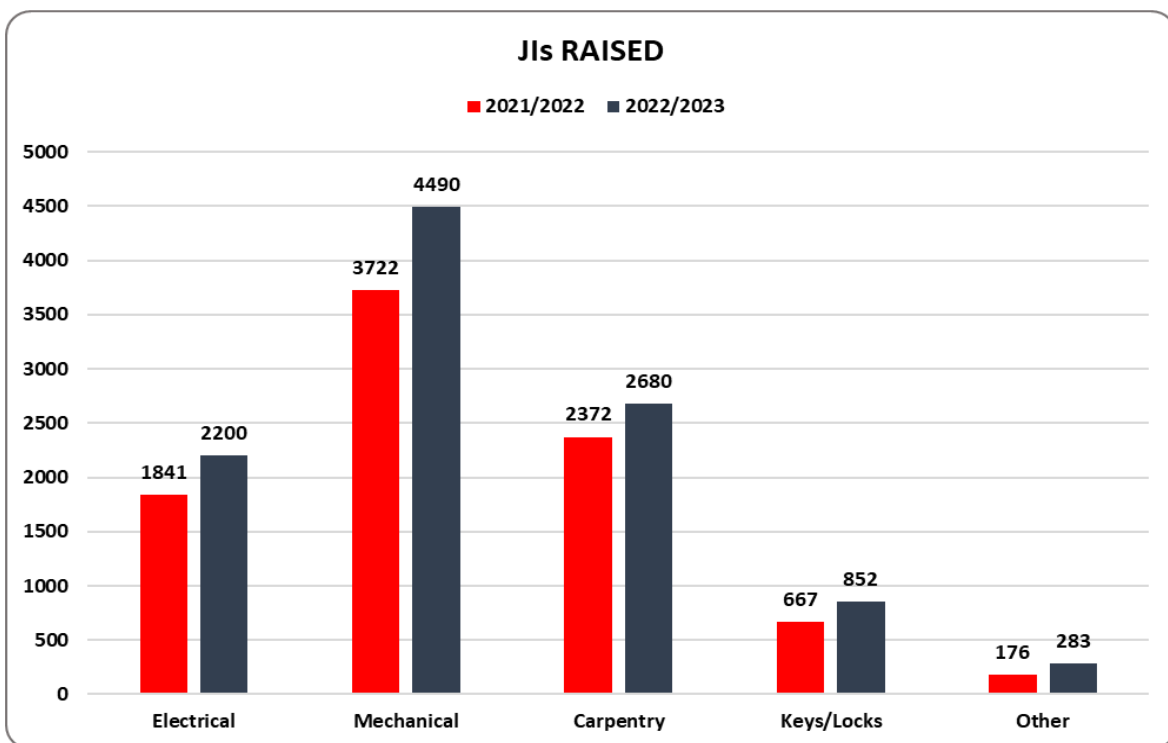
Additionally, the Estates Division secured renewed accreditations for Customer First, ISO 9001 Quality Management, ISO 14001 Environmental Management, and ISO 50001 Energy Management.



Highlights 2022 - 2023:

Facilities Management

The number of maintenance requests and jobs raised has gone up considerably. Works are underway 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 2022 - 2023:

Environmental Sustainability

The Sustainability Team, part of the Estates Department, aids the School in executing LSE's Sustainable Strategic Plan. The Sustainability Leadership Board, LSE's top sustainability oversight body, is responsible for supervising and reporting on the plan's progress to the School Management Committee (SMC). The plan comprises six core areas: Education, Research, Engagement and Leadership, Investment, Collaboration, and Our School (campus operations). These areas complement each other and have designated leaders.

Notable updates for 2022-2023 are as follows:



Education:

Embedding sustainability across our teaching and learning experiences

Sustainability initiatives at LSE:

The Eden Centre Programme Manager has reviewed all LSE modules via LSE's Calendar, Moodle, and Google Search to identify sustainability-related courses. They are currently updating this list for the upcoming academic term, set to be finalized by Autumn 2023 under TQARO team oversight.

EGI funds, secured by the Programme Manager, supported a 2022/23 student partnership project, employing 10 students as research assistants to find sustainability topics for courses across departments. A new funding application aims to continue this initiative in the next academic year.

Four new sustainability courses have been approved in various departments: "Environmental Economics" (Department of Economics), "Urban Environments and more-than-human cities" (Department of Geography and Environment), "Social Policy of Climate Change" (Department of Social Policy), and "Political Economy of the Green Transition in Europe" (European Institute).



Research:

Shaping the global sustainability debate through our research

Sustainability in research and funding:

Sustainability remains a prominent theme in research funding applications, constituting 29% of requested funding and 21% of proposals. Thematic areas encompass just transitions, green finance, 15-minute cities, and community resilience.

Highlights 2022 - 2023:

Environmental Sustainability

Six projects related to environmental sustainability have received funding through LSE's Research and Impact Support Fund 2023, addressing issues like food insecurity, the energy crisis, heat risk, wildlife coexistence, degrowth, and green product innovation.

In FY 2022-23, significant funding exceeding £5.5 million was secured from various supporters of the Grantham Research Institute on Climate Change and the Environment, spanning income-generating teams like Foundation Partnerships, Corporate Engagement, Regular Giving, Philanthropy, and Leadership Philanthropy.



Engagement and Leadership:

Deepening public discussion on sustainability across the world

Our LSE President and Vice Chancellor at the time, Minouche Shafik, gave a speech at the opening ceremony of COP27 to the UN process, national governments and civil society organisations.

The Grantham Research Institute created a report for COP27 and COP26 on climate finance and development scaling, with Dr. Vera Songwe. Lord Stern and Amar Bhattacharya spoke at the Summit for a New Global Financing Pact in Paris, opened by the French President.

