



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE



Residential and Catering Services Division

Annual Report 2022-2023

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



I am pleased to introduce Residential and Catering Services Division's annual report for 2022/23. The report highlights the achievements made by staff in the Division who work hard to ensure our students enjoy their time at LSE.

We made substantial progress during the year on our strategic aim of growing to circa 6,000 bedspaces. You can see our progress on page 3 of this report.

Demand for accommodation remains high. In 2022/23 we accommodated 4,088 students and had 7,810 applications for accommodation.

In our annual student satisfaction survey, we achieved a response rate of 59% – up 7% on last year's survey. 87% of students are enjoying their stay in residences, 84% would recommend their hall to other students and 81% said their hall offered good value for money (up 7% on last year's survey). This is particularly important during the cost of living crisis experienced in the UK (United Kingdom). For those students who do not have an evening meal as part of their rent, our catering team now offer an early supper service on the Fourth Floor Restaurant for £2.50.

Our teams in catering did a magnificent job in continuing to innovate in our food offerings. For more details see page 5. Our halls catering teams achieved 84% in our annual survey for overall satisfaction, variety, and quality of the food offerings. They achieved 90% satisfaction for friendliness of the staff.

Our small vacations team worked hard over the year to ensure our bed spaces were sold commercially over the summer months. Vacation business bounced back after the covid years including the return of language groups. We sold all our available bed spaces to LSE summer school students in sessions 1 and 2.

Our Residential Life team including our Wardens and Sub Wardens did excellent work with students providing a vibrant social calendar of events and ensuring our students are safe. This work was only possible with the close cooperation of the sabbatical officers in the LSE Students' Union who continue to have excellent working relationships with staff in residences and catering.

Finally, we're pleased to reopen Cooper's Restaurant on Lincoln's Inn Field following a refurbishment as well as the new coffee bar in the Staff Common Room.

I hope you enjoy reading the report and learning about our sustainability initiatives and our efforts to continually improve our services.

Ian Spencer, Director of Residential and Catering Services Division

CREATING A SUSTAINABLE LSE

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

Providing sustainable and affordable accommodation and catering

During the year we continued to make substantial progress on new residential developments and our strategic aim of growing to **6,000 bed spaces**. Securing circa 6,000 bed spaces for LSE students will enable us to guarantee an offer of accommodation to all new first year students.

Glengall Road is renamed Robeson House

Our Glengall Road development was renamed by the School's Senior Management Committee as Robeson House. Robeson House is a new 676 bed hall of residence which is currently under construction.

The School's Senior Management Committee agreed to rename Glengall Road as Robeson House after alumna Eslanda Cordozo Goode Robeson (1895-1965) who studied at LSE between 1933 and 1935. Eslanda was an anti-racist, anti-colonialist, anti-capitalist, and feminist. She is remembered as a unique black woman of her time. Here is more information about Eslanda Robeson: [Eslanda Robeson \(lse.ac.uk\)](https://lse.ac.uk/eslanda-robeson)



Architects final image of Robeson House (Glengall Road) from Burgess Park

New student housing scheme – Urbanest Battersea

In May 2023, we signed a 6-year nomination agreement with our partners Urbanest, for their [**new hall of residence in Battersea**](#). The hall will open in September 2024, and we will take 298 “affordable” bed spaces as defined by the Mayor’s Office (defined as 55% of the student maintenance loan). In 2026 this will increase to 650 bed spaces to replace the beds we lose whilst Bankside House is being redeveloped.

Development of Bankside House

We have ambitious plans to redevelop Bankside House from its current 600 student beds to somewhere near 1,800 beds. The formal process to appoint a development partner has begun and we hope to confirm the appointment by the end of this calendar year. We have appointed Stuart Pennycook as Principal Project Manager. The design of the new Bankside House will be progressed after we have appointed our development partner, and the aim is to achieve planning permission in 2025. If this is achieved the hall will close in 2026 and re-open in 2030. The new hall will be catered, will accommodate students for 38 weeks and will open for summer school students and/or vacation visitors in the summer months.

