



2026

Estates Division Quality Manual



London School of Economics
Version 7.0

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APPROVAL AND DOCUMENT CONTROL

The signatures below certify that this management system manual has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name	Position	Date
Prepared by:	Lydia Ajith	Compliance Officer	15 July 2026
Reviewed by:	Steph Van de Pette	Head of Sustainability	30 July 2026
Approved by:	Allan Blair	Director of Facilities Management	4 August 2026

This quality manual is reviewed to ensure its continuing relevance to the systems and processes that it describes. A record of contextual additions or omissions is given below.

Version	Date	Comments	Author
1.0	14/5/18	Original Document	Allan Blair
1.01	6/7/18	Minor amendments	Mandy Hooker
2.0	29/03/21	Minor amendments	Jasinder Sidhu
3.0	08/03/22	Minor amendments	Davinder Ratra
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INTRODUCTION

This Quality Manual covers the activities and functions performed by the LSE Estates Division.

The Division aims to provide world-class buildings and facilities for the LSE, which are safe, secure and sustainable through effective operational management and excellent quality customer service.

The Division aims to enhance customer satisfaction through operational excellence, continual improvement, and the delivery of a quality service in a timely manner, ensuring student, staff and visitor safety and satisfaction at all times.

The Estates Division Quality Management System (QMS) is designed to support the Division's objectives through compliance with ISO 9001:2015.

4. CONTEXT OF THE ORGANISATION

4.1. Understanding the organisation and its context

The Division is one of the School's major service divisions with the objective of developing and managing the School's buildings, spaces, and facilities to a quality commensurate with its international academic standing.

The Division comprises three main constituent parts: Facilities Management, Capital Development & Long-Term Maintenance (LTM) and Property & Space Management. These teams work together to meet the service objectives and endeavor to ensure the safe, secure, and environmentally sound operations and maintenance of LSE assets, considering the human needs of the staff and students, cost-effectively.

The Division's main office is based at Clement House, Aldwych, London. The present is detailed in our [Property Handbook](#), briefly comprising:

- Our academic campus in Aldwych, London
- Six LSE-managed halls of residences across central London
- Sports ground and facilities in New Malden.

External and internal issues are considered as part of the planning process, as detailed in the table below.

External Issues	Internal Issues
Workforce culture (sector/country)	Divisional/Departmental relationships
Regulations (Higher Education/Statutory)	Stability of Workforce
Revenue Stream/Government & Donor Funding	Retention/Salary scales in the London Market
Political landscape (BREXIT, interest rates, exchange rates)	Governance/Committees/Audits
The Higher Education and Employment market	Organisational Culture
Environmental/Climate Change	Student Union
Social	Technical Infrastructure
	Approved Recurrent Budgets/Capex Funding
	Student numbers and their profile
	Business continuity
	Succession planning

The School maintains an ISO 14001 and ISO 50001 Environmental and Energy Management System (E/EnMS), which addresses the issue of climate change and its relevance to LSE.

4.2. Understanding the needs and expectations of interested parties.

The Estates Division identifies and reviews interested parties and their requirements through its management, planning and governance processes. Oversight of these arrangements is provided by the Director of Estates. Information regarding the needs and expectations of interested parties is gathered through stakeholder engagement, customer feedback, consultative forums and routine management activities.

The needs of our interested parties are monitored and reviewed, and considered in relation to their requirements as detailed in the table below:

	Staff/Students/Visitors	External Providers	Neighbours	Regulatory bodies	Sector bodies	SU	Council/Committees	Donors	Emergency Services	Enforcement Officers	External Hirers	Landlords/Tenants	Westminster/Camden
Safe, high-quality, functional, sustainable, and well-maintained environment and facilities to meet diverse requirements	X	X	X	X	X	X	X	X	X	X	X	X	X
Access to public education	X					X							
Compliance (P/P, Permits)		X		X					X	X	X	X	X
Free movement	X		X			X					X	X	
Fulfil contractual obligations				X			X	X		X	X		X
Good Governance		X					X	X					
Information and timely communications	X	X	X	X	X	X	X	X	X	X	X	X	X
Liaison/Coordination/Access	X	X	X	X		X			X	X	X	X	X
Safe (No disturbance)	X		X			X					X	X	
Working Campus relations	X		X			X	X					X	

Strategic Context

The School's strategic direction is set out in the *Shape the World* strategy. The strategy establishes the long-term priorities for LSE and highlights the importance of efficient operations, sustainable planning and investment, and the continued development of the School's physical and digital estate.

The Estates Division supports delivery of these objectives by providing and maintaining a safe, secure, sustainable and fit-for-purpose estate that enables teaching, research, student experience and professional services activities. This includes the delivery of the Estates and Residences Masterplan, management of the School's property portfolio, maintenance of buildings and infrastructure, and the provision of facilities and support services.

Divisional objectives and priorities are reviewed through the annual planning process to ensure alignment with the strategic direction of the School.

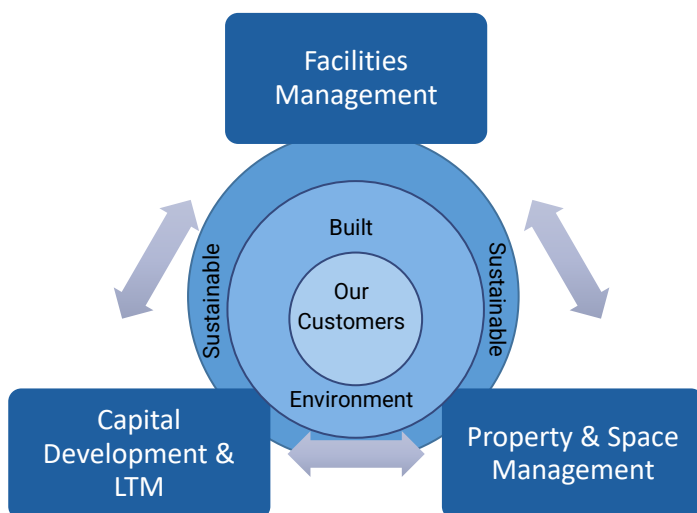
4.3. Determining the scope of the Quality Management System

The provision of buildings, accommodation and facilities management services for the LSE Estates, which are safe, secure, and sustainable through effective operational management and excellent customer service.

Exclusions - The scope of the Design clauses is confined to the procurement of external design services, as the Division does not itself design new products and services.

4.4. Quality Management System and its processes

The Division establishes, implements, maintains, and continually improves its processes in accordance with the requirements of ISO9001. Quality objectives are derived from the annual Divisional Operational Plan.



4.4.1. Property & Space Management

- Leasehold and Freehold Property Management – Commercial and Residential Estates
- Acquisition and Disposal
- Coordination of third-party income generation
- Management of rent, rates and service charges

- Landlord and Tenant legal and relationship matters, lease renewals, rent reviews, forfeiture
- Boundary and party walls, legal disputes and title registration; covenants and licenses
- Valuations – IFRS, Insurance, feasibility studies
- Strategic property direction – accommodation planning
- Space design and management, moves management
- Space allocation recommendations and monitoring
- Space charging
- Space modelling
- HESA reporting (EMR)

4.4.2. Capital Development & Long-Term Maintenance

- Major redevelopments, floor-by-floor refurbishment and new build projects [values from >£250,000 to £100million+] through the use of external consultancy teams
- Minor works, space planning re-configurations and new work requests by Academic Departments [values<£250,000] are processed internally by the Capital Development team
- Pre-planned flooring and decoration maintenance regime. [The Maintenance team undertake minor local decoration and floor repairs directly or through outsourcing if internal resources are not available]
- The Long-Term Maintenance (LTM) programme, which responds to building or engineering elements which have failed or are imminently in danger of failure or no longer comply to legal requirements. Remedial works are dovetailed into other capital development schemes
- Undertake condition Surveys assessing the condition of all building and engineering elements of buildings on the Estate every five years to establish the 10-year LTM plan.
- Coordination of Fire Strategies and Fire Risk Assessments, which are carried out no longer than every three years
- Asbestos Management, including updating the School's Policy for the Control of Asbestos on an annual basis.

4.4.3. Planned & Reactive Maintenance

- Reactive Maintenance – deal with customer requests and emergencies, e.g. shelving, door issues, lighting, power, lift entrapments, floods, blocked toilets, heating/air conditioning faults, locks, glazing, and painting.
- Planned Preventive Maintenance – servicing of plant and equipment, fire alarms, emergency lighting, firefighting equipment, BMS (Building Management System), lifts, automatic doors, heating and ventilating systems, Legionella and water quality testing, and access controls.
- Installation work – upgrade and install new systems, e.g. power points, lighting, locks
- Manage parts and spares via LSE central stores

- Ensure Health and safety, regulatory compliance followed and implemented, e.g. LOLER, PUWER
- Manage furniture re-use stock and requests for additional and replacement furniture
- Manage customer requests and enquiries and deal with feedback and complaints for the Estates Division
- Collate, analyse and report on statistical data for maintenance requests
- Produce a bi-monthly newsletter to provide updates and general information to staff and customers
- Monitor our customer satisfaction with a view to meeting and, where possible, exceeding their expectations.

4.4.4. Facilities Management (including Cleaning, Security, Portering and Postal Services)

- Cleaning, to provide an adequate cleaning service to meet the School's requirements
- Feminine hygiene, to ensure a contract is in place for the environmental disposal of feminine hygiene products
- Pest control, contract management of an external provider delivering pest control prevention strategy for the school
- Window cleaning, to ensure the windows on campus are cleaned on a regular basis, and the eye bolts used for window cleaning are inspected and tested
- Post room, receives, distributes and franks outgoing post and parcels for the School
- Porters, set up rooms, move offices, and deliver supplies around the campus for the school
- Manage security at events and public meetings
- Manage technical security systems, e.g. door access, CCTV, intruder alarms
- Provide security risk management and advice
- Provide day-to-day security operations
- Provide emergency response
- Provide frontline information services at receptions
- Provide central Badging Office services.
- Sports Ground Management
- Landscape Maintenance

4.4.5. Sustainability

LSE commits to environmental sustainability through its Ethics Code and Sustainability Strategy. This is overseen by the School's Environmental Sustainability Policy. The Sustainability Team coordinate the delivery of the Sustainability Policy's objectives by delivering initiatives to:

- Embed sustainability into the development and maintenance of the LSE estate
- Cut carbon emissions and improve energy efficiency

- Manage LSE's waste collection services, with a focus on cutting waste and maximising recycling
- Incorporate sustainability factors into procurement decisions across the School
- Engage with students, staff and the community, and facilitate partnerships between internal and external stakeholders
- Protect and enhance LSE's green spaces, prevent pollution, and encourage uptake of low-carbon transport
- Ensure compliance with environmental regulations and other stakeholder requirements
- Manage the above via the ISO 14001 and 50001 E/EnMS and oversee the School's sustainability governance processes.

4.4.6. Room Bookings

Clause 4 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/ Estates Division Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- LSE Property Handbook
- LSE Facilities Guide

5. LEADERSHIP

5.1. Leadership and commitment

5.1.1. General

The Division is responsible for the development and implementation of LSE's Estates Strategy. This involves the operation and maintenance of our buildings, the construction of new buildings and the management of the School's academic, residential and property portfolios.

The Estates Senior Leadership Team (SLT) demonstrates leadership and commitment with respect to the quality management system by:

- Taking accountability for the effectiveness of the QMS
- Ensuring that the Quality Policy and quality objectives are established for the QMS and are compatible with the context and strategic direction of the Division
- Ensuring the integration of the QMS requirements into the Division business processes
- Promoting the use of the process approach and risk-based thinking

- Ensuring that the resources needed for the QMS are available
- Communicating the importance of effective quality management and of conforming to the QMS requirements
- Ensuring that the QMS achieves its intended results
- Engaging, directing and supporting persons to contribute to the effectiveness of the QMS
- Promoting improvement
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2. Customer Focus

The Senior Management demonstrates leadership and commitment with respect to customer focus by ensuring that:

- Customer and applicable statutory and regulatory requirements are determined, understood, established and consistently met
- The maintenance of the risk register that can affect conformity of products and services, and the ability to enhance customer satisfaction, is determined and addressed
- The focus on enhancing customer satisfaction is maintained.
- Proactively engaging with customers and seeking feedback to generate service improvements.

Our Customer First Service Promise demonstrates our commitment to Division customers.

5.2. Policy

5.2.1. Establishing the Quality Policy

The SLT are responsible for producing and reviewing the Quality Policy and ensuring that the Policy:

- Is appropriate to the purpose and context of the Division and supports LSE's strategic direction
- Provides the framework for setting quality objectives
- Includes commitment to satisfy applicable requirements
- Includes commitment to continual improvement of the quality management system.

5.2.2. Communicating the Quality Policy

The Quality Policy is circulated to all Division staff, and the current version is displayed on the Division Website. It is reviewed annually. All Division staff are expected to share a commitment to continuous quality improvement.

SLT use a variety of channels to communicate service information, including QMS updates and opportunities for improvement to all Division staff. The following list provides examples of a few methods currently used within the Division:

- Minutes of weekly SLT meetings are circulated to all Division staff
- Annual Divisional Operational Plan is regularly reviewed and shared with Division staff
- Termly Division staff forums, including customer feedback
- Annual Estates Division Newsletter
- Team meetings [frequency varies within teams]
- Division website is regularly monitored and updated to ensure the currency and accuracy of information.
- 'Toolbox' talks and operational team briefings.
- Estates Division induction folders.

5.3. Organisational roles, responsibilities and authorities

The School Management Committee (SMC) is led by the President and Vice Chancellor of LSE. SMC is the decision-making body for top-level management and operational issues and provides recommendations on the School's priorities. The Director of Estates reports to SMC via the Chief Operating Officer.

The Division has three distinct sub-divisions: Capital Development, Facilities Management and Property and Space Management. The sub-divisions are supported by an administration function and headed by the Director of Estates. Each function within the sub-divisions has a section head for each team, all have responsibility for ensuring delivery of our Quality Policy.

The Division has a Integrated Management System Review Group (IMSRG) comprising representation from all areas within the Division. The IMRG report on the performance of the QMS to the SLT, who have overall responsibility ensuring the QMS remains effective.

IMSRG has operational responsibility and reporting accountability to SLT for the following:

- Ensuring the quality management system conforms to the requirements of the ISO9001
- Ensuring the processes are delivering their intended outputs
- Reporting the performance of the quality management system and on opportunities for improvement, in particular to top management
- Ensuring the promotion of customer focus throughout the Division
- Ensuring the integrity of the system is maintained when changes to the QMS are planned and implemented.

Clause 5 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals

- LSE/ Estates Division Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- Customer First Accreditation
- Estates Division Annual SWOT
- SLT Minutes
- Estates Division Annual Newsletter
- Appraisal documents (CDRs)
- Director of Estates 'Meet the Customer' schedule and analysis.
- Student Forums
- Departmental Cluster Meetings
- Director of Estates Communications Policy
- Estates Division Annual Report

6. PLANNING

6.1. Addressing Risks and Opportunities

The Division has ensured that the issues mentioned in section 4.1 and the requirements outlined in section 4.2 are considered when assessing the risks and opportunities that need to be addressed through the Risk Register. This approach is regarded as essential for ensuring that the QMS achieves its intended outcomes, which include enhancing desirable effects, preventing or reducing undesired effects, and promoting continuous improvement.

Risks and opportunities are considered through divisional planning activities, customer feedback, operational performance review, budget planning and management review processes, including a high-level SWOT analysis undertaken by the SLT. Sub-divisional and team SWOTs are undertaken by individual areas as applicable. Appropriate audit systems are implemented where risks have been identified and appropriate actions are taken to address risks proportionate to the potential impact on the conformity of products and services.

6.2. Quality Objectives and Planning

The SLT set strategic quality objectives within the annual Divisional Operational Plan, linked to the School's strategic direction, including the Shape the World strategy. This is communicated to individual teams, who produce sectional plans incorporating elements from the Divisional Operational Plan that are relevant to their function. All Division staff have individual and/or team objectives relevant to their respective area of responsibility. These objectives will be considered by SLT to be:

- Consistent with the Quality Policy
- Measurable
- Applicable to customer and/or legal requirements

- Relevant to conformity of services and enhancement of customer satisfaction
- Monitored
- Communicated
- Updated as appropriate.

When planning how to achieve the quality objectives, the Division determines what will be done, what resources will be required, who will be responsible, when it will be completed and how the results will be evaluated.

6.3. Planning of changes

When changes to the QMS are deemed to be required, it will be carried out in a planned manner, considering the purpose of the changes and their potential consequences, the integrity of the QMS, the availability of resources and the allocation or reallocation of responsibilities and authorities. Changes are approved at a level appropriate to the change and communicated to the IMSRG in the event of materialistic impact on the QMS. Substantive changes are approved by the Director of Estates.

Estates Division Planning for Change cycle:



Clause 6 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/Estates Division Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- Estates Division Annual SWOT
- SLT Minutes
- Estates Division Annual Newsletter
- Appraisal documents (CDRs)
- Director of Estates 'Meet the Customer' schedule and analysis
- Specific risk assessments for task-based work, e.g. H&S related
- Minutes of meetings
- Audit systems (BSI Audits)
- Estates Division Planning for Change Cycle

7. SUPPORT

7.1. Resources

7.1.1. General

SLT ensures that those with QMS responsibilities are supported with the necessary resources.

7.1.2. People

Staff are recruited, inducted, and managed in accordance with predefined procedures that aim to ensure the provision of the personnel necessary for the effective implementation of its QMS and for the operation and control of its processes.

Consistent exemplary staff performance is recognised via the School's annual contribution awards scheme, and one-off instances of exceptional performance are recognised with Spotlight Awards.

The Estates Division promotes the values of PRIDE, RESPECT and Going the Extra Mile, which underpin expectations of staff behaviour and service delivery across the Division.

When a vacancy occurs, the recruitment process commences with a review of the current structure and the creation or updating of a Job Description that outlines the requirements of the role. This is supported by a Person Specification that details the attributes the postholder should possess. Interviews are held to establish suitability for the post. Any appointment is made subject to satisfactory completion of a 6-month probationary period in line with School Policy. The Division Office Manager and/or sub-divisional Line Manager uses a New Starter Checklist to ensure arrangements are in place before the commencement of new starters. This includes the provision of Personal Protective Equipment (PPE), tech equipment and other resources as required by the role to meet requirements of the QMS.

7.1.3. Infrastructure

The Division determines, provides and maintains the infrastructure necessary for the effective delivery of its services and the achievement of intended outcomes.

This includes:

- Buildings, engineering systems and associated utilities across the LSE estate.
- Planned and reactive maintenance systems, plant, equipment and tools.
- Information and communication technology, including business and operational systems.
- Transport, storage and logistical resources required to support service delivery.
- Office accommodation, welfare facilities and other workplace resources required by staff and contractors..

7.1.4. Environment for the operation of processes

SLT determines, provides and maintains an environment necessary for the operation of its processes and the effective delivery of services. Social, psychological and physical needs are supported through the School's policies, procedures and wellbeing arrangements, including health and safety management, staff development, equality, diversity and inclusion initiatives, and the Estates Division Charter.

7.1.5. Monitoring and measuring resources

The Division will determine and provide suitable resources to monitor and measure conformity of services to requirements. Appropriate documentation is retained as evidence of fitness of purpose.

7.1.6. Organisational knowledge

The Division defines and maintains the working relationships, roles and responsibilities of Estates staff through organisational structures, reporting arrangements and job descriptions. Working relationships are summarised in organisational charts and individual reporting arrangements, and key responsibilities are outlined within job descriptions. All employees are responsible for complying with relevant legal and regulatory requirements. The Division employs staff across three key areas: Capital Development, Property and Space Management and Facilities Management.

7.2. Competence

Staff are recruited to job descriptions that outline the requirements of the role. This is supported by a Person Specification that details the attributes the postholder should possess. Handover notes are provided where this is practically possible. A 6-month probationary period (12 months for Senior Managers at Bands 8-10) is considered to ensure that the personnel are competent based on appropriate education, training or experience. Where applicable, actions are taken to acquire the necessary competence and evaluate the effectiveness of the actions taken.

The School's Capability Health and Capability Performance processes are followed when a capability issue has been identified.

Competence of external contractors is assessed and monitored through Service Agreements and ongoing project-based evaluation.

7.3. Awareness

All Division staff are made aware of the Quality Policy. Staff are made aware of the relevant quality objectives relating to their role, and via training, allocation of resources and

competency, understand their contribution to the effectiveness of the QMS, including the benefits of improved performance and the implications of not conforming to the QMS requirements.

7.4. Communication

The Division holds an array of 1-2-1, team and cross-team meetings. Termly Staff Forums are held for all Estates Division staff, where feedback is given about divisional performance during 'Meet the Customer' sessions held by the Director of Estates. The Estates Division Communications Policy outlines the Division's approach to communication.

7.5. Documented information

The QMS includes documented information required by ISO9001:2015, and a range of documented information determined necessary for the effectiveness of the QMS.

7.5.1. General

In addition to the documented information required in specific clauses in the ISO9001:2015 and operational procedures, each section has identified an agreed list of documented information determined as being necessary for the effectiveness of the QMS.

7.5.2. Creating and updating

When creating and updating documented information, the Division ensures a consistent approach with appropriate identification, description, format, and review and approval for suitability and adequacy.

7.5.3. Control of documented information

Documented information required by the QMS and by the ISO9001:2015 is controlled to ensure the availability and suitability for use where and when it is needed, and is adequately protected.

Estates retain and maintain the following documented information:

- **Capital Development** – Specifications, Drawings and Scope of Services documents (including for designers, contractors and suppliers and development, service contracts, and scoped services for consultants)
- **Maintenance** - Technicians Guidance and Helpdesk Manual, Contractors Rules and Guidance Manual, Planned Preventative Maintenance Log Books (Emergency Lights, Fire Doors, Fire Alarms and PAT Testing), Asset Register (Plant, Fire Fighting Equipment, and Lifts), Service Contracts, Contractors and Suppliers, Scope of

Services for consultants and specialist service providers, Legionella Water Safety Plan.

- **Facilities Management** - Contract documentation, specifications, contract variations, Quality audit results, finance information, daily log
- **Property & Space Management** - Correspondence, Client Brief, Funding Application, Drawings, Proposal, Seating Plan, Staff List, Implementation Report, Post Move Checklist, Leases and licences, deeds, Lease schedule, Rent and service charge budget forecast, Rates budget forecast/schedule, Legal Advice, Rent payment schedule, Landlord and Tenant liaison and termination of agreement negotiations
- **Room Bookings** – copies of customer contracts and invoices for room hire.
- **Sustainability** - Environmental and Energy Management System procedures, registers, action plans, audit records, monitoring and measurement records and management review records.

Clause 7 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/ Estates Division Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- Appraisal documents (CDRs)
- Specific risk assessments for task-based work e.g. H&S related
- Minutes of meetings
- Audit systems (BSI Audits)
- Training records
- Estates Division Induction folders.

8. OPERATION

8.1. Operational planning and control

The Division plans, implements and controls the processes needed to meet the requirements for the implementation of the actions stemming from the Divisional Operational Plan by determining the requirements and establishing criteria for its processes and the acceptance of services. Resources to achieve conformity are determined at the outset, processes are controlled following agreed criteria and documented information is maintained and retained as required.

Outsourced processes are controlled and assessed through procurement, tendering, Service Agreements and ongoing evaluation and review meetings.

8.2. Requirements for Services

8.2.1. Customer communication

The Division communicates with its customers to:

- Provide information about its services
- Handle enquiries, contracts and orders (including changes)
- Obtain customer feedback relating to deliverables and services (including complaints)
- Handle or control customer property
- Establish specific requirements for contingency actions when relevant.

Examples of communication include:

- Strategic, generic, or School community via Website or Newsletters
- Operationally in person via email, phone, or face-to-face meetings
- Through the Estates Help-Desk
- Prepared action plans, exhibitions, and events
- Pre-determined by Service Level Agreements.

Customer feedback is gathered via the above, plus:

- Structured face-to-face interviews (Academic Departments, Research Centers, Service Divisions, and students)
- Post project lessons learned exercises
- Auto-generated feedback forms/surveys
- Outsourced/independent Post Occupancy Surveys
- Customer surveys
- Student forum
- Academic Research Centre and Departmental Cluster Meetings
- Monitoring of Student Social Media Platforms
- Division Customer complaints/compliments log

8.2.2. Determining the requirements for products and services

The Division considers organisational and statutory requirements while determining the requirements for services.