LSE Public Affairs organized a dinner briefing in February for House of Lords members and LSE Law experts regarding the Government's Retained EU Law Bill, especially the environmental law clauses. Thirteen senior politicians attended, and suggestions and briefing notes influenced the government's decision not to repeal all retained environmental laws.



Investment:

Making sustainability a key part of our investment decisions

The new Environmental, Social and Governance (ESG) Policy was approved by the School's Council. The School's investment portfolios (including capital project portfolios) have been screened in line with the new ESG policy.

LSE joined the Institutional Investors group for Climate Change (IIGCC).

Highlights 2022 - 2023:

Environmental Sustainability



Our School:

Reaching Net Zero Carbon and reducing our environmental impacts

Carbon – We maintained Carbon Neutrality for measured emissions (scope 1 and 2 for energy use, and scope 3 for water, waste & business travel), using carbon credits to mitigate the emissions we have not yet reduced or avoided.

Electrification of Cheng Kin Ku building was completed, replacing gas boilers and chillers with air source heat pumps. Several projects are underway.

Water – We continued our work on developing a water reduction strategy.

Biodiversity – 105 tree saplings (of various species) were planted at the LSE Sportsground during a staff volunteering day, providing biodiversity habitats and aiding sequestration of carbon.

Catering: LSE Garrick, Beveridge Café, Plaza Café, Café 54, and Shaw Café are now registered on the “Too Good to Go” (TGTG) App, regularly listing discounted food items towards close. By May 2023, over 2100 meals had been sold via TGTG, equating to 5.3 tonnes CO₂e saved.

#SustainableLSE in halls – Bankside House won this year’s Sustainable LSE Halls Campaign. The campaign engaged close to 400 students and saved 62 tonnes of CO₂.

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

LSE's Green Fortnight, held from February 27 to March 10, featured events promoting sustainability, including online sessions on Greenwashing and Community Organizing, as well as LSE academics sharing climate-related research.

During Mental Health Awareness Week in May, two well-received webinars focused on Climate Anxiety, which is gaining attention, especially among younger individuals.

The LSE Phelan US Centre organized a climate change arts competition alongside the launch of their podcast series, "Climate Change: America and the World," showcasing creativity across various art forms.

Highlights 2022 - 2023:

Environmental Sustainability

Local engagement at LSE in 2022-23

green impact

2022-23 was the 14th year of Green Impact at LSE and is the longest running Green Impact programme in the world.

Here's what has been achieved in 2022-23...



56 teams took part with **18 teams** receiving an award



111 people took part in Green Impact teams - your average team size is 6



Provided **15 students** with training and development opportunities in their roles as auditors



Reached ~**1,193** people via Green Impact teams



Put **467 actions** into place, 429 as a direct result of Green Impact

Award winners

green impact

Green Impact

BRONZE AWARD

Delivered by Students Organising for Sustainability - UK

Butlers Wharf
LSE Events

Green Impact

SILVER AWARD

Delivered by Students Organising for Sustainability - UK

Bankside Hall
Carr Saunders Hall
Finance Division
High Holborn Hall
University of London programmes

Green Impact

GOLD AWARD

Delivered by Students Organising for Sustainability - UK

Passfield Hall
Rosebery Hall

Green Impact

PLATINUM AWARD

Delivered by Students Organising for Sustainability - UK

Department of Government
Department of Management
Green Methods
LSE Careers
LSE Catering in Halls
LSE Catering on Campus
LSE Cities
LSE Estates
Phelan US Centre

The Green Impact programme coordinated by the Estates Sustainability Team engages teams across the School.

Highlights 2022 - 2023:

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. 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 2022 LSE Estates opened the Marshall Building to members of the general public and provided guided tours to 550 persons.



Civic Trust Awards

The prestigious awards, which have been running since 1959, recognise the best work in the built environment and reward schemes that create a sense of place and identity for communities. The Estates Division facilitated the use of the Marshall Building's Great Hall which was chosen as the preferred venue for 2023 ceremony and coincidentally, the Marshall Building also won the top prize at the awards. Julian Robinson, the Director of Estates, received a reappointment as a member of the Civic Trust Awards National Judging Panel.

Highlights 2022 - 2023:

Estates' Community Engagement

The Higher Education Design Quality Forum



LSE is a founder member of University Design Forum and Julian Robinson, Director of Estates, is a Trustee and sits on the Executive Committee.



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'. The Estates Division facilitated the use LSE meeting rooms for Board meetings and AGM.

Camden Design Review Panel

The London Borough of Camden Design Review Panel aims to improve the quality of buildings and places for the benefits of the public. Julian Robinson, Director of Estates, is a member of the panel.

The Chartered Institute of Building

CIOB is the world's largest and most influential professional body for construction management and leadership. Kenneth Kinsella, Director of Capital Development, is associated as CIOB Client Champion with the organisation.

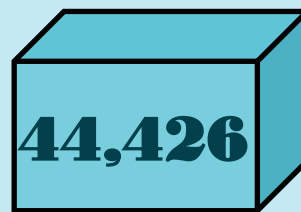
New London Architecture

NLA, a purpose-driven and independent organization focused on London's built environment, actively involves a wide audience from government, business, and the general public through its program, various brands, and initiatives to foster engagement, stimulate discussions, establish connections, and drive beneficial transformations. Julian Robinson, Director of Estates, has been designated as a member of NLA's Expert Panel on Education.

Facts and Figures 2022/23

1955

Maintenance calls
logged



Items handled by post room

10505

Works orders
were raised



10,830

Jobs dealt by the Porters team.

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

£1.8m Income raised by

Room Bookings & Events team

535



Number of
staff working across different Estates Teams

For more information contact:

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