Holborn Viaduct

Planning permission was granted for a new student hall of residence in Holborn Viaduct. The School gave Dominus a letter of support during the planning process. The School hope to secure a nomination agreement with Dominus in the next few months which will give LSE students access to the “affordable” rooms as defined by the Mayor’s Office. More information on the site can be found here: [**61-65 Holborn Viaduct – New Development – Farringdon, London EC1A \(buildington.co.uk\)**](https://buildington.co.uk)



Residential and Catering Services SLT visit to Robeson House

Applications, Bookings and Allocations 2022/23

In 2022/23, 7,810 people created accommodation accounts to apply for places in student halls. We accommodated 4,088 students in the year, which as a percentage of the total registered students was 35%.

We are extremely excited that next year with the opening Battersea we will increase our bed spaces number by 298 meaning we will be better able to meet the growing demand for LSE bed spaces.

	Accommodation accounts created	Students accommodated in Halls	Students registered at LSE	% of registered students accommodated
First year undergraduate	1,895 (1,478)	1,602 (1,365)	2,114 (1,781)	76% (77%)
New postgraduate	4,103 (3,718)	1,674 (1,418)	5,596 (5,337)	30% (27%)
Continuing students	1,542 (1,488)	610 (505)	3,761 (3,705)	16% (14%)
General Course	270 (283)	202 (229)	253 (261)	80% (88%)
Totals	7,810 (6,982)	4,088 (3,517*)	11,724 (11,084)	35% (32%)

*Accommodated figures for 21/22 did not include LSE students accommodated in University of London intercollegiate or Lilian Knowles Hall.

Table 1: New accommodation accounts created, and students accommodated in 2022/23 (previous year in Italics)

Demand for accommodation in 2022/23 was high, returning to pre-pandemic levels. LSE welcomed a higher number of first year undergraduate students than in previous years, and this demand translated to a higher number of first year undergraduates in our halls, as we currently guarantee a space in accommodation for new incoming undergraduates. Demand remained high throughout the year with any vacancies being filled quickly and occupancy remaining close to 99% throughout the year.

System improvements

In June 2023, we commenced a tender process to replace our property management system, Rezlynx, and the student booking system, Hallpad. The aim was to find a single system that could manage both the commercial and the student business, allowing us to streamline our processes and offer a smoother booking journey for our customers. The tender process concluded successfully in August 2023 when the evaluation panel selected a Preferred Supplier, Kinetic. The following month, the project received Portfolio Board approval and the team are looking forward to working on the implementation over the year.

In August 2023, Indicatier, the catering hospitality booking system was upgraded to a new platform. This new development provided a smoother booking process for our customers.

An enhanced Data Code Genie tablet was installed in Catering allowing the team a quicker and easier design of allergen labelling. A wireless thermal printer with Bluetooth technology and a cloud-based web portal have enabled greater flexibility when labelling our produce.

All catering outlets and halls were part of an improvement project to upgrade the PED (Pin Entry Device) machines which were reaching end of life. Replacing these devices has provided a more stable environment and faster transaction for our customers.

Improving our catering and hospitality service

Hospitality

As our hospitality services continued to grow, we introduced a range of innovative menus to fit in with customers budgets and expectations. Highlights included the student Gala Balls, the Civic Trust Annual Awards Dinner, Afternoon Teas hosted by the Director, Summer External Parties and Christmas Parties, Graduation Receptions for 9,600 in December 2022 and 16,500 in July 2023. The Professional Services Staff (PSS) Conference was held on campus gaining great feedback from the organiser and the attendees.

Attendees were asked to complete a short survey rating the quality of food at the PSS conference:

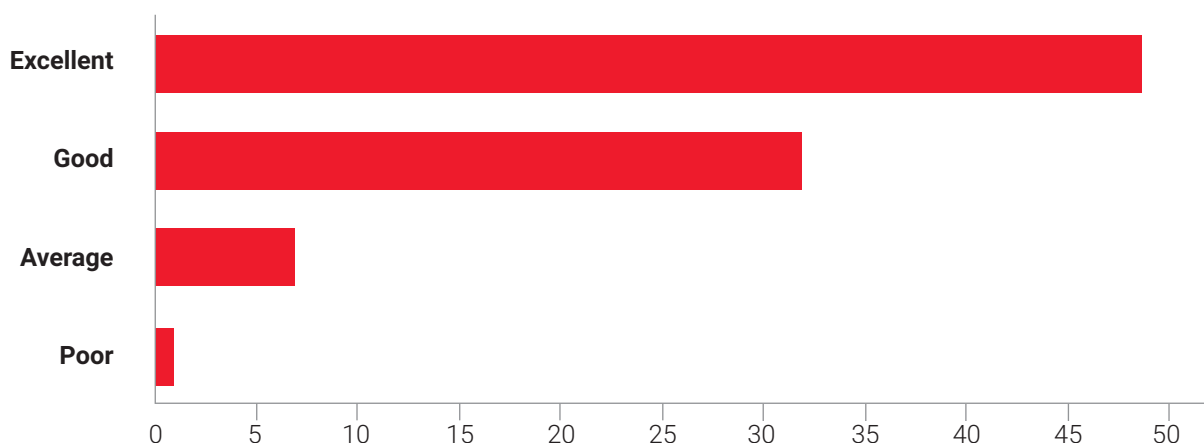


Figure 1: Survey responses regarding food quality at PSS conference July 2023

"Thank you so much for all your hard work, support and the brilliant spread that you provided us with on the day."

Professional Services Staff Conference Organiser

Here is a sample of comments from the attendees:

- "Great food, very impressive!"
- "Catering and the team always do an amazing job. The meat free and vegan options were very tasty. The presentation was also impressive for such a large order! Hats off to Catering, great job."
- "The spread was fantastic!"
- "Tasty – great to see such a wide range of vegan food in particular, as I'm vegan and can sometimes suffer from a lack of options."
- "Great quality food, best I've had in all my time I've been at LSE!"
- "This was exceptional, really liked the food cones! That was so innovative!"



Director's afternoon tea



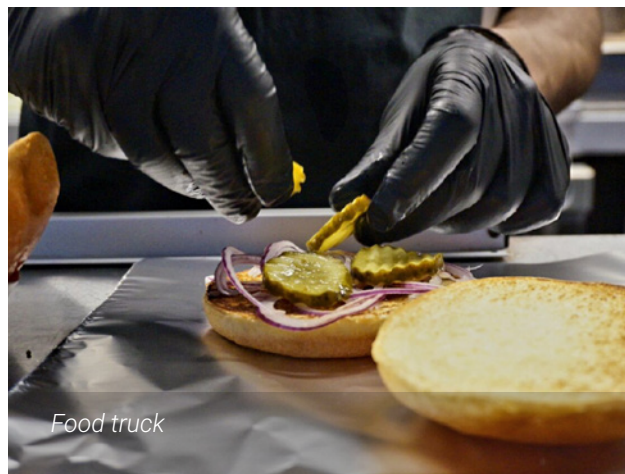
PSS Conference food



Graduation ceremony

Food trucks

We worked with an external provider to explore creative options for events that would enhance campus life and celebrate diversity and inclusion at LSE. Each month during term time we had a day when food trucks would present a different world cuisine at a pop-up bringing the campus to life and engaging students and staff with a variety of tasty food.



Cost of living initiatives

All our undergraduate halls (4 halls and circa 1,300 students) offer a 3 course evening meal, 7 days a week as part of their accommodation contract.

In November 2023 we introduced some additional initiatives:

- On campus before 9:30am a discounted hot coffee/tea and a croissant for £1.50 for (this would usually retail at £3.50).
- The Fourth Floor Restaurant introduced an Early Bird supper for £2.50 (chef daily hot dish with salad) from 3.30-6.30pm (this would have retailed at £5.65 – £6.40).

We provide discounts and offers to students and staff through our Food Club App: info.lse.ac.uk/staff/services/catering/food-club.

On signing up all students and staff get a free drink. For every £1 spent points are added to give further discounts:

- For every 9 drinks purchased the 10th one is free.
- You can earn a stamp for buying: any hot vegetarian/vegan dish of the day – Free hot vegetarian/vegan meal when you collect nine stamps.

We extended the “Too Good to Go” initiative that helps with food wastage and is a fantastic way for students and staff to get discounted food. At the end of each day if we have food left with a short shelf life, we make up bags that can be bought via the app for heavily discounted prices. For example, a bag with £10.00 worth of food can be bought for £3.39 and £12.00 bags can be bought for £4.00.

- The Too Good to Go Food App toogoodtogo.co.uk/en-gb/consumer

In January 2023 we added a discounted Value Range of sandwiches in the Garrick, Fourth Floor Restaurant, Café 54, Plaza, and Bean Counter for £2.95.

Financial sustainability

Residential Services 2022/23 Income

The total income generated by LSE Residential Services in 2022/23 increased significantly by 20% to £32.8m, an increase of £5.4m on 2021/22. Our summer school and commercial business continued to improve after the covid years. Student occupancy was maintained at the same level as last year 98.6%.

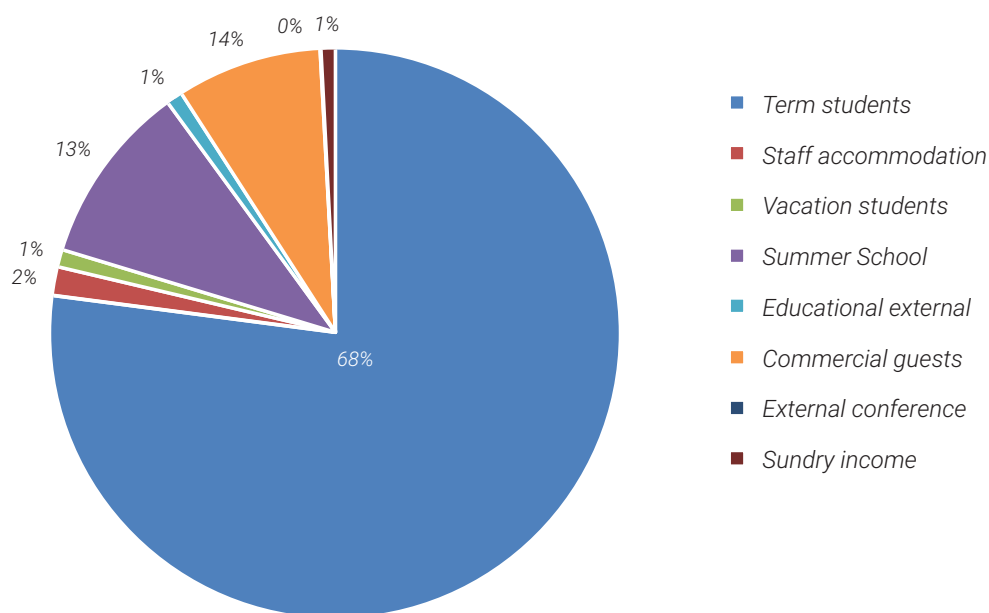


Figure 2: Residential Services income by type 2022/23

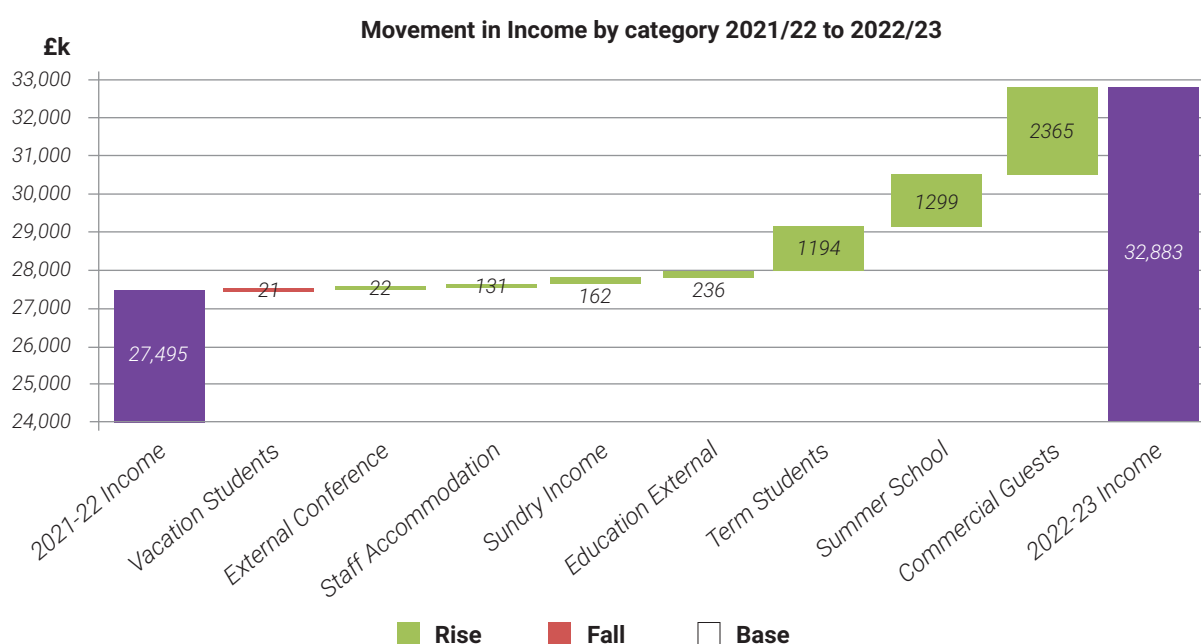


Figure 3: Residential Services movement in income by category 2022/23

LSE Catering Services 2022/23 Income

The total income generated in catering during the year was £7.01 m, an increase of 64% on the previous year. This increase was the result of a successful year for our hospitality and improved business on campus following COVID.

LSE Central Catering	2021/22	% Total Income	2022/23	% Total Income	% Current year Vs Previous Year
Retail Outlets	£2,137,834	50%	£3,245,875	46%	52%
Hospitality Services	£1,394,886	33%	£2,897,850	41%	108%
General Store	£660,987	15%	£839,436	12%	27%
Online Store	£83,953	2%	£34,804	0%	-59%
Total Income	£4,277,660	100%	£7,017,966	100%	64%

Table 2: Catering outlets and hospitality income in 2022/23

Long Term Maintenance and refurbishment projects

Cooper's Restaurant refurbishment and reopening

Coopers Restaurant reopened on 1 December 2022 after extensive essential building works. The original Coopers Team, Denise (Restaurant Manager) and Danny (Chef), welcomed back many former clients who were pleased that the restaurant was reopening in time for the Christmas festivities. The restaurant offers a varied à la carte menu, including fresh seasonal dishes, daily market fish to steak specials and an assortment of desserts. Coopers has a reception room in the basement that is used for LSE and private external functions and dinners. The relaxed atmosphere, tasty food and friendly staff make it an ideal addition for lunches or a cosy evening reception or dinner. A new website was developed that allows for booking online coopersrestaurant.co.uk.



Cooper's restaurant following refurbishment in December 2022

Staff Coffee Bar

January 2023 saw completion of the relocation project which moved the existing coffee bar from its location in the Staff Dining Room into the Staff Common Room. Our new staff coffee bar has an engaging atmosphere and purposeful space for staff to enjoy a drink and relax away from the main dining area. We now have a greater facility for supporting hospitality events, deliver greater operational efficiency and provide a more comfortable space promoting staff utilisation and wellbeing.

Passfield Hall reception refurbishment

Last refreshed in 2005, the Passfield Hall reception was fitted out with new lighting, flooring, desks, and storage, which has transformed the space, and provided a welcoming entrance and foyer for our residents as well as a modern working area for the team.



Passfield Hall reception before refurbishment



Passfield Hall reception after refurbishment



Cocktail voyage event at the Staff coffee bar



Staff coffee bar after refurbishment in January 2023

LSE Summer School

Income generated this summer from summer school students was 44.6% higher than the previous year 2022. Bedspaces for Sessions 1 and 2 were sold out whilst Session 3 remained steady.

2023	Available rooms	Rooms sold	% sold
Session 1	1398	1398	100%
Session 2	1398	1398	100%
Session 3	1143	745	65%

Table 3: Summer School rooms available 2023 against rooms sold

Revenue 2022/23	Versus Previous Year		
	Revenue in 2021/22	Difference	Difference %
£5,140,056	£3,553,030	£1,587,026	44.6%

Table 4: Summer School room revenue 2023

We introduced a series of changes to the Summer School website and booking engine to improve the service provided. This included:

- A live chat functionality on the Summer School accommodation website to be able to answer questions in real time.
- A Summer School accommodation dedicated page on Halls Life website with detailed information on our accommodation and facilities.
- Bank transfer payment functionality on the online booking engine to facilitate students who request this method of payment.

Environmental sustainability

During 2022/23 we continued our commitment to develop key environmental initiatives.

Reduction in Single use plastics

- 10,737 Keep Cups and other reusable cups were sold.
- 710 reusable water bottles were sold.
- During LSE SU (Students Union) Green Fortnight, LSE Catering offered a 25p discount to students using a reusable cup.

Food Provenance

- 21.36% of our £ sales of food and hot drinks were Fairtrade products.
- 3% of hot food sales were high carbon, 42.5% medium carbon and 54.5% low carbon. This compares with 2021/22 figures of high carbon 3.5%, medium carbon 39%, and low carbon 57.5%.
- 339 students received a free plant-based meal after collecting 9 virtual stamps using the Food Club loyalty app. Customers who buy 9 plant-based meals get the 10th one free in the period 01/08/22 – 31/07/23.

Food Waste

- 3,066 litres of used cooking oil were collected from campus and halls catering sites which was converted into 2943 litres oil biodiesel with the frying residue used as a basis for biogas.
- 2,713 meals have been saved (6.78 tonnes of CO₂) since the introduction of the “Too Good to Go” (TGTG) initiative in September 2021.
- Our Winnow food waste management system reported a 22% reduction in plate waste in the period November 2022 to March 2023. We achieved this by engaging with students and providing staff as table talkers to help change behaviours.
- LSE Catering had two teams participating in this year’s SU Green Impact scheme. LSE Campus and LSE Catered halls teams achieved **platinum awards**.
- Our catering teams participated in Fairtrade Fortnight and WRAP’s Food Waste Reduction Week 6 March -12 March 2023. We highlighted issues of food waste through displays, social media, and providing students with easy recipes for reusing leftover food.

Sustainable Futures Fund

A levy on water bottles raised £10,533 in 2022/23 for the student led Sustainable Futures Fund. This will contribute towards sustainable projects over the coming year with the LSE’s Environmental Management Review Groups assessing which environmental projects should benefit. Last year £8,250 was raised, with the total to date reaching £105,509.

Green Impact

LSE has been participating in Green Impact for 14 years, the longest running Green Impact programme in the world! Residences and Catering contributed many teams to the Green Impact initiative. The Catered Residences team won Platinum Awards. Passfield Hall and Rosebery Hