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OF ECONOMICS AND
POLITICAL SCIENCE ■



Residential and Catering Services Division

Annual Report 2021-2022

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Introduction from Ian Spencer, Director of Residential and Catering Services Division



I am pleased to introduce the Residential and Catering Services Annual Report for 2021/22. The academic year began with covid restrictions still in place with our students' forming households in the event of groups needing to self-isolate. As covid restrictions were lifted we were able to ramp up our residential life programme in halls and introduce more social activities. Despite the challenging start

to the academic year, 95% of students in our annual student accommodation satisfaction survey said they were enjoying their stay. 87% of students in LSE managed halls said they felt their hall had a strong sense of community. These strong scores show the resilience of our students, and it reflects the hard work put in by our staff teams to ensure students have an excellent experience.

We accommodated 3,517 students – 32 % of the LSE student population. With 6,982 students registering for an accommodation account, demand still far outstrips supply. A particular highlight of the year was being able to complete financial close on a new hall of residence, Glengall Road. When it opens in September 2024, the hall will be a tremendous addition to our current offering allowing us to offer graduate students ensuite accommodation for 51 weeks.

I hope you enjoy reading about our successes, none of which would be possible without such hard working and dedicated teams of staff within Residential and Catering Services.

Ian Spencer, Director of Residential and Catering Services Division

Residential and Catering Services Strategic Plan 2020-25

The [Residential and Catering Services Division's Strategic Plan 2020-25](#) supports the [LSE 2030 Strategy](#). Our vision is:

"As a provider of residential and catering services, we will position ourselves to be a leading and exemplary service provider, a model of good practice and a significant contributor to the student and staff experience at LSE.

Our aim is to make our services the destinations of choice by providing an inclusive and exciting range of accommodation and food offerings that fulfil the diverse needs of our students and staff. We will be leaders in residential and catering services in the UK, providing a professional, distinctive, contemporary and innovative customer focused service".

For the duration of the strategic plan, the division will focus on three objectives:

- Creating a sustainable LSE
- Creating an inclusive home for learning
- Investing in our community



Creating a sustainable LSE

We are committed to providing a world class campus for our community.

New student hall of residence

In December 2021 we were very proud to have reached financial close on Glengall Road, a new hall of residence due to open September 2024. The hall will provide 676 ensuite rooms for LSE Graduate students. Overlooking Burgess Park in Southwark, the new hall has direct bus and cycle routes to LSE. Once opened, the hall will address the under supply of 51-week letting contracts for our students. The hall is being built in conjunction with Spark Living and Equans with funding from the Pension Insurance Corporation (PIC). Works started on site in January 2022 with the demolition of the existing warehouse. The photographs show the progression of the works.

Further information can be found at: placesandcommunities.co.uk/glengall-road



Applications, Bookings and Allocations 2021/22

We accommodated 3,517 students in our halls which equates to 32% of registered students. This replicates the numbers of registered students accommodated the previous year, although proportionally, we accommodated higher numbers of new students in our halls this year. 6,982 students created an accommodation account and searched for available bed spaces. We accommodated a higher number of General Course students in our halls this year, in comparison to the previous year when numbers had dropped sharply due to COVID-19.

Student type	New accommodation accounts created	Students accommodated in halls	Students registered at LSE	% of registered students accommodated
First year undergraduate	1,478 (2,047)	1,365 (1,491)	1,781 (2,131)	77% (70%)
New postgraduate	3,718 (3,412)	1,418 (1,437)	5,337 (5,691)	27% (25%)
Continuing students	1,488 (1,728)	505 (617)	3,705 (3,492)	14% (18%)
General Course	283 (245)	229 (45)	261 (81)	88% (56%)
Totals	6,982 (7,472)	3,517 (3,590)	11,084 (11,395)	32% (32%)

Table 1: New accommodation accounts created, and students accommodated in 2021/22 (previous year in Italics)

System improvements

In December 2021, our Residential Services Office moved to the Salesforce platform to track and manage their email communications. In conjunction with this, the team implemented a web-form, a feature which allows students and other customers to type a query and be presented with an answer online, to save the student from needing to send an email. The team also implemented an online chat function allowing students to instant message a team member and receive an immediate answer. These developments allowed us to minimise email traffic during peak periods and to provide quicker responses to student queries.

