



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Residential and Catering Services

ANNUAL REPORT 2018/19





For the friendly inter-hall competition: LSE Halls Cup T-shirts



Introduction from Ian Spencer

Director of the Residential and Catering Services Division



Ian Spencer, Director of Residential and Catering Services.

Executive summary

This annual report sets out the progress of LSE's Residential and Catering Services Division against its strategic priorities.

Our aim is to build strong, student-led social communities in halls.

We also want to be a significant contributor to

the student and staff experience by providing vibrant catering services in halls and on LSE campus.

As a division, we have a lot to be proud of. My thanks go to all staff and students in the division who contributed to our successes.

I hope you enjoy reading the highlights of 2018/19.

"Well, first of all, Butler's Wharf being at Tower Bridge and at the Tower of London, the area is really nice. There's lots of people who are also Masters' students who you can socialise with. So I think the good thing is that there are lots of like-minded people to socialise with, which might not be the case if you're in a private flat. And you don't have to cope with all rents, water, electrical stuff. If something is broken, you don't have to fix it, all this stuff is dealt with. So just you apply for something, you sign it, you pay, that's it!"

Master's student at Butler's Wharf Residence



All aboard: Butler's Wharf Residence end-of-year boat party



Strategic Priority 1: Residential Life

Develop a Residential Life programme to provide a visible, responsive and supportive residential environment and build a vibrant community for students

Annual Student Satisfaction Survey results

In our 2018/19 survey, 92 per cent of students in LSE-managed halls said they were enjoying their stay, which is the same as last year. Our survey participation went up by four percentage points to 59 per cent, giving us a really good sense of what our students think. We were particularly happy to see that the work with our third-party providers has kept their scores closer to LSE halls than they have previously been. Building a strong sense of community is central to our Residential Life programme and over the last year, everyone in the division worked hard to ensure that our students felt at home in their hall.



Halls Cup

The Halls Cup is a friendly inter-halls competition across all eight LSE-managed halls, our four third-party provider halls, and our University of London Intercollegiate halls. The Halls Cup began in 2017/18 and had a very successful second year. This programme is a collaboration between Residential Life, LSESU, the Volunteering Centre and the Sustainability Team. Students earn points individually or collectively in six categories: fundraising, volunteering, active lifestyle, civic engagement, sustainability and hall committee events.

The Halls Cup offers students the opportunity to attend an event almost every day while contributing to the hall community and engaging with broader society. During the Halls Cup, our students raised a remarkable £41,000 in conjunction with LSESU Raising and Giving (RAG). Our students contributed over 710 hours to volunteering, which is an increase of over 200 per cent on last year! Additionally, our students had the opportunity to attend 282 wonderfully diverse events hosted across all halls in the Michaelmas and Lent terms.

This year saw Rosebery Hall win the Halls Cup, with Bankside House coming in second place, and urbanest King's Cross in close third. We are excited to see the momentum continue to grow, and are looking forward to seeing what comes from our students next year!



Rosebery Hall wins the Halls Cup



Recognised for their hard work: the Lilian Knowles House Hall Committee



Strategic Priority 2: Increase Provision

Increase provision to allow guaranteed accommodation to be offered to each new full-time student in their first year at the School

Accommodation applications

In 2018/19, 4,432 students were accommodated across our residences. This includes bed spaces managed by our third party providers the University of London's Intercollegiate Halls, urbanest King's Cross and urbanest Westminster Bridge, Sidney Webb House (Unite), and Lilian Knowles House (Sanctuary Students).

The total number of students accommodated included 1,457 new undergraduate students, 2,059 new graduate students, 613 continuing students and 303 General Course students. Over the application cycle, we received 7,117 applications.

Table 1: Applications received and students accommodated in 2018/19

Student type	Applications received	Students accommodated in halls	Students registered at LSE	Percentage of registered students accommodated in halls
New postgraduate students	3,231	2,059	4,794	43%
First-year undergraduate students	2,284	1,457	1,753	83%
Continuing students	1,276	613	3,590	17%
General Course students	326	303	323	94%
Totals	7,117	4,432	10,460	42%

LSE Accommodation Bursary

In 2018/2019 we were delighted to continue the LSE Accommodation Bursary Scheme, and awarded a total of £317,750 to 157 first year undergraduate students during this year (up from £299,770 to 147 students in 2017/18).

Recipients of the scheme were awarded between £750 and £2,500 towards their accommodation fees to support them during their stay with us in our halls.

The scheme demonstrates the strategic commitment from RCSD to ensure our accommodation is affordable to students from lower income families and helps to ensure that our communities are diverse, inclusive and open to all.



LSE Strategy 2030

LSE's Council agreed the School's strategy "LSE 2030" on 5 February 2019. It contains the following commitment:

"We will provide **holistic and comprehensive support** for every student, with consistently excellent student services and a focus on student wellbeing. We particularly recognise the importance of a student's early experiences at university for their long term success, and will curate a student-centred induction experience, including a place for every first year student in an LSE residence".

Work to date

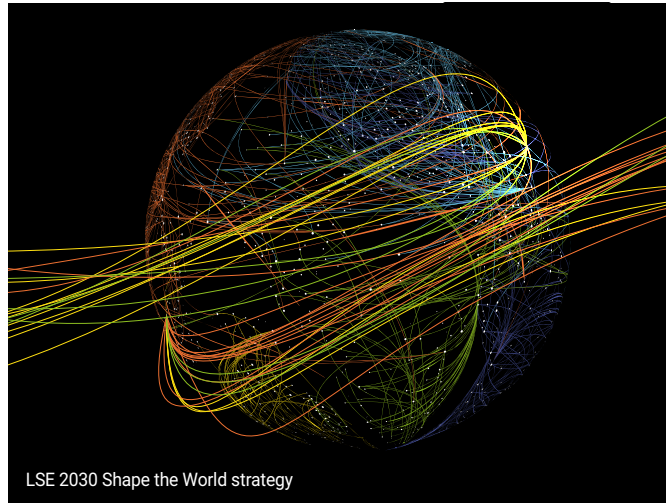
In early 2018 a project group chaired by Professor David Webb, Chief Finance Officer and including Andrew Young, Chief Operating Officer along with the Directors of Finance, Estates and Residential Services was established to assess options for additional bed spaces. The framework and strategic context for the group was that recommendations from the group should be consistent with the following principles:

- Increasing availability: offering first year students a place in residences, targeting 6,000 bed spaces.
- Improving student experience: to maximise the School's control over the student experience we should seek to manage the bed spaces offered to our students and that this is more likely to be achieved through the ownership or operational management of the hall
- Continuing student affordability: focus the growth in bed spaces on providing beds at the mid and lower-priced rooms, leaving the private providers to develop premium priced student accommodation.

- Ensuring LSE's affordability: where financially rational, develop mixed letting halls suitable for students, vacation letting and summer schools etc.

During the year, a ten-year extension for bed spaces at urbanest Westminster Bridge was agreed, guaranteeing the current 480 beds we have there until 2030.

The group also identified the need to increase the School's provision of 51-week contracts for graduate students. Exciting plans are being developed for a graduate residence to be opened in 2023. Details will emerge in the course of 2020.



LSE 2030 Shape the World strategy



Strategic Priority 3: Service

Deliver a highly effective service to the School, offering excellent value for money to students and the School

We actively encourage our customers (students and vacation visitors) to share their experiences with us. Several surveys are open at different times of the year, and we ask for feedback whenever we can. Survey results are published online and shared with students, vacation visitors and staff.

Improvements are identified and staff are encouraged to contribute to action plans. All comments, complaints and compliments are recorded and reviewed annually by the Residences Management Team, so that we can take the necessary action to address the issues raised.

Student Accommodation Satisfaction Survey 2018/19

This is our largest annual survey. This year 59 per cent of our residents completed the survey (up by four percentage points).

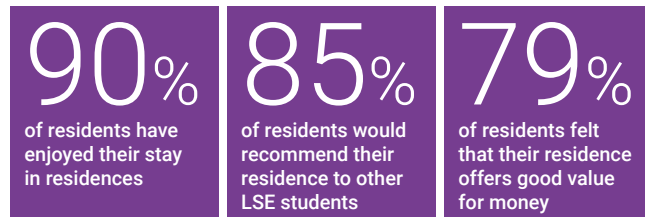
Satisfaction with the front of house teams improved again in 2018/19, with our third-party halls seeing the biggest jump.

Overall, around 80 per cent of respondents ranked reception services as "very" to "highly" satisfactory, a sustained increase over the past two years.

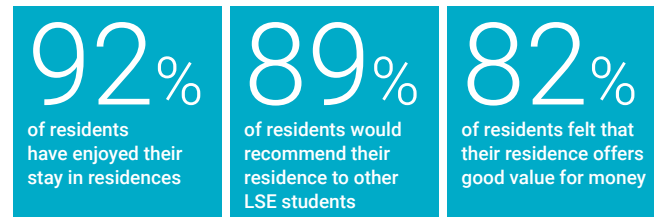
Students' knowledge of the Halls Cup programme increased, with 95 per cent of all respondents aware of the scheme. Additionally, satisfaction with their hall committee increased to 77 per cent.

For the full report and set of statistics see: lse.ac.uk/currenthallresidents

Across all halls, including those managed by third-party providers:

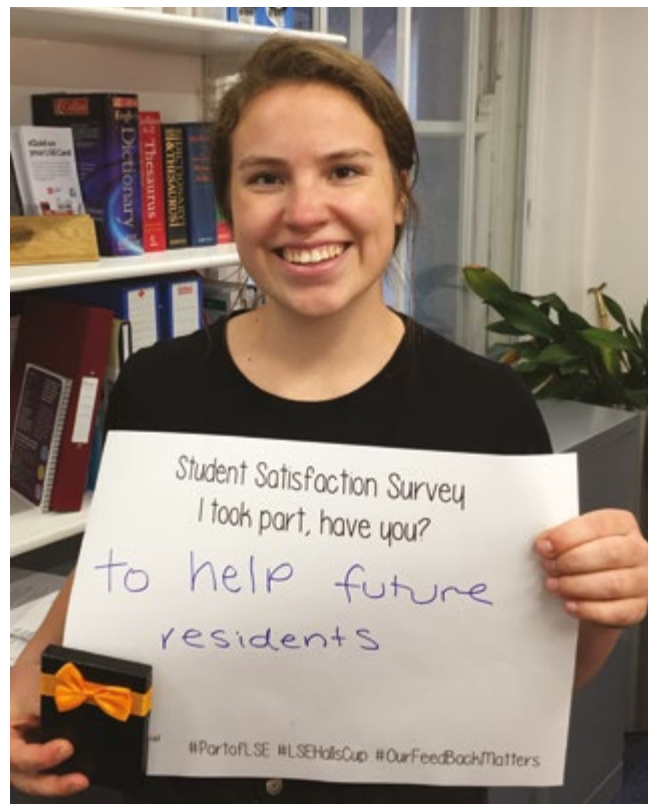


In LSE managed halls we saw that:





Satisfaction Survey 2018/19: students sharing their feedback with us





Jumping for joy: participants of the Residential Life trampolining excursion in May 2019



What students say about our service

"The reception staff is great. It is always a pleasure passing by and they really give you the feeling of 'coming home' after a day around in the city."

EU postgraduate student

"Northumberland Hall has been a great accommodation this year. I really enjoy my front desk team - they are always so so friendly!!! Thank you!!"

Overseas undergraduate exchange student

"The whole experience at Urbanest King's Cross is great. The rooms are nice, the staff is very friendly, there are many great events, and there is a great sense of community."

Overseas PhD student

"I really enjoy living in halls. Thank you for all of the work you are doing!"

UK undergraduate student

For the full report and set of statistics see: lse.ac.uk/currenthallresidents



Residential Life end-of-year sharing



Table 2: Student Accommodation Satisfaction Survey 2018/19: key benchmarking data and 2017/18 comparison

	Hall	2018/19	2018/19	Are you enjoying your stay in residences?		Do you think your residence offers good value for money?		Would you recommend your residence to other students at LSE?	
		Total spaces	Completion rate	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
				Yes	Yes	Yes	Yes	Yes	Yes
LSE-managed halls	Bankside House	598	68%	92%	96%	85%	91%	92%	96%
	Butler's Wharf Residence	280	65%	96%	95%	92%	86%	94%	90%
	Carr-Saunders Hall	132	76%	100%	97%	96%	95%	97%	97%
	Grosvenor House	225	57%	89%	92%	76%	76%	89%	82%
	High Holborn Residence	405	67%	84%	87%	57%	66%	80%	80%
	Northumberland House	338	65%	93%	87%	85%	87%	92%	86%
	Passfield Hall	227	66%	95%	91%	90%	84%	94%	91%
	Rosebery Hall	329	82%	93%	88%	85%	77%	91%	82%
	Mean		68%	92%	92%	82%	82%	91%	89%
Third-party managed halls	Lilian Knowles House	365	52%	88%	85%	84%	70%	89%	75%
	Sidney Webb House	446	52%	86%	88%	72%	76%	75%	81%
	Urbanest King's Cross	349	47%	88%	91%	65%	68%	77%	78%
	Urbanest Westminster Bridge	480	55%	93%	88%	65%	67%	83%	81%
	Mean		52%	89%	88%	70%	70%	80%	79%
UoL Intercollegiate Halls	College Hall	42	33%	80%	93%	70%	93%	60%	73%
	Connaught Hall	33	32%	100%	78%	80%	78%	80%	67%
	The Garden Halls	85	21%	100%	85%	92%	88%	100%	88%
	International Hall	37	32%	86%	85%	76%	81%	76%	62%
	Lillian Penson Hall	28	50%	71%	73%	71%	93%	57%	73%
	Nutford House	150	50%	92%	90%	83%	90%	75%	70%
	Mean		32%	91%	82%	82%	86%	82%	73%
All residences (mean)			59%	91%	90%	79%	79%	87%	85%



LSE Summer School accommodation

During LSE Summer School 2019, we welcomed a total of 5,127 summer school students to seven of our own residences and two of our partner halls.

Session Three saw the highest increase in accommodation uptake, with 10 per cent more students choosing to stay with us during this period than in the previous year.

The LSE Summer School satisfaction survey received 7,442 responses, with the average satisfaction score for LSE accommodation recorded as 3.9 out of 5.



LSE Summer School students enjoy a night out with friends

"I really enjoyed the course and met with these amazing people and had the best experiences with them. It is definitely the best way to stay in London."

LSE Summer School student

Out of the nine properties, Rosebery Hall and urbanest Westminster Bridge received the highest satisfaction results with scores above 4.

All halls obtained 4 or above 4 scores on Residences Staff satisfaction. Sidney Webb House and Rosebery Hall received the highest score for satisfaction (both scoring 4.4) with Sidney Webb House scoring 4 out of 5 for overall satisfaction and Rosebery Hall scoring 4.1 out of 5.

The booking system, which we updated in spring 2019, achieved a 4.3 score out of 5.

Bookings for LSE Summer School 2019 opened in November 2018. The highest satisfaction score for food was received by Rosebery Hall, with an average of 4.1 out of 5. This was above the 3.8 average recorded across the residences.

Our customer base is international. Of the students staying with us, almost 35 per cent came from North America, 24.75 per cent from China, around 15 per cent from Europe and 25 per cent from the rest of the world.



Chefs from catered halls



LSE Vacations - online booking partner scores

in 2018/19 all our halls either maintained or improved their overall scores on Booking.com (our main online booking partner). All our halls hold an overall score of above 8. In particular, Rosebery Hall's overall score increased from 7.8 to 8.0 and its 'Value for money' rating from 8.2 to 8.4. A noticeable increase is shown in the Staff/Service category for Northumberland House where the score increased from 8.1 to 8.5.

On the Agoda platform, every hall has again received excellent feedback (above 8) for their 'Value for money'. 'Staff and service' has achieved above 8 scores in every hall except Grosvenor House which maintained last year's score of 7.8. Overall, we achieved a score of 8 or above in four halls while three halls are still slightly under 8.

On the Expedia platform, all halls have achieved scores of over 4 out of 5 in the 'Overall' and 'Staff/service' sections. The 'Comfort' section scores can increase. The recent refurbishment works carried out in some of the halls will help us improve.



New look: refurbished vacation room at Rosebery Hall

Table 3: online booking partner review scores 2018/19

Hall	Booking.com/10			Agoda/10			Expedia/5		
	Overall review score	Value for money	Staff/service	Overall review score	Value for money	Staff/service	Overall review score	Comfort	Staff/service
Bankside House	8.2	8.6	8.5	8.2	8.7	8.1	4.2	3.8	4.2
Carr-Saunders Hall	8.5	8.7	8.5	8.3	8.7	8.1	4.2	4	4.2
Grosvenor House	8.4	8.6	8.6	7.7	8.4	7.8	4.1	3.9	4.2
High Holborn	8.4	8.6	8.6	8	8.2	8	4	3.8	4.1
Northumberland House	8.1	8.1	8.5	7.7	8	8	4.1	3.7	4.3
Passfield Hall	8.1	8.5	8.3	8.1	8.6	8	4	3.7	4.1
Rosebery Hall	8	8.4	8.6	7.8	8.2	8	4.1	3.7	4.4



VisitEngland Three-Star Campus Rating

VisitEngland's Standard for University/Campus Accommodation Assessment Scheme grades the quality, sustainability and choice of facilities of University/Campus accommodation with a one to five-star rating system. Our vacation residences were reassessed during August and September 2018, and all our properties were able to maintain their three-star ratings. This recognised quality mark plays an essential part in supporting our income from vacation trading, which in turn is crucial for ensuring the financial sustainability of the division.



Customer First

'Putting the Customer First®' is the UK's National Standard for Customer Service. Its focus is on building an outstanding customer service culture. There are three key parts: 'Building Customer Relationships', 'Maximising Market Awareness' and 'Developing your People'.

Residential Services successfully maintained the Customer First standard following an assessment visit on the 15 and 16 May 2019.

The assessor was presented with examples of changes and improvements that have been made since the last assessment, including major maintenance and refurbishment projects and the introduction of new technologies, all of which are designed to improve customer experiences.



The following comments are extracted from the assessment report:

"The Division is wholeheartedly committed to striving for continuous improvement and delivering excellence to its customers.

The Division works hard to create a real sense of community amongst staff and students and a culture that facilitates collaboration and trust. People value this and it clearly makes them feel involved and appreciated. Introduced in 2017, the Halls Cup inter-halls competition has been received very positively and is just one example of the type of initiative that has been put in place to foster this sense of community.

Through continuous and thorough evaluation of existing services, and the implementation of improvements and innovative new ideas, the Division knows how to position itself in order to achieve its Vision of becoming "leaders in residential and catering services in the UK."

UUK Code of Practice

We are committed to the Code of Practice for the management of Student Housing ("the Code"). It outlines best practice and provides benchmarks for the management and quality of student housing in the UK.

The Code covers:

1. Health and wellbeing
2. Repair and maintenance management
3. Environmental quality
4. Landlord and tenant relationship
5. Health and safety standards and procedures
6. Anti-social behaviour and disciplinary procedures

We demonstrate our compliance with the Code through an independent external audit every three years. Our last audit took place in November 2018, when KPMG reaccruited us with 'significant assurance'. This means we're exceeding the required standard for compliance. KPMG found that we satisfy all six areas of the Code and concluded that we have a robust governance structure in place to track our ongoing compliance.

Highlights from the auditor's executive summary:

- Our online halls induction covers the key areas of the Code. The provided information is clear and welfare and environmental issues are given sufficient prominence. The mandatory online system increases completion rates means completion can be monitored centrally and helps staff identify students who have not completed the induction.
- Our students engage well with LSE's environmental initiatives. The 'Reduce the Juice' initiative encourages halls to compete to see who can reduce their energy and water consumption the most. The winning hall receives funding towards an end of year party. Student representatives interviewed by KPMG were highly positive about 'Reduce the Juice'.
- Each hall monitors its compliance with every point of the Code. Compliance matrices have been developed by the service managers and are maintained by each front of house manager regularly. Each matrix is audited by Ian Spencer or Allan Blair. The matrices help each hall to take ownership of the process and monitor their compliance efficiently.



Residential Services complaints and compliments

Complaints

We received a total of 697 complaints in 2018/19 compared to 653 in 2017/18. The highest proportion of all recorded complaints were facilities-related (59 per cent).

A large number of complaints were connected to the refurbishment programme at Rosebery Hall. While we worked to resolve the issues, we ensured that alternative facilities were provided along with a complimentary party for students at Rosebery Hall.

During 2018/19, the number of recorded complaints about both facilities and in-house maintenance increased slightly with noise complaints halving.

Compliments

Over 50 per cent of compliments recorded by Residential Services staff during 2018/19 were about our customer service.

Figure 1: Residential Services complaints 2018/19

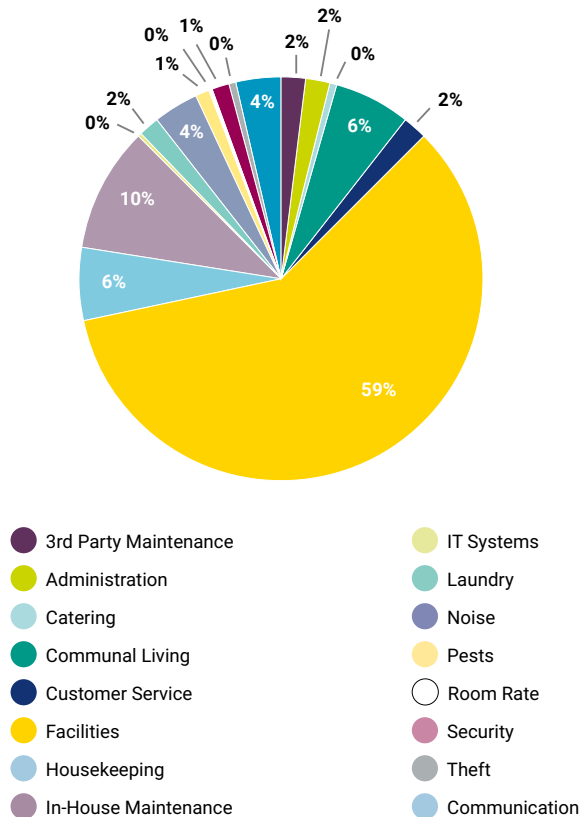
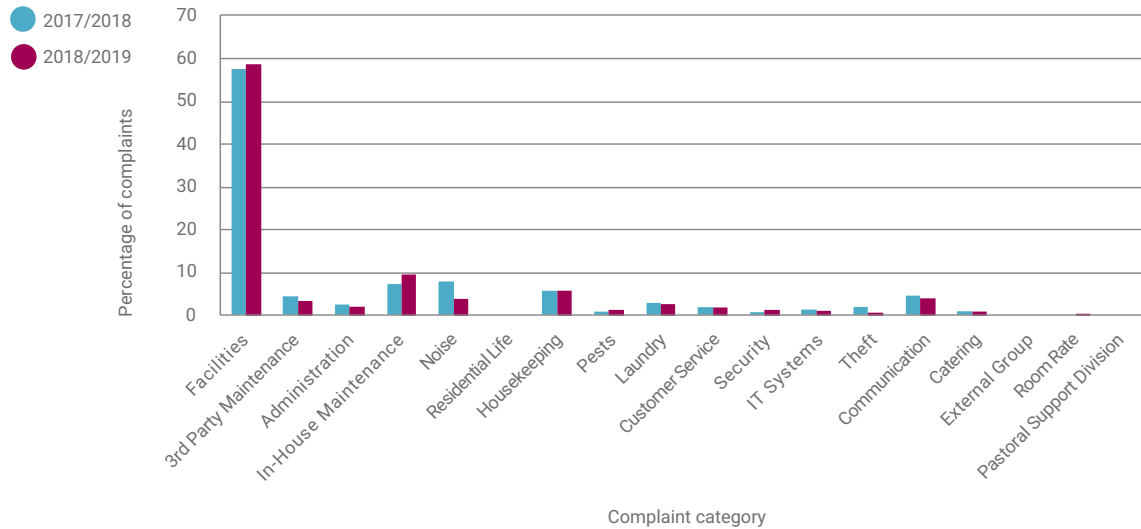




Figure 2: Residential Services complaints comparison 2017/18 to 2018/19





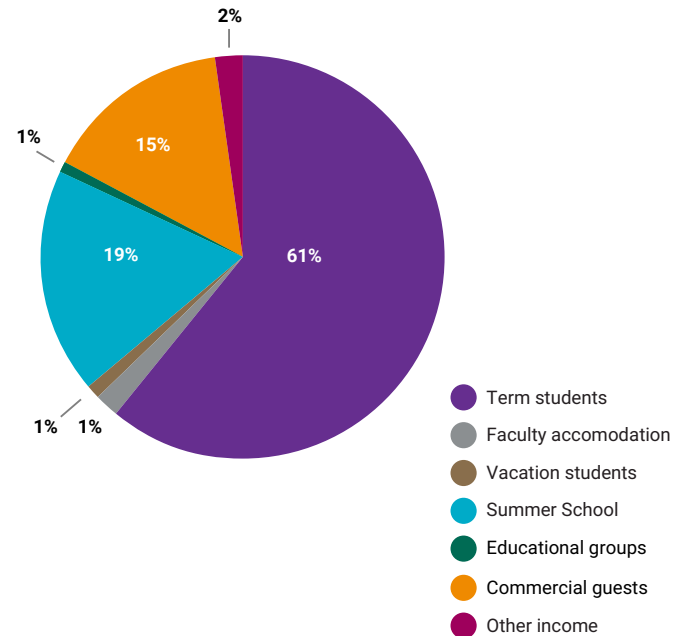
Strategic Priority 4: Financial Sustainability

Ensure financial sustainability and look for ways in which to continue to expand the revenue base and to deliver a surplus over expenditure

Key financial achievements for Residential Services

We offer 31, 38, 39, 40 and 50-week contracts to LSE students, so selling our bed spaces during the vacations to LSE Summer School, educational groups and visitors to London remains an important part of our business model. It helps enable the School to subsidise and maintain competitive student rents in central London.

Figure 3: Residential Services income by type 2018/19

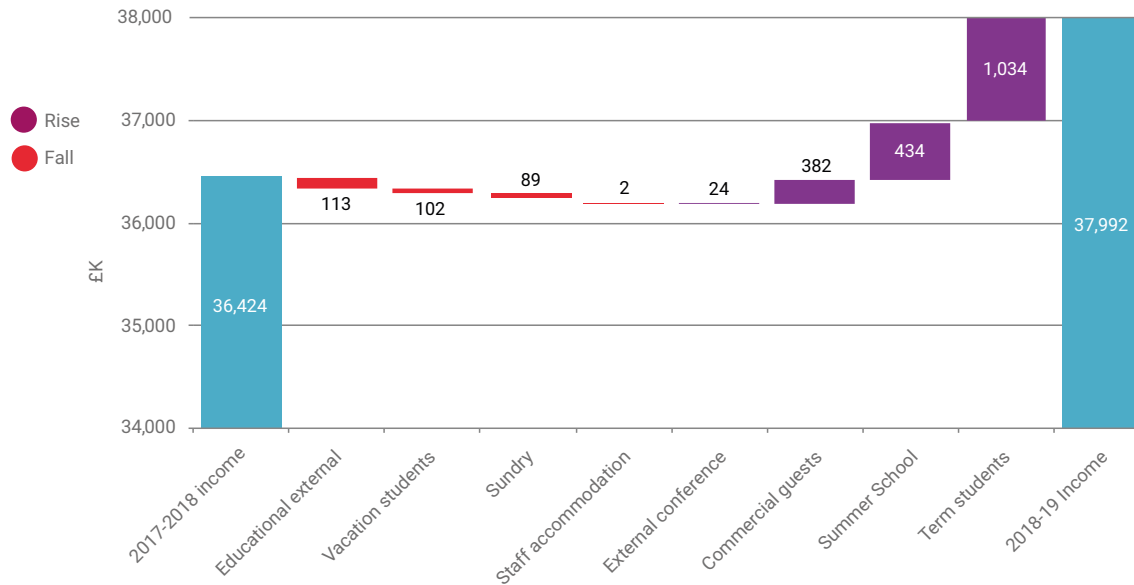




LSE Residential Services 2018/19 income

The total income generated by LSE Residential Services in 2018/19 rose by just over four per cent to £37.9m, an increase of £1.6m on 2017/18.

Figure 4: Residential Services movement in income by category 2018/19





Long-term maintenance

High Holborn Residence: the lower ground communal space underwent significant refurbishment following an architectural redesign. Improvements that incorporated softer lighting and acoustic flooring were made to the computer room and bar area. The old table tennis room is now a multi-functional space for games as well as yoga and meditation practice. There has been a significant uplift in the number of students who are using these spaces for study during the day as well as socialising in the evening.

Carr-Saunders Hall: we replaced the old wooden furniture in the restaurant with bright, modern tables and chairs. The new furniture enhances the room, creating a lighter, more relaxed feel to the space. Student feedback after use was that the round tables incorporated into the design were not conducive to a good student vibe. We took the decision to replace the round tables with the preferred rectangular tables.

Passfield Hall: over the summer we have replaced the restaurant servery with modern stainless steel units. This will allow us to provide a more flexible service and enable our catering team to display a broader range of food.

Rosebery Hall: during the summer and Michaelmas term, we refurbished the eighth and ninth floors. This is the first stage of an extensive programme that will see the entire wing refurbished over the next few years.



Fresh paint and more: keeping our accommodation in good shape



Strategic Priority 5: Workforce

Create and maintain a positive, flexible, high-performing workforce that is capable of change and acts on customer feedback to improve services and their own performance.

Recruitment of LSE students

We employed several students in 2018/19 across the Residential and Catering Services Division. Having LSE student assistants in our teams is essential for us. Apart from giving part-time employment to students whilst they study, they bring their own first-hand knowledge of the halls and unique experiences to enhance the service we offer. In turn, we offer our student assistants a salary and valuable experience of a fast-paced work environment during their time with us.

What our student assistants think about working in RSCD:

“Working for residential services has allowed me to get a taste of the working world in a comfortable and supportive environment whilst also offering the flexibility I need to be able to focus on my studies.”

Persiada Kurti, MSc Global Europe: Culture and Conflict

“Working in RCSD has been a great experience, it has helped me prioritize my time and allows me more financial freedom. Having a job on campus is a brilliant benefit giving me a true understanding of the accommodation process and what that entails. I have worked here for just under two years and have loved it, especially working with the people I do!”

Charlotte Brady, BSc Management (3rd year UG)



“Working as an Accommodation Assistant at the LSE Residential Services Office was an experience that I am very grateful for. As a student worker, it was a privilege to have management that truly understood the demands of my studies and were therefore flexible and caring about my well-being. There was never a dull day in the office, and I truly felt like I was a part of a family. After lectures and classes, I never dreaded coming into the office, as I knew I’d be greeted with smiles by my colleagues (and an array of snacks by the kitchen!). I’d like to extend my thanks to everyone in the office and I am very grateful to have worked within a culture where excellent service and kindness went hand in hand”.

Tosin Murana, BSc Law 2019



Northumberland House receptionist Michelle Hurtado who helped the central reservations team with LSE Vacations bookings, and student staff member Ranya Alakraa (Geography & Environment) who worked with us in central administration team.



Training and staff development

Our congratulations to Bally Nandra and Jackie Woodley, Facilities Managers who have both successfully finished their British Institute of Facilities Management Diplomas after two years of hard study.

The Mental Health First Aid training has been rolled out to Reception teams and duty managers delivered by Victoria Frost, Head of Residential Life. This will be an invaluable skill and benefit the support given to students throughout the year.

Subwarden training

We expanded the Subwarden induction training in September to include the two-day Adult Mental Health First Aid course.

Additionally, we organised a series of lunchtime training sessions for our subwarden teams to develop skills and knowledge on a wide range of topics including mediating interpersonal conflicts, de-escalating situations, responding to students at risk of suicide, and a session about setting boundaries while providing support.

We are grateful to our colleagues in the Disability and Wellbeing Service for their help in delivering these trainings. Our training events were really popular and we will be expanding this training in the future to occur monthly.



Students on LSE campus



The VIP Awards

LSE Values in Practice (VIP) Awards

The Values in Practice Awards (also known as the VIP Awards!) were set up to provide an opportunity to celebrate professional services staff who have shown outstanding contribution or commitment to the School.



On behalf of the entire Staff Dining Room team, Orlando Teran, Justin McNally, Joe Borg, and Aga Basza receive the 2017/18 'Values in Practice Award - Team of the Year' from LSE Director Dame Minouche Shafik.

In January 2019, the Residential and Catering Services Division picked up a number of awards. The Staff Dining Room team achieved the highly commended 'Team of the Year', and the Shaw Café was shortlisted for 'Team of the Year'.



Director's Award

The Director's award was added as a new category to the VIP Awards! in 2019. It honours an outstanding member of staff who should be recognised for their contribution to our School. It is chosen by the LSE Director from nominations received in all other categories.

Ian Spencer, Director of Residential and Catering Services was the recipient of this year's award. He was nominated in three different categories: EDI Champion, Excellent Manager and Inspirational Leadership. Ian received the award in recognition of inspiring others, being a LGBT+ role model and setting up an Accommodation Bursary to support those who need it.

Quotes for the winner:

"Encouraging of all staff's potential"

"Practices what he preaches"

"Has a strong sense of social fairness and is always keen to engage"

"Constructive and never critical, naturally focussing on solutions"

"Takes the time to get to know staff of all levels and has a kind word for everyone"

"The best boss I've ever had, and a terrific leader"



Winner: Ian Spencer, Director of Residences & Catering Services, Residential & Catering Services Division



Strategic Priority 6: Environmental Aims

Support the School's environmental aims, especially a commitment to the School's carbon management plan

We are committed to continually improving our environmental performance including minimising our carbon footprint, purchasing responsibly and reducing our waste. Our commitment contributes to the sustainable provision of high-quality services for all residents and service users, as well as fostering a responsible learning environment for students at LSE.

Reduce the Juice: saving energy, water and waste

Reduce the Juice is about encouraging students to boost recycling rates and save energy and water. This year, we again ran the campaign in all eight of the LSE-managed halls. A total of 71 Sustainability Ambassadors spread the environmental message and spurred action through social media and direct student engagement with 1,217 students (47 per cent of hall residents). The Reduce the Juice campaign results and prizes were presented at the LSE Annual Celebration of Sustainability in May 2019. We look forward to working with Reduce the Juice with an enhanced student engagement programme throughout 2019/20.

During LSE Green Week in February 2019, Reduce the Juice engaged students to encourage them to reduce the carbon impact of their diets, by raising awareness of the environmental impact of a range of diets.

The Energy Sprint in February 2019 was won by Carr-Saunders Hall, with a 30 per cent reduction, saving 62,920 kWh, winning £250 prize money. Butler's Wharf Residence took second place (26 per cent reduction) and Rosebery Hall third (23 per cent reduction). Participating students in our halls saved 53,237 kWh of energy and 15.7 tonnes 2019 of CO₂ during February 2019.

The Water Sprint kicked off in October 2018 with a social media and pledging campaign, drought-loving cacti, mini shower gels and a Spotify water-themed playlist to reduce shower times. Rosebery Hall and Butler's Wharf Residence jointly won based on water and engagement data. They jointly shared the £250 student prize money.

The Waste Sprint in March 2019 turned its focus onto a plastics purge. In support of the years 'Plastic Free LSE' campaign, over 249 students in a single week tackled single use plastic across the eight halls. Carr-Saunders Hall won this sprint sharing the most pictures on social media avoiding plastic waste. This really raised awareness of plastic and how to reduce its usage and impacts.



ReLove – collecting unwanted items

Each year, our ReLove initiative collects donations of unwanted items from students moving out of halls and donates them to charity, giving them a new loving home and reducing waste. Interim data from the British Heart Foundation in August 2019 indicates 1,034 bags, equating to 8.2 tonnes of donations, had been collected in LSE halls in 2018/19 alone. If each bag raises £14, this amounts to around £14,476. There are still more donations to come from students moving out of Butler's Wharf Residence and the SU in Saw Swee Hock!



Co-operative food collection point at Rosebery Hall

For the second year running a special unwanted food collection point has been running inside the entrance to Rosebery Hall. It has proved a very popular scheme with students, who have been actively donating all year round. It collects a range of

non-perishable food items in a visibly prominent location for those most in need in society; whilst minimising food waste from our halls of residence.



Green Impact

Green Impact is a national environmental award scheme, rewarding departments for reducing their environmental impact. This year saw five halls achieve Silver and two halls (Carr-Saunders Hall and Passfield Hall) achieve Gold for their NUS Green Impact projects. Bankside House took home a Bronze award for their sustainability actions within the largest residence.

Awards were presented at LSE's annual "Celebration of Sustainability" event. Thank you to all the Green Impact teams across Residences for their fantastic efforts in 2018/19.

Catering also had great success with NUS Green Impact and received a Gold and Environmental Improvement award for their "Ditch the Disposable" project at the LSE Garrick restaurant. The catering team is a stalwart of sustainability at LSE and continues to perform strongly across the estate.

Sustainable Futures Society

Students Ser Jin Tan and Yi Wei Cheong were awarded funds from the SU Sustainable Futures Society 'Sustainable Projects Fund' to instigate a water tap upgrade and monitoring project on a floor of Passfield Hall. The results from this project will indicate the benefits of upgrading taps, and any associated behaviour change from residences which can be applied more widely across the Residences estates in future.



Catering Services

"Love all the food and staff, a real highlight of my stay at Rosebery".

"The catering staff are absolutely amazing!"

"I'm vegan and it's hard to find vegan things at my home university (in the US). I hope the quality vegan food is kept up! David is super cool and is so responsive to the students. He makes sure there's enough variety of vegan food! I'm sure he cares about everyone else's dietary needs too!"





Introduction from Jacqui Beazley, Head of Catering



LSE Catering's aim is to be a significant contributor to the student and staff experience by providing an exciting range of vibrant outlets and food offerings that fulfil the diverse needs of the School.

In 2018/19 LSE Catering provided food, drink and social spaces to LSE students, staff and external customers with over a million transactions being completed over the year. We have three restaurants, seven cafés, two bars and four catered halls in central London. In addition, we provide hospitality services to all buildings in the School ranging from beverages, breakfasts, lunches, afternoon teas, receptions, buffet suppers and fine dining, catering for over 6,500 individual events every year.

This could only be achieved by all the staff in the catering teams working with passion, collaboration, and commitment throughout the year.



Lunch at the Fourth Floor Restaurant



Strategic Priority 1: Our Customers

We will constantly seek to understand our customers' needs by seeking feedback and acting on their views and exceeding their expectations.

Table 4: LSE Catering outlets service comparison 2017/18 to 2018/19 (Annual Catering Customer Satisfaction Survey)

	Location		Customer service		Speed of service		Choice		Seasonality		Quality		Decor		Price	
	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19	17/18	18/19
Bean Counter	1.91	2.11	1.77	1.9	1.72	1.89	1.94	2.15	n/a	2.1	1.88	2.05	1.77	2.12	2.56	2.52
Cafe 54	1.49	1.52	1.75	1.89	1.79	1.65	2.11	2.13	n/a	2.23	1.93	1.98	2.03	2.18	2.57	2.80
Fourth Floor Rest.	1.95	1.86	1.95	1.97	1.93	1.73	2.32	2.29	n/a	2.42	2.31	2.33	2.16	2.36	2.32	2.44
LSE Garrick	1.58	1.48	1.99	1.87	1.81	1.74	2.18	2.25	n/a	2.29	2.03	2.12	2.07	2.21	2.39	2.58
Plaza Cafe	1.78	1.73	2.2	2.06	2.12	1.78	2.19	2.31	n/a	2.31	2.26	2.09	2.13	2.15	2.33	2.52
The Shaw Cafe	n/a	1.40	n/a	1.65	n/a	1.70	n/a	1.85	n/a	1.75	n/a	1.59	n/a	1.57	n/a	2.38
Staff Dining Room	n/a	1.66	1.92	1.79	1.84	1.71	2.19	2.12	n/a	1.79	n/a	1.59	n/a	2.11	2.42	2.47
Mean	1.75	1.66	1.92	1.79	1.84	1.71	2.19	2.12		2.14	2.06	1.96	2.06	2.10	2.42	2.47

1 Excellent 2 Good 3 Average 4 Poor

Table 5: LSE catered halls catering feedback comparison 2017/18 to 2018/19 (Annual Student Satisfaction Survey)

	Overall, how satisfied are you with catering services at your hall?		Staff responsiveness		The restaurant makes it possible for me to socialise		Eating together enhances the feeling of community in my hall		Living in catered halls makes it easier to maintain a balanced diet	
	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19	2017/18	2018/19
Bankside House	58%	72%	38%	79%	78%	81%	73%	80%	65%	69%
Passfield Hall	74%	71%	71%	79%	83%	88%	81%	88%	69%	77%
Rosebery Hall	80%	75%	78%	78%	89%	89%	87%	86%	69%	74%
Carr-Saunders Hall	70%	50%	79%	82%	90%	74%	90%	87%	65%	69%
Mean	69%	69%	62%	79%	84%	83%	81%	83%	67%	71%



Strategic Priority 2: Our Services

Continuously improve the quality of our food, beverage, hospitality and retail outlets to ensure they deliver a highly innovative and contemporary service to the School, meeting the diverse needs of our student, staff and wider customers' expectations and desires and are commensurate with LSE aspirations.

Customer First

In 2019 LSE Catering were reassessed and have been recredited with Customer First. This has allowed us to benchmark the way we work against reputable national standards. The Standard is focused on three pillars of business planning that looks at the strategic, tactical and operational delivery of the department.

The three key pillars are:

- Building Customer Relationships
- Maximising Market Awareness
- Developing your People

The independent assessor interviewed over 30 staff within central and halls catering and examined a huge amount of evidence to back up the interviews. Assessor comments from the report:

"It was a pleasure to visit ... to see the wonderful work that continues to be done in support of their customers. The Division is a forward-thinking and professional organisation, which strives for excellence across all its services. There is an absolute commitment to all customers, and to providing them with the best possible experience.

The Divisional staff are clearly proud of what they do and are dedicated to playing an active role in its approach towards innovation and quality as outlined in the Strategic Plan and Annual Report. There is a real dedication to working in partnership with a range of stakeholders and wide support from across the whole School, recognising the mutual benefits through sharing good practice and working collaboratively to the benefit of the end-user."



Students on LSE campus



Top marks for food hygiene

In 2018/19 LSE catering continued to uphold the highest national government Food Standards rating of 'Very Good 5 stars' after inspections assessing hygiene, structural and management compliance.



LSE Food Club App

Food Club by LSE is an app-based loyalty scheme introduced in March 2019 that lets students and staff earn food and drink rewards in LSE Catering cafes and restaurants on campus. For every £1 spent in one of our outlets, customers get five points added to their virtual purse.

The types of promotions the app is running are:

- loyalty points: get five points per £1 spend (full £1)
- multibuy deals: collect hot drink stamps (buy 9 get one free)
- one-off incentives: get a free coffee on signup to the scheme
- half-price sandwiches on Fridays to give value for money and cut down on wastage

In April 2019, 1,181 users had signed up for the app. The target of 2,000 had been reached by the end of 2018/19.



Extending our range of products: turmeric latte



Extending our range of products: vegan berry blondies

Additions to our catering services:

We substantially increased vegetarian, vegan and 'free from' ranges both for retail and in all four catered halls of residence.

In September 2018 we extended the range of hospitality menus to include:

- biscuits/cakes that are gluten-free/dairy-free/vegan
- vegan wines on our wine list
- sustainable craft beer made from fresh surplus bread, malted grain and hops to the hospitality and bars menus
- vegan sandwich platters, fully inclusive vegan receptions
- pizzas for student events due to demand

In November 2018, we opened the Shaw Café, a dedicated plant-based vegan/vegetarian café.

We promoted monthly 'Feel Good Food Days' for catering outlets and completed product samplings in the units with an emphasis on healthy eating (Innocent, Vit-Hit, Love Corn).

Other initiatives to promote healthy eating and sustainability throughout the academic year included: Sustainable Fish Feed your Brain, British Food Week, Food Provenance, National Vegetarian Week, Fairtrade Fortnight, Reusable Plastics, Recycling and MRF, Coalition for Climate Change Day, KeepCups.



Exclusively vegan and vegetarian: the Shaw Café



Strategic Priority 3: Our People

Create and maintain a positive, flexible, vibrant, high performing workforce that is capable of change and acts on customer feedback to improve services and their own performance.

During 2018/19, 85 members of staff worked across a range of front and back of house roles in cafes, restaurants, bars, laundry services and catered halls of residence.

Training and development

During 2018/19 LSE Catering staff attended training and development courses and inspiration days in the UK and abroad to gain practical knowledge of local, regional and global food and beverage trends. Training highlights include:

A week of intensive barista training in Bologna, Italy for key supervisors in the coffee shops to refine and build on coffee knowledge, skills and expertise leading to Speciality Coffee Association (SCA) certification. This immersive experience in Italian coffee culture provided ideas, skills and inspiration to enable staff to enhance the customer experience at LSE.

Managers spent two days visiting restaurants across London, showcasing diverse flavours and cooking techniques from Peruvian rich culture with inspiration from Spain, Africa, Asia, France, Italy and Britain

Supplier visits included product development kitchen workshops, greengrocer warehouse tours and intensive coffee training with Union Direct Trade Coffee at their East London roastery.

Our chefs attended vegan workshops run by the Humane Society International. We're recognising a growing demand for vegetarian and vegan food. The workshops encourage and enable our chefs to develop menus away from meat products and put more plant foods on plates, exploring umami, creating texture and understanding pulses, whole grains and pseudo cereals. Other training and networking events included:

- Level 2 Food Safety and hygiene certificated training course for Caterers
- Level 2 Alcohol Licensing training award for Personal Licence Holders (APLH)
- Level 3 Award in Food Allergen Management for Caterers for all key kitchen staff and managers
- Skills for Chefs Conference at Sheffield University for professionals in the culinary industry
- Manual Handling and Fire Awareness training for staff working in the catering industry
- Food for Life Soil Association training
- Recycling training workshop to raise awareness of environmental and sustainability issues
- Consent Workshop



Strategic Priority 4: Environmental Sustainability

Support the School's environmental aims and deliver a catering environmental strategy with targets and commitments.

Environmental sustainability

One of the guiding principles of LSE's new 2030 Strategy is "ensuring a sustainable future". As university caterers, we have a significant role to play in the food chain as procurers and providers of food.

In 2019, LSE was named the 13th greenest university in the UK in the People & Planet University League – an independent rating of UK universities' environmental and ethical performance, run by student campaign group People and Planet. The LSE is third in the Russell Group and second in London. LSE catering helped the School to achieve this first Class Award with its ongoing work on sustainable food and reducing single-use plastics.

LSE Catering Department has sustainable/environment targets that feed into the School's Environmental Management System (EMS) to try to reduce any negative environmental impact and reduce the ecological footprint of the department.

Soil Association Food for Life Awards

Bankside, Rosebery, Passfield, Carr-Saunders Catered Halls maintained the silver Soil Association Food for Life Award. The LSE Garrick gained Bronze accreditation in 2018. The Shaw Café has started the journey towards Bronze accreditation.

Green Impact

In 2019 the LSE Garrick Restaurant received a Green Impact Gold Award for a project on 'Ditch the Disposable' which encouraged customers to opt for reusables rather than single-use plastics. They also received the Green Impact 'Environmental Improvement' Award in recognition of their work in promoting the use of Keep Cups to students and staff.

Sustainable Restaurant Award (SRA)

LSE Catering and the four catered halls (Bankside, Rosebery, Passfield and Carr-Saunders) were extremely proud to have maintained the nationally accredited Sustainable Restaurants Associations highest possible rating of an excellent 3 stars. The rating covers key catering areas such as:

'Sourcing' (local, seasonal, ethical, sustainable fish and Fairtrade)

'Society' (Fair treatment of suppliers, healthy eating options, responsible marketing and local community engagement)

'Environment' (impact of supply chain, managing waste, and energy and water efficiency) areas that consider social impacts, environmental and sourcing practices all very important to LSE catering.



We're passionate about working on all these aspects of our service at every level of the supply chain; from farm to fork and everything in between and provide a sustainable food service to all students and staff at the LSE.

KeepCups

Having consulted with colleagues from other UK universities and researched the highstreets trends, we introduced a new strategy to reduce single-use plastic cups. We increased the existing 10p discount to those customers using a reusable cup to 25p and in addition introduced a levy of 10p on single-use cups. With funding from the LSE Sustainable Futures Fund we have also been able to offer our students and staff Keep Cups at the discounted price of £5.00 with the first drink free so making this a very attractive offer.

Since September 2018 we have run promotional campaigns as part of our efforts to reduce the use of single-use disposable cups and support the LSE Director Minouche Shafik's plastic challenge. This has had considerable effect in reducing single-use plastics and has raised awareness hugely across campus.

Our EPoS system provides us with data which gives the daily figures on the number of reusable cups sold and their use in our units across campus. In the first eight months of introducing this two-pronged approach, we have saved 92,266 single-use plastics and the reuse rate of KeepCups is 14 per cent of all hot beverage sales.

For a number of years, we have had a 10p levy on all sales of plastic water bottles purchased which is reinvested in environmental projects through the LSE Sustainable Projects Fund. In 2018/19 this resulted in £10,468 being raised by LSE Catering for the School to use on

environmental projects. To date, LSE Catering has raised over £81,748 to help these sustainable projects at LSE.



Promoting the use of KeepCups across LSE campus



Potato latkes, sufganiyot donuts and more: food to celebrate Hanukkah at Rosebery Hall



Strategic Priority 5: Financial Sustainability

Offer excellent value for money to students and the School whilst ensuring financial sustainability, seeking ways to expand our revenue base to reinvest in food and beverage facilities for the future benefit of the wider community.

We introduced web-based e-procurement system Procure Wizard in March 2018. This enabled us to automate many of the manual and labour-intensive tasks involved in purchasing. Using a single portal for all our suppliers to maintain our products, prices, invoices, credit data. The new system allows us to:

- trade with multiple suppliers through a single source
- process purchase orders online
- issue electronic invoices
- carry out online credit resolution
- manage our products and catalogue

Procure Wizard allows us to manage suppliers and food prices and significantly streamline our accounting systems. We have simplified the process from order creation to invoice creation and reconciliation and price comparison at the time of ordering.

Table 6: Catering outlets and hospitality income 2018/19

LSE central catering	2018/19	
Retail outlets	£2,908,976	58%
Hospitality services	£2,082,827	42%
Total income	£4,991,803	100%



What students in catered halls said about our food (taken from the 2018/19 annual satisfaction survey):

"I LOVE the vegan food at Rosebery Hall!!!"

"Dinner is a perfect opportunity for community-oriented events. Also, continuing the many vegan options is greatly appreciated!"

"The food's a high standard here, I'm so grateful for the avocados in salads ... I LOVE the food here!"



Passfield Hall barbecue



To book please visit:
lse.ac.uk/facultyaccommodation



What students in catered halls said about our food:

"Catering services are amazing at Passfield. Both the quality of food and the friendly staff that serve it. They are very good to us and I really enjoy dinner and brunch. Perfect, loved my Passfield catering"

"Very friendly catering team at Bankside House, lovely food, the restaurant is a really valuable resource, and I'm impressed that they offer vegan options. Great variety of good quality food."

"I love the amount of choice and the number of healthy options at Carr-Saunders Hall. Having leafy greens at the salad bar is my favourite part."



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