

Dear colleagues,

As we round off an eventful few months and head towards the festive break, I want to thank you for your energy, professionalism and goodwill. Since stepping into the Chief Property Officer role in March, I've been struck by the pride you take in our campus and by your commitment to serving students, staff, and visitors, often quietly and always with care.

Together, we've hit meaningful milestones:

- we launched our 2035 strategy and began to translate it into practical delivery for Estates & Facilities;
- we carried out our Listening Exercise, and from there we started to shape our new Directorate Plan bringing together our operations, transformation, and investment challenges so we can plan with confidence; and
- we came together at breakfast events to celebrate the people who make everything happen.

None of this lands without your day-to-day teamwork and resilience.

I've spent time listening and learning across the Directorate and wider University community, and I'm grateful for the candour you've shown. That input is already guiding how we prioritise, simplify, and sequence our work so we can focus on what matters most, reduce friction, and create space for innovation and development.

Looking ahead to the new year, we'll keep building momentum: clarifying priorities, strengthening our delivery disciplines, and investing in the capabilities that help us serve the University sustainably and well. We'll stay anchored in safety, service, and stewardship, ensuring our campus is welcoming, reliable, and future-ready.

For now, please take time to rest and enjoy a well-earned break. For those keeping the lights on over the holidays and being there when others are at home, thank you again; your work keeps our community safe and supported.

Wishing you and your loved ones a peaceful winter celebration and a bright start to the year ahead. Finally, as I have said, this time of year can be a tough time for some – so please look out for your work colleagues check in on them if they look like they need some care.

With appreciation,

Barra Mac Ruairí

Chief Property Officer