The team also implemented an online calendar booking system to enable students to book 1-1 zoom meetings with team members. This has proved far more popular with students than in-person appointments and has helped the team to transition to blended working while still providing a customer facing service.

Financial sustainability

Residential Services 2021/22 Income

The total income generated by LSE Residential Services in 2021/22 increased significantly on the previous year as we returned to near normality after the first wave of covid restrictions. Income was £27.5m, an increase of £10.8M on 2020/21 which represented an increase of 65%. This increase from 2020/21 is due to occupancy levels returning to near normal after the pandemic. Student occupancy was 98.6%.

Figure 1: Residential Services income by type 2021/22

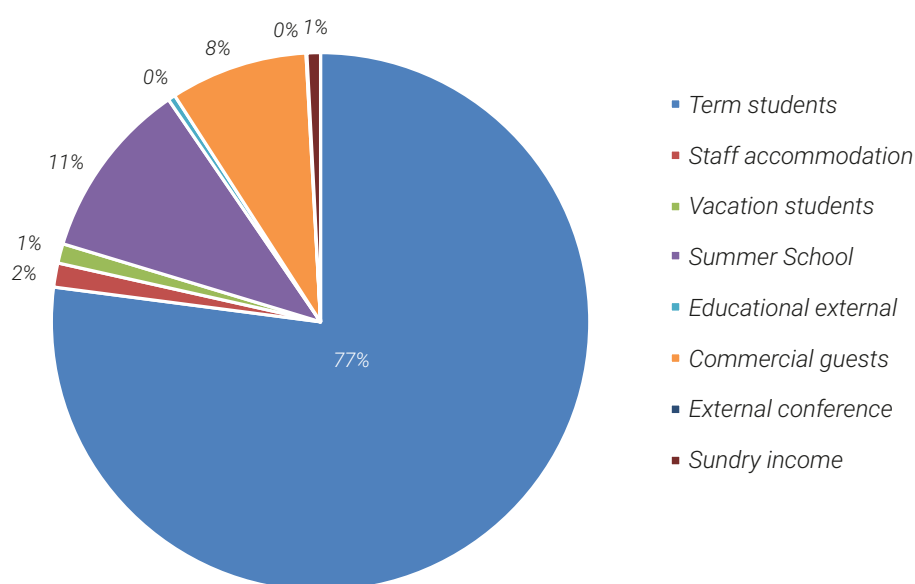
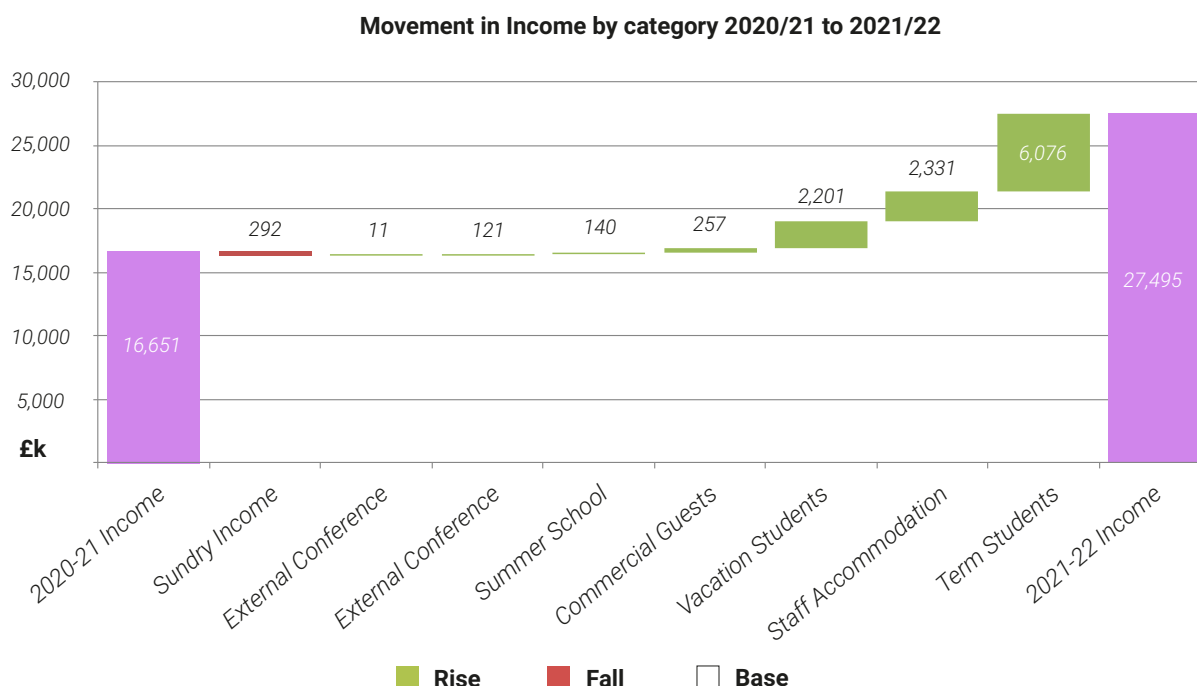


Figure 2: Residential Services movement in income by category 2021/22



LSE Catering Services 2021/22 Income

The total income generated in catering during the year was £4.2m, an increase of 340% on the previous year. This increase was due to services returning after the covid lockdown of 2020/21.

LSE Central Catering	2020/21	% Total Income	2021/22	% Total Income	% Current year Vs Previous Year
Retail Outlets	£537,898	55%	£2,137,834	50%	-297%
Hospitality Services	£124,641	13%	£1,394,886	33%	-1019%
General Store	£166,178	17%	£660,987	15%	-298%
Online Store	£143,313	15%	£83,953	2%	41%
Total Income	£972,030	100%	£4,277,660	100%	-340%

Table 2: Catering outlets and hospitality income in 2021/22

Long Term Maintenance and refurbishment projects

During the academic year we spent £3.8m on refurbishment works which included Rosebery Hall restaurant and refurbishments to the shower blocks in Carr Saunders Hall. We also carried out essential works to the fire doors within Bankside House.



Carr-Saunders Hall showers before refurbishment



Carr-Saunders Hall showers after refurbishment

Rosebery Hall Restaurant

In June 2022 we closed the restaurant in Rosebery Hall for refurbishment. Working with Rock Townsend architects the restaurant was redesigned, the old, suspended ceiling was removed, new banquette seating was provided, and the tables refurbished.



Rosebery Hall Avenue restaurant before



Rosebery Hall Avenue restaurant before



Rosebery Hall Avenue restaurant refurbished



Rosebery Hall Avenue restaurant refurbished

The new Beavers Brew Café

In January 2022 we opened the Beavers Brew café in the new Marshall Building. The café is located on the ground floor in the Great Hall, which overlooks Lincoln's Inn Fields. We have introduced innovative plastic free products and packaging with fresh salads, sandwiches and juices made on the premises. We are also promoting returnable reusable containers. The Beavers Brew got off to a great start and has developed a loyal following of students and staff.



Superfood drinks served at Beavers Brew Café



Returnable reusable containers



The Beavers Brew Café

LSE Summer School

During Summer School 2022 we accommodated over 2,600 students in four of our halls.

Demand for accommodation from Summer School students was high, bouncing back from the covid period. Sessions one and two were fully booked with 1,075 rooms per session.

57% of LSE Summer school students opted for LSE halls of residence as their preferred accommodation while attending their course.

Environmental sustainability in RCSD

#Sustainable Halls Campaign

A new Sustainable Halls Strategy and #Sustainable Halls Campaign was developed in conjunction with Students Organising for Sustainability (SOS-UK). New engaging halls communications were designed, including a new social media campaign to engage students. Two recycling and waste audits were conducted for the first time with results shared with residents to improve impact on recycling.

The overall winning hall was Butlers Wharf who celebrated with an ice cream party!

The Residences accommodation satisfaction survey 2022 reported very strong student satisfaction with sustainability in halls, with 84% feeling a sense of sustainability in their residence.

British Heart Foundation

We continued a successful partnership with the British Heart Foundation (BHF) 'Relove' campaign with 546 bags of items worth £7,644 being donated to the BHF. The equivalent of 4.4 tonnes of items were diverted from waste and 44,453 kgs of CO2e gas emissions saved. This is the equivalent of 1 Male African Grey Elephant of waste saved.

TRAID clothing donations

TRAID collected 6.8 tonnes of clothing and shoes, saving 94.3 tonnes of CO2e greenhouse gas emissions from August 2021 to September 2022. This is the equivalent to a water saving of 10,880 m³. This amounts to approximately £24,020 worth of garments being diverted from landfill and either recycled or reused.



'Our School' Sustainability Award

Congratulations to Rosa Gil, Front of House Manager at Rosebery Hall of Residence, for being presented this year's 'Our School' Sustainability Award at the 2021/22 Celebration of Sustainability for championing and driving sustainability across the halls.

Food waste initiatives

Our Bankside House catering team implemented a Food Waste System to assess kitchen food waste and student plate waste. The system consists of a touch screen at front and back of house with the screens recording kitchen preparation waste, and plate waste on the student side. The system uses AI technology to monitor and record food waste scrapings, which it identifies, logs and presents feedback in a dashboard format. It allows continuous monitoring of elements of food waste that can then be used to formulate strategies for reducing food waste.

On campus, we introduced the "Too Good to Go App" for repurposing food waste. The platform is used to offer left over food items at a discounted price. This helps reduce food waste of items that could not be reused. During the Christmas 2021 period we made food donations to two local charities City Harvest and the Salvation Army hostels and food banks as we had items left over after covid led to the cancellation of some planned LSE events.



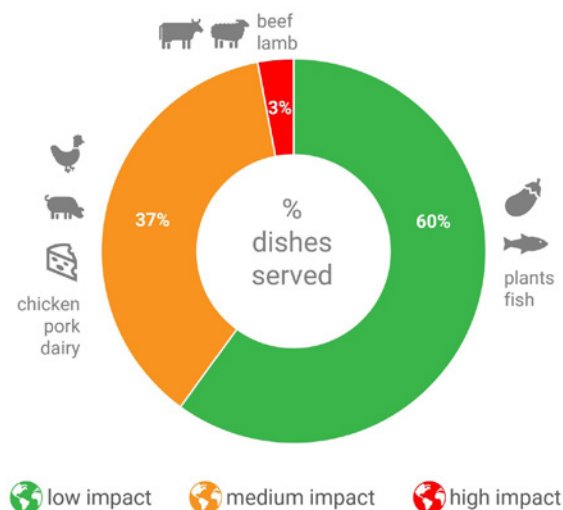
Jakub Krejcik and Marcin Siemion from LSE Catering helping with Christmas mince pie food donations

Carbon labelling

A Carbon labelling traffic light system was introduced on all hot food counters at LSE as an impactful way to reduce our carbon footprint and tackle climate change. The labelling aims to raise customer awareness of the carbon impact of different food dishes in the hope of encouraging positive informed choices.

In the period 2021/22 on the main campus, the sales of the hot food items were 57.5% low carbon impact rated (vegetarian, vegan and fish dishes), 39% medium carbon impact rated (chicken, dairy, turkey and pork) and 3.5% high carbon impact rated (beef and lamb). Our target for low carbon impact rated food was 60% so we were pleased with the results.

LSE catering outlets: food carbon impact



LSE Catering carbon labelling traffic light system

Vegan choices

We have increased the number of plant-based options across campus and in catered halls, driven by demand from our students. To promote this important initiative further, we now offer buying 9 plant-based dishes and get the 10th free via our Food Club App. We also work closely with students and colleagues from other LSE departments on behavioural changes to food choices via nudges, price-points and positioning of plant-based foods.

Green Impact

LSE has been participating in Green Impact for 13 years, the longest running Green Impact programme in the World! The LSE Catering Team were awarded a Platinum Award for their work on range of projects from the Beavers Brew cafes plastic free initiative to the introduction of the carbon labelling scheme and food waste reduction efforts. Karen Agate Hilton was awarded LSE Green Impact 'Sustainability Hero' winner, for embedding sustainability across the department.

Bankside House, High Holborn, Passfield Hall, Carr-Saunders achieved Gold awards with. Rosebery Hall and Butler's Wharf achieving Silver.

Sustainable Restaurant Association

Catering was re-accredited with the Sustainable Restaurant Association 3 stars award in January 2022. The four catered halls also received their Food for Life Silver reaccreditation in July 2022, followed by the Shaw Café and Garrick Restaurant Bronze Award reaccreditation in September 2022.



Sustainable Futures Fund

Over the course of the academic year, we raised £8,250 for the Sustainable Futures Fund. The income is raised from a levy on bottled water sold in LSE Catering outlets. The fund goes towards sustainable projects over the next academic year.



Sidney Webb residents enjoying the outdoor cinema event in Welcome Week



Coffee and cake served at The Garrick restaurant



The Beveridge Café



The Garrick restaurant

Creating an inclusive home for learning

We will continue to embrace diversity and foster belonging among our student body.

Annual student accommodation satisfaction survey

Each Lent Term, we run a student satisfaction survey across all halls to gather feedback from students to improve our services. In 2021/22 over 2,000 students completed the satisfaction survey (1,328 students in LSE managed halls and 780 students in third-party and intercollegiate managed halls). That's an overall response rate of 52% across all halls and 66% for LSE managed halls - an overall 4% increase on last year.

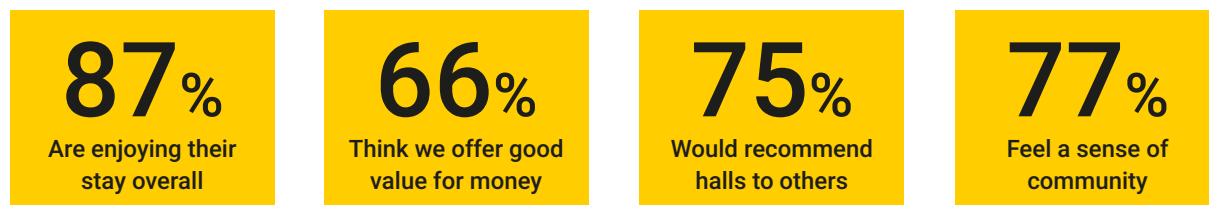
In our 2021/22 satisfaction survey **80% of students across all halls told us that they feel a strong sense of community in their hall** (a 28% increase compared to 2020 pre-pandemic results). We are particularly pleased to see overall enjoyment of stay, and likelihood to recommend to other students improve across all LSE managed halls.

A summary of the results is provided below:

LSE managed halls:



Third-party and intercollegiate managed halls:



92% of students living in LSE managed halls said they would recommend their hall to others. This is up from 84% in 2020/21.

We continue to see improved scores across catering in LSE halls for friendliness of staff, quality, and variety of food – a special mention to the team at Bankside House for most improved catering results.

Most of the Residential Life scores have also improved including awareness of Warden, Sub warden teams and our activities programmes. Finally, 88% of students are satisfied with our fantastic student Hall Committees – up from 70% in 2021.

Our most improved area this year is sustainability awareness across LSE managed halls with 84% of students feeling an overall sense of sustainability – up from just 49% in 2021. We are also pleased to report that 84% of students find it clear how to separate their waste for recycling – up from 61% in 2021. A special mention and thank you to the LSE Sustainability team and our charity partners, Students Organising for Sustainability UK.

To view the full report and set of statistics visit: halls.lse.ac.uk/satisfaction-survey

What students say about our service

"I love living in halls because of the community feel and good food in the dining hall. The communal areas are great, and our bedrooms are a good size with everything you need."

Bankside House, Undergraduate student, 2021

"I've had a great time living at Butler's Wharf as the community is a perfect mix of social elements and conduciveness to study."

Butler's Wharf Residence, Postgraduate Masters student, 2021

"The staff of the accommodation is extremely kind and helpful. Services are efficient and regular. The accommodation organizes a lot of activities and events for everyone."

High Holborn Residence, Postgraduate Masters student, 2021

"The front desk, maintenance, and cleaning staff are SO lovely and helpful! The facilities are clean and modern. The location is extremely convenient."

High Holborn Residence, Postgraduate Masters student, 2021

"Great location. Garden. Lovely friends and staff. Good facilities and food."

Passfield Hall, Undergraduate student, 2021

"The staff are incredibly friendly, helpful, and supportive, my room was so much bigger than I expected it to be, and the hall is maintained at a great standard cleanliness wise consistently. I feel safe here."

Rosebery Hall, Undergraduate student, 2021

"I love that I can befriend people from different countries, different ethnicities, different age groups. I love to learn about their culture, to help them with their studies and to get help with mine, and also to have heart to heart conversations at the dinner table."

Rosebery Hall, Postgraduate Masters student, 2021

Enhanced Residential Life programme

Following the lifting of covid restrictions during the year we were pleased to be able to offer events and activities to the class of 2021/22. Our community building and social opportunities included:

- Art, history, food, and culture tours across London
- Weekly fitness and wellness activities in halls such as yoga and meditation
- Day trips to Cambridge, Oxford, Kew Gardens & Seven Sisters (East Sussex coast)
- Theatre trips to almost every West End show
- Several boat parties on the Thames
- Exclusive LSE only cinema screenings

Our new events programmes attracted 5,177 attendees in 2021/22 and thousands of students added themselves to event waiting lists.

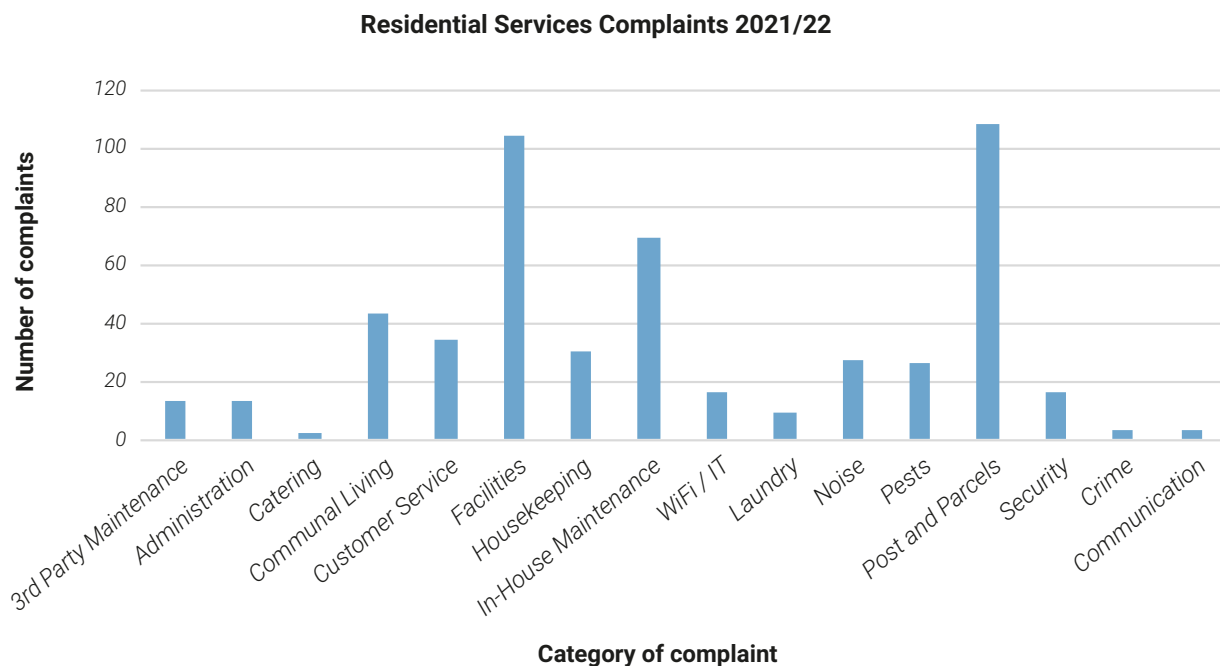


LSE Residential Life pottery painting event

Customer feedback

As part of our commitment to be a leading and exemplary service provider, we take customer feedback seriously and we act on customer feedback. We received a total of 516 complaints in 2021/22 compared to 596 in 2020/21, which was a slight decrease. Of these complaints 77% were recorded as Level 1 where they were resolved locally. The highest proportion of all recorded complaints were regarding post and parcel services (21%).

Figure 3: Residential Services complaints 2021/22



LSE Catering received many compliments regarding the staff and service of our hospitality service provision.

"It is highly appreciated for how prompt your service was and exceeded our expectations. Should we have any further events it would be a pleasure to do it again with LSE catering"

Feedback from GovSec event

Improved internal collaborations

This year saw improved collaborations across the School. Our events were a success because of close working relationships with LSESU, LSE Life, LSE Volunteer Centre and the Disability and Wellbeing Service.

LSESU supported Residences to embed consent education into the Residential Life programme and compulsory hall's induction process.

Weekend activities and events were delivered in partnership with LSE Life including festive events over the Christmas break. A range of volunteering opportunities close to each hall were developed, working with the expert advice of colleagues in the LSE Volunteer Centre. The Disability and Wellbeing Service worked closely with the hall Warden teams to ensure a joined-up student experience on and off campus.

Improved student communications identity

Working with the LSE brand and communications teams as well as students, Residential Services launched a new brand and communications identity. This included externally re-branding each hall, new staff uniforms, welcome merchandise, enhanced social media channels, improved email communications printed materials and much more.

Feedback from students told us that they found it hard to find information about life in halls at LSE. So, we launched our new platform called '[Halls Life](#)' which is packed full of useful articles such as: tips on living in halls, local shops, how to stay safe, wellbeing support, events and getting the best out of living in London. We also commissioned students to create room tours, updated all 360-degree photos and introduced a new series of student vlogs across social media channels.



Investing in our community

We will invest in supporting and developing all our staff.

- Investing in our community and supporting and developing our staff is one of our key strategic objectives.
- 264 staff were employed in Residences and Catering, including LSE students.
- Employing LSE students to work with us enables them to work part-time whilst studying and share their knowledge of living in halls and studying at LSE with us.

Recruit and retain experienced and diverse staff

Staff internal promotions

We were very pleased that over the course of the academic year we were able internally promote many staff. In Catering Donna Amedee, Gladys Otuo-Serebour, Hastings Maluza, Aga Basza and Marcin Siemion were all promoted to Assistant Managers and Jakub Krejczik and Kate Koutropoulou were promoted to full time supervisors.



In Residential Services Natalia Filippou left her post in July 2022 as Receptionist at Rosebery Hall to join the Residential Services Office (RSO) as a Residential Services Officer. Camilla Villegas-Robledo also joined the RSO as a Residential Services Officer moving from Residence Assistant at Bankside House. Valeria Onofrio moved to Rosebery Hall as Receptionist after working across Carr-Saunders and Passfield Halls as a Residence Assistant.

Agnieska Milek moved to LSE Catering as Catering Administrator from Residence Assistant at Carr-Saunders Hall. Roberto Del Monte started as our new Hospitality Co-Ordinator. Roberto joined the catering team after many years as Front of House Manager in Residential Services.

Head of Residential Operations

In July 2022, Hannah Kearns was confirmed in post as Head of Residential Operations. Hannah had been covering the post since January 2021 having previously worked in Residential Services Office as the Residential Services Manager. Hannah has worked at the School since 2001 having started working in the division as an LSE student.

Residences Catering Manager

In May 2022, Ana Martinez Badia joined us as our Residences Catering Manager. Ana has previously managed the catering at colleges and schools. Ana's role oversees the four catering teams in our halls, and she is responsible for overseeing improvements to our halls catering operations.



Our heartfelt thanks to Stephen Swarbrick for stepping up at short notice and acting as interim Residences Catering Manager during a very difficult time. We are now pleased to welcome Stephen back to main campus.



Congratulations to our new starters and well done to our colleagues on their promotions.

Customer Service training

In May and June 2022, around 50 staff, including team members from maintenance, catering and front of house attended one of a series of customer service training courses. During the pandemic, our customer service had shifted to focus mainly on the protection and safety of our residents. By contrast, the summer of 2022 was the busiest commercial period in our halls for three years and this training helped our teams to readjust to the needs of our commercial customers as well as the changing needs of our students.