8.2.3. Review of the requirements for Services

The Division ensures it meets requirements for services by reviewing customer requirements, including delivery and post-delivery, through:

- Consultation
- Provision of strategic papers for committees, including any additional requirements not specified by the customer, but necessary to fulfil the requirement.
- Specifications
- Post occupancy evaluations
- Customer feedback
- Consideration of statutory and regulatory requirements applicable to the products and services.

8.2.4. Changes to requirements for Services

The Division ensures that relevant documentation is updated and that relevant individuals are informed of any changes in requirements.

8.3. Design and Development of Services

8.3.1. General

The Division establishes, implements, and maintains processes to ensure the delivery of the requirements outlined in the LSE Shape The World Strategy and the Divisional Operational Plan. The requirements of the design clauses are only met in the context of the Division's procurement and management of design services.

8.3.2. Design and development planning

The Division determines the stages and controls for design and development via:

- Consultation with the internal and external interested parties
- Responding to end-user and customer feedback information
- Compliance with regulatory requirements, including the E/EnMS Compliance Register.
- Working safely, following legislative requirements and good working practice.

8.3.3. Design and development inputs

The Division determines the requirements essential for the specific types of services to be designed and developed by reviewing our services periodically through:

- Consultation with internal and external interested parties
- Post Occupancy Evaluations (POEs) and any other customer feedback
- Actions and responses to strategic committee papers
- Auditor's reports
- Revisions due to regulatory change
- Response to major strategic and academic initiatives

- Internal fora and review of documentation and processes, e.g. Specifications.

8.3.4. Design and development controls

The Division applies controls to design and development processes to endeavor to ensure that changes and revisions will:

- Occur through various standard change control procedures for which documented information will be retained
- Be integrated and embedded into the QMS
- Be communicated through website, procedure, and advisory notifications as well as face-to-face meetings and fora for major academic initiatives.

8.3.5. Design and development outputs

The Division ensures that procured design and development outputs meet ISO9001 requirements through Specifications (design and development, service contracts, scoped services for consultants), drawings, service level agreements (SLAs), contracts and performance reviews.

8.3.6. Design and development changes

The Division identifies, reviews and controls changes made during, or subsequent to the design and development of products and services to the extent necessary to endeavor to ensure that there is no adverse impact on conformity to requirements.

The design and development of LSE services are considered through:

- **Capital Development** - Project Management Handbook
- **Maintenance** – Technicians' Guidance and Helpdesk Manual, Maintenance Web page
- **Facilities Management** - Specification, customer complaints and compliments, FM forum presentations.
- **Property & Space Management** - Customer feedback, financial analysis: e.g. Rates tender evaluation, space implications in liaison with Finance Division, internal and external audits, weekly team meeting and Space Planning meeting, management reports: e.g. space requests, totals per month and closure report.
- **Room Bookings** – responding to demand and feedback from internal & external customers using space, working with colleagues on design of new and refurbishment of existing spaces.
- **Sustainability** – consideration of environmental requirements, sustainability objectives, and opportunities to improve the environmental performance of the Estate.
- Compliance with the School's overall Financial Regulations, including the School's procurement process.
- Responding to the strategic and operational risk register.

8.4. Control of externally provided processes, products, and services

8.4.1. General

The Division continues to ensure that externally provided processes, products and services conform to the requirements by determining appropriate controls.

The Division controls externally provided services through:

- School-wide policies and procedures, e.g. health & safety, asbestos, environmental, ethics and other relevant requirements
- Specifications, drawings, and scope of works documentation
- Contracts, codes of practice/guides and operational controls
- Desktop and site auditing
- Review meetings, including lessons learned sessions
- External benchmarking and consultation, e.g. Construction-line, LUPC
- Waste duty of care management (including asbestos)

8.4.2. Type and extent of control

The Division ensures that externally provided processes, products and services do not adversely affect the Division's ability to consistently deliver conforming services to its customers through its procurement processes, its pre-qualification processes and ensuring the use of suitably qualified and competent staff.

8.4.3. Information for external providers

The Division communicates its requirements to external providers through the procurement process and contract specification, which include:

- Pre-Qualification processes
- Procurement processes
- Using qualified and competent staff
- Reference visits
- LSE Ethics Code
- Sustainability Policy
- Suppliers' Code of Practice
- Compliance with applicable health, safety, fire safety and environmental requirements.

8.5. Service provision

8.5.1. Control of service provision

The Division implements controlled conditions for service delivery through contracts and work instructions. Outputs are monitored and measured at various stages through:

- Workshops and meetings
- Planon – control
- Helpdesk feedback
- Post Occupancy Evaluations
- Lessons learnt exercises
- Risk assessments
- Human error – picked up by customer/spot checks
- Supervisor and environmental operational controls.

8.5.2. Identification and traceability

The Division holds documented information for compliance items. Services provided by the ED are identifiable and traceable to suppliers through internal documented records and formal purchase orders, and delivery documentation.

8.5.3. Property belonging to customers or external providers

The Division exercises care with property belonging to customers or external providers whilst under its control through adherence to relevant procedures, policies and contracts, such as:

- Contractors' facilities guidance documents/notes
- Communication to end-users
- Secure site offices and storerooms for our contractors
- Lost property office – for student or staff lost property
- Use of CCTV and access control protocols and policy
- Checks and auditing of equipment
- Post room processes ensure that incoming and outgoing items are appropriately identified, stored, tracked and handled to minimise loss or mis-delivery.
- All staff adhere to data protection principles
- Restrooms for contracted staff
- Contractor auditing of equipment

8.5.4. Preservation

Service provision is undertaken in a controlled manner to protect assets, infrastructure, information and customer property, while ensuring compliance with applicable legislative requirements and good working practice.

8.5.5. Post-delivery activities

The Division meets requirements for post-delivery activities associated with its services through feedback mechanisms (e.g. customer feedback) and project close-out documentation, such as snagging, building handover (e.g. O&M manuals, warranties) and site waste management plans and waste duty of care documentation, as well as post-occupancy evaluations.

8.5.6. Control of changes

The Division actively obtains feedback on services to monitor performance (sources include customer feedback, internal audits, etc.). This feedback is reviewed by relevant service leaders. When it identifies that a service needs to be changed, the service leader will identify the most effective way to do so.

That decision will have regard to (as applicable): benefits to the organisation and stakeholders; resource implications; risks; sustainability considerations; feasibility; and input from relevant stakeholders (e.g. Senior leadership, delivery teams, customers). Decisions will be documented. The level of detail in the decision-making is proportional to the size of the decision.

8.6. Release of services

The Division implements planned arrangements, at appropriate stages, to verify that the service requirements have been met. Release to the customer is dependent on satisfactory conclusion of one or more of the following building/projects close-out arrangements:

- Certification
- O&Ms
- Warranties
- Observation schedules
- Post Occupancy Evaluations
- Site Audits
- Soft landings/handover arrangements including end user involvement
- Other feedback mechanisms as appropriate
- Rectification and/or review/revision of the product or service as required
- Conformance to relevant legislative standards

8.7. Control of non-conforming outputs

The Division ensures that non-conforming outputs are identified and controlled to prevent unintended use or delivery. Appropriate action is taken at, during or after delivery of provision based on the nature of the nonconformity and its effect on the conformity of products and services. Nonconforming outputs are responded to through correction,

withdrawal of service, informing the customer or obtaining authorisation for acceptance under concession.

Records of nonconformities are retained through appropriate documentation, and conformity to the requirements is verified when nonconforming outputs are corrected.

Clause 8 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- Financial regulations, School procurement process
- Customer complaints and compliments.
- School-wide policies and procedures, e.g. asbestos, environmental, inclusivity, ethics, data protection
- Specifications, drawings, scope of works documentation
- Contracts, codes of practice/guides and operational controls
- Procedures, work instructions and forms
- Close out documentation
- Audit systems (BSI Audits)
- O&Ms
- Estates Division Communications Strategy
- Student Surveys

9. PERFORMANCE EVALUATION

9.1. Monitoring, measurement, analysis, and evaluation

9.1.1. General

The Division determines the scope of monitoring and measuring within the system. In addition to the Divisional Operational Plan objectives, individual subdivisions determines processes and outputs that require regular monitoring, measurement, analysis, and evaluation to ensure legal compliance and customer satisfaction where appropriate.

9.1.2. Customer satisfaction

The Division monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled through a wide range of feedback mechanisms. E.g. Meet the Customer, post-occupancy evaluations, auto-generated Helpdesk feedback requests, customer surveys.

The Division has received renewed 'Customer First' Standard and 'Investors in People' status since 2011. Customer First comprises 30 Statements in three categories which explore the components of excellent service provision: Customer Relationships, Market Awareness and People.

9.1.3. Analysis and evaluation

The Division's approach to monitoring and measurement of performance is section-specific. Information is analysed and evaluated to inform approaches to continuous improvement. Each section's approach to monitoring and measurement of performance, and how that information is analysed and evaluated to inform approaches to continuous improvement, is summarised in the following table.

Commented [SV1]: Please have each team review the relevant sections in the table below

	Estates Division (All)	Capital Development & LTM	Property & Space Management	Planned & Reactive Maintenance	Facilities Management (inc. Security)	Sustainability	Room Bookings
Management	Annual SWOTs Failure of KPIs captured Picking up on long-term trends Rectification periods identified	All Cap Dev project managers comply with the Project Management Handbook and the complementary Procedure Notes, as well as adhere to good project management practices and disciplines All Cap Dev project managers complete a project checklist as set out in the said Handbook on all large and medium-sized projects.	Space requests and moves, and lease management: Standard processes defined in <i>P:\Estates\LSE Estate\Space Management\PROJECT\OTHER\PROCESS\ISO9001\Process docs</i> and updated in plan as the work progresses. New work is allocated in weekly team meetings. Designs according to space norms. LSE standard specification and design brief, as well as general good space layout practice	All maintenance operatives comply with the Technicians' Guidance Manual. Contractors comply with the Contractors' Rules and Guidance Manual. All customer requests go through the Planon system, and technicians complete the electronic job instructions, which are regularly reviewed on Planon.	All FM managers comply with good practice with regard to contract management, ensuring the guidelines set out in the contract specifications are adhered to. LSE Security provides direct security advice and assistance to students on a range of matters. Security engages routinely in the organisation of public, student society and departmental-led events. All security staff adhere to operations as outlined in the Security Handbook.	Operational Controls are listed and defined via the E/EnMS.	The Room Bookings Team aims to meet the performance standards in our Service Level Agreements. The Room Bookings Team aims to meet the Annual Income Targets set each year for Commercial Income from hire of space. The Room Bookings Team processes bookings in line with the guidance and procedures outlined in the School's Room Usage Policy

Monitoring	An annual 'Meet the Customer' exercise is undertaken by the Director of Estates with all Departments, Divisions and Research Centres. Feedback is shared with SLT weekly, and an analysis is shared with all Estates Division staff at termly Staff Forums and in the Estates Division annual newsletter. Trends are monitored, and remedial action/rectification/review of systems and processes is implemented as and where appropriate.	All Cap Dev construction projects, including LTM, irrespective of size, will be monitored in respect of cost, quality and time and thus in all cases monitored against: An approved budget LSE standard specification and design brief, as well as general good construction practice An approved schedule/programme	As per the standard process, the status and progress are recorded. The project supervisor monitors and chases up as necessary. Work progressed according to schedule. Automated system alerts. Weekly space planning meeting.	All maintenance contracts have monthly meetings where Planned Preventive Maintenance tasks, Health and Safety, Specialist Services, Additional Works, Quotations, and Completed Works are discussed and recorded. Planon reports are regularly generated and discussed at monthly meetings. Monthly management meeting with management and supervisors. Termly Team meetings with technicians in each discipline. Supervisors have regular meetings with the technicians in each discipline - electrical, mechanical and building fabric. Regular meetings with Helpdesk to discuss the helpdesk systems and processes, and any issues that may arise. Weekly Planon workshops to discuss issues with Planon and any updates and progress. Regular budget for overtime. A reactive and planned recurrent budget for our contracts. Constant monitoring of customer feedback and follow-up. Regular reports on all maintenance activity to the DoF. Defect reporting by Estates staff to DoE. Main Contract Service Specification for fire alarms, lifts, PPM, BMS Service schedule planner for all servicing for main contracts.	All FM contracts are monitored quarterly at a minimum &/or as required, e.g. Cleaning is daily. Contract key performance indicators are reviewed monthly for all contracts. Review meetings are scheduled monthly and quarterly, depending on the contractor. Independent auditing is carried out annually. The outsourced contract for both residences and LRB is monitored through contract meetings with the security team and the contractor.	Sustainability KPIs and targets are established and reported on in the relevant E/EnMS processes.	Response Rates to internal booking requests and commercial booking enquiries are monitored against service level agreements. Monthly and Annual Income from commercial hire of space (including occupation rates in conference venue BOX) are monitored against income targets and the previous year's actuals.
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Measurement/Performance Evaluation	See individual sections	All Cap Dev construction projects, including LTM, will be measured and evaluated through: The relevant executed contract, including Purchase orders Customer feedback, including formal post-occupation evaluations Post-completion evaluation of consultants and contractors.	TRAC (Transparency Approach to Costing) data on departmental space ownership is reviewed annually in Planon and supplied to the Finance Division and Planning Unit. Estates Management Record (EMR) data is extracted from Planon annually and reported to HESA. All space changes updated in Planon. All floor plans conform to the house standard. Post-occupancy snagging until all issues are resolved.	Main contracts have KPI's which we measure and evaluate site activities, sub-contractors, logbooks and Health and Safety. Contract management. Reports generated for the in-house technicians showing duration of job, jobs on hold, jobs overdue, jobs done on time by trade and by technician. Raise purchase orders for each contract at the beginning of the financial year.	Contracts are evaluated on the KPI set out within the specification and are the basis of the service level agreement between LSE /end-users/Contractor. Customer feedback via helpdesk & FM forum also forms part of the KPI's.	Measurement of environmental KPIs (energy, waste, water, etc) is conducted according to the E/EnMS Monitoring and Measurement Procedure.	Monthly figures are prepared and circulated, which include details of income from commercial hire of space, the number of commercial enquiries responded to and the number of internal rooms booking requests processed, occupation rates for conference venue BOX. Provisional bookings are reported weekly and followed up. Feedback from commercial customers
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Internal Audits	The Division audits conformance with procedures and outputs via: Picking up issues via audits, customer feedback, complaints, etc Logged issues (e.g. maintenance on Planon) Each department has bespoke processes to remedy mistakes Campus walkabouts - spot checks, issues reported, and actions closed on completion Don't Walk Past Initiative	Internal Audits of Cap Dev construction projects are carried out on a random basis as required through an independent company of Project or Cost Managers who will submit a report of their findings to the Director/Assistant Director of Capital Development within one month of their audit The report will be reviewed by the senior management of Cap Dev within one month of the report submission Corrective actions will be undertaken by the independent practice, Project Managers or senior management of the Cap Dev team before the next external audit.	Monthly audit of completed projects in Planon is carried out by the head of the team. Internal audits are undertaken by external teams on an ad hoc basis - recommendations agreed with the COO.	Internal audits on PPM contractor, Lift consultant audits lift contract, Regular H&S and competency audits of technicians, Internal audits of defects around the school created on Site Audit Pro. Regular snagging of contractors' works is created on Site Audit Pro. Audit of our water treatment contract and processes. Audits get sent to the relevant person (i.e, helpdesk, project manager, contractor) to action and report back Senior Management monthly meeting, where any issues will be brought up and discussed. Various monthly meetings with middle management, where any issues are brought up and discussed. Contractors review meetings where issues are brought up and discussed	The CaFM auditing system is used by the FM team: Results are analysed weekly/monthly/quar-terly and form part of the regular review meetings with contractors. They also form part of the KPI's.	Internal audits of conformance with LSE environmental procedures, the ISO 14001 and 50001 standards, and environmental regulations and stakeholder requirements are conducted via the cycle described in the Internal Audits and Evaluation of Compliance Procedure in the E/EnMS Audit results, trends, and actions arising are reported on via the environmental governance structure.	Income is audited via the Finance Division and the School's external auditors, and occasional ad hoc audits via the School's Internal Auditor. Income from external hire of space is audited internally by the Finance division, including monthly credit control reports. Weekly team meetings and twice-weekly provisional booking reports prepared by the team are a means of auditing internal bookings being processed via the booking system and ensuring all arrangements are in place for commercial bookings taking place in the forthcoming week.
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Compliance Tasks	See individual sections	Tasks associated with compliance work, such as Asbestos Management and Fire Risk Assessments, will comply with their associated Policy Statements	All property acquisition and management, and space designs according to H&S statutory requirements.	Tasks associated with compliance work, such as Legionella, Risk Assessments, Water Treatment, Fire Safety, Emergency Lighting, Electrical Testing and other life safety systems, LOLER and PUWER inspections.	FM team ensure all RAMS/Training for all contractor staff are fit for purpose and up to date. FM team relevant Health & Safety requirements for their roles (IOSH, Asbestos awareness, Legionella). Security staff are all trained as part of their duties in CARE, close protection, conflict management, fire safety, as well as RA	See above.	Licensing Regulations - ensuring events, including licensable activities, are booked in licensed rooms.
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Management Review / Performance Evaluation	Estates generally follow the School's strategic goals to improve the experience and environment of its stakeholders, especially its students, via elements of LSE Strategy 2020 and LSE Education Strategy. It will check from time to time that suitable and satisfactory improvements are made by monitoring through:	Throughout the lifetime of a project undertaken by internal [or external] PMs, it is the duty of the DCD and ADCD to continually review the performance of resources and the processes they use in accordance with the PM Handbook and associated Procedure Notes.	Weekly auditing of space requests completed in Planon.				Income from hire of space is monitored and measured by preparing forecasts, preparing monthly figures and end-of-year figures with support from colleagues in the Finance Division.
	Customer Feedback	On an annual basis, the projects are audited by an independent company of PMs or QSSs, and an audit report is provided and kept on record, indicating the overall standard of performance.	Post-move feedback obtained by the Moves manager and passed on to the team for action.	Regular contract review meeting held monthly to discuss performance. We mark them against our set service level agreement standards. This would be the M&E Planned Maintenance Contract, Lift Contract, Fire Fighting Equipment Contract, Monthly Maintenance Performance meeting, and Monthly Management meeting. Reports are run weekly, looking at technicians' performance from Planon. Run monthly reports from Planon, capturing whether we have met our targets for our customer-reported requests.		An annual Management Review is conducted in accordance with the E/EnMS Management Review process.	Commercial Income figures are analysed and evaluated annually when the end-of-year figures are prepared.
	Regular review of critical processes and criteria	These matters are reviewed at the annual Cap Dev Away Day, and actions are taken to improve any deficiencies. Issues arising at the Cap Dev Away Day may be escalated to the Estates Away Day. At both Away Days, a SWOT analysis is undertaken as a means to identify gaps and deficiencies as a matter for future improvement/remedial action.	Quarterly review and report of space activity to the Estates Strategy Committee.				Enquiries for hire of space are measured and monitored monthly to ensure we are meeting our service level agreements and to understand longer-term general customer demand and requirement trends.
	External benchmarking		Quarterly reports to Finance on vacant space balance.				
	Meeting criteria for other standards, e.g., Customer First and ISO9001		Highlight reports to the School Management Committee from the Space Management Group				
	And responding via:		Comprehensive Internal audits are conducted at approximately 3-year intervals. Recommendations and actions taken are reported to the Risk Committee.				
	SWOT analysis, risk registers and derived action plans from away days		Through Estate Management Record (EMR) Benchmarking, with the assistance of HESA and external analysis.				
	Regular review and revisions to processes and procedures		Through active customer feedback and response to issues				
	Project-based solutions	Through this process, PM Handbook, Procedure Notes, Standard Specification, Tender Documentation and the like may be revised as a result. Specific operational matters may be discussed at monthly Cap Dev staff meetings or at individual 1-2-1 meetings	Through the external gathering of best practice sharing and implementation	The customer has the ability to provide feedback on every job raised on Planon. This data is analysed, and any jobs requesting follow-up up dealt with.			Internal room booking requests processed by the team are measured monthly, and as we have recently moved to a new room booking system, they have been analysed and evaluated on a regular basis.
			Successful rent negotiations to increase income and seek opportunities for lettings (e.g. telecoms providers) and re-gearing of leased-in accommodation to generate added value, strategically and financially (e.g. Aldwych House).				Annual reports on occupation rates in the conference venue BOX.

9.2. Internal audit

The Division operates an internal audit programme to assess conformity with ISO 9001 requirements, divisional procedures and planned arrangements. Internal audits are conducted according to an annual audit programme and findings, corrective actions and opportunities for improvement are reviewed through established governance arrangements.

Where issues have been identified, these are reported to relevant management, and appropriate correction and corrective action are taken without undue delay. The reports are documented in the BSI Connect Plus system, where the responsible parties and causes are identified, and related investigations and updates are carried out.

9.3. Management review

9.3.1. General

The IMSRG meets to review data ('inputs') and make suggestions ('outputs') regarding changes in procedure, resource allocation, and strategic direction, which are ratified by SLT for adoption.

9.3.2. Management review inputs

The management review will be planned and carried out, taking into consideration:

- The status of any actions from previous management reviews
- Changes in external and internal issues that are relevant to the QMS
- Information on the performance and effectiveness of the QMS, including trends
- The adequacy of resources
- The effectiveness of actions taken to address risks and opportunities
- Opportunities for improvement.

9.3.3. Management review outputs

The outputs of the management review will include decisions and actions related to:

- Opportunities for improvement
- Any need for changes to the QMS
- Resource needs.

Electronic and or paper-based documented information will be retained as appropriate.

Clause 9 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/ Estates Division Risk Registers

- Estates Division Operational Plan
- LSE Shape The World Strategy
- Financial regulations, School procurement process
- Schoolwide Risk Register, Estates Division section Risk registers, Asbestos register
- Customer complaints and compliments.
- School-wide policies and procedures, e.g. asbestos, environmental, inclusivity, ethics, data protection, lost property procedure
- Specifications, drawings, scope of works documentation
- Contracts, codes of practice/guides and operational controls
- Procedures, work instructions and forms
- Audit systems (BSI Audits)
- Close out documentation

10. IMPROVEMENT

10.1. General

The Division determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction in accordance with the School's strategic goals to improve the experience and environment of its stakeholders, especially its students, via elements of the LSE Shape The World Strategy and LSE Education Strategy.

The Division will check from time to time that suitable and satisfactory improvements are made to its QMS by monitoring through:

- Customer feedback, including Student Surveys, Meet the customer, POEs, etc.
- Regular review of critical processes and criteria
- External Benchmarking, e.g. Cubane and ERM
- Meeting criteria for other standards – e.g. Customer First, ISO 14001, ISO 50001
- SMC review of the Division, including Self Evaluation Document (every 5 years).

And responding via:

- SWOT analysis, risk registers and derived action plans from Away Days
- Regular review and revisions to processes and procedures, such as Planon, procedure notes, and compliance items
- Project-based solutions, e.g. Capex project, Planned preventative maintenance (PPM) and LTM.

10.2. Nonconformity and corrective action

When a nonconformity occurs, including any arising from complaints, the Division will react as applicable by:

- Taking action to control or correct the nonconformity and deal with the consequences

- Evaluating the need for action to eliminate the cause(s) of the nonconformity in order that it does not recur or occur elsewhere
- Implementing any action needed
- Reviewing the effectiveness of any corrective action taken
- Updating the risks and opportunities determined during planning if necessary
- Make changes to the QMS if necessary.

Documented information will be retained as appropriate.

10.3. Continual improvement

Quality performance is enhanced through analysis and evaluation of outputs through management review. IMSRG annually review non-conformities as part of the QMS review process. A report is presented to Estates SLT for final review. Operational processes are reviewed at least annually.

Clause 10 Reference Documents/Evidence

- Quality Policy
- Estates Division /Sub-division/team systems and procedures manuals
- LSE/ Estates Division Risk Registers
- Estates Division Operational Plan
- LSE Shape The World Strategy
- Customer complaints and compliments
- Audit systems (BSI Audits).