What our student assistants think about working in RSCD



"My name is Tatian Muwanga. I am from Uganda. I was pursuing the MSc Global Health Policy Program in the academic year 2021/2022. I started working as a residence assistant in June 2022. Working in this position, at LSE, amidst a multicultural and diverse team has been all synonyms of amazing. Representation is important to me. Working with a diverse student body has enabled me to build cultural mindfulness and self-awareness critical to thrive in today's workplace that is diverse along many aspects given globalization. And dare I say, the salary has been handsome and key to aiding my London exploits to make memories of my time at LSE and London."

Tatian Muwanga, MSc Global Health Policy Program



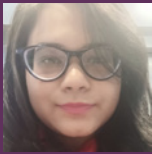
"Working at Butlers Wharf has been an exciting experience. Through this role, I ended up meeting a lot of people whom I might not have met otherwise. My colleagues have always been very helpful and kind, and we have a very positive work environment which encourages us to be better. I have been exposed to a lot of LSE wide events and activities which I wasn't aware of prior to joining and I truly appreciate the knowledge and skills that I have gained here."

Denuer Dcosta, MSc in Statistics (Financial Statistics)



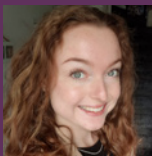
"Working with the RSO has been a very fortunate and rewarding experience for several reasons. Firstly, the degree of flexibility with regards to shifts and the ability to be able to work from home has made balancing work and studies much easier than other part-time jobs. Secondly, it has given me an insight into the administrative aspect of the university and has helped me practice many transferable skills that I will be able to use in later employment. Thirdly, the remuneration is extremely generous for a student job and has helped enormously. Finally, working with the LSE has given me the opportunity to apply for a remission of fees for my MSc which I am incredibly grateful for. I would definitely recommend any student considering applying to apply!"

William Pinon-Reyes, MSc International Relations



"I joined the LSE Residence Assistant Team in March of 2022. I joined at LSE Roseberry Hall. I gained so much experience working here. I became more patient as an individual and learnt how to work efficiently in crisis situations. I also met people from various cultural backgrounds and got to learn so much about their culture. I also gained various life lessons from them. Moreover, working as a Residence Assistant helped me develop my IT skills further. I am currently working at LSE Carr-Saunders, the experience of working here is helping me develop more as an individual."

Sri Roy, MSC in Gender



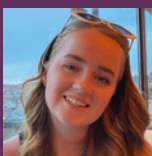
"Working with the Residential Services Team has been such an enjoyable and rewarding experience. The colleagues you meet are supportive and knowledgeable, so you feel well-equipped to help students in halls to have the best possible experience ahead of their arrival and throughout their stay. Having lived in halls for two years myself, my feedback was always appreciated, which is a great feeling to have."

Victoria Frost, BSc in Environment and Development



"Working as a Residence Assistant at the LSE Passfield Hall has not only given me the opportunity to use my extra hours during term time more productively, but it has also resulted in my overall development of essential transferable skills like the management of accounts, administrative functions and resources. Trained and guided by extremely kind and able management and peers, this job has also allowed me to hone my people facing and communication skills that are important not just from the aspect of a prospective job but also more generally, in my day-to-day life. Overall, it has been an extremely enriching and enjoyable experience that I would recommend to any student looking to work part-time during their terms at LSE."

Anushka Gupta, Master of Laws



"Working in reception alongside my studies has been extremely enjoyable. Not only have I had the opportunity to develop my customer service and time management skills, I have also become a friendly face to fellow students in the hall which has made the role even more fulfilling."

Maddie Herring, BA Geography

Values in Practice awards

Residential and Catering services staff were nominated over a range of categories in this year's Values in Practice awards.

In collaboration with colleagues in Estates, Residential Services housekeeping and reception staff were winners of the Director's award.

Professional Organisations

In 2021/22 we continued to network with peers in professional associations for university accommodation and catering staff. We continue to share knowledge and experiences across the industry.

CUBO College and University Business Officers

TUCO The University Caterers Organisation

ACUHO-I The Association of College and University Housing Officers – International

ASRA The Association Student Residential Accommodation

AMOSSHE The Student Services Organisation

Thank you

Our thanks go to everyone who contributed to our successes in the division in 2021/22, staff, Student Union, Residences and Catering User Groups and our student community.



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The information in this publication can be made available in alternative formats.

If required please email **residences.admin@lse.ac.uk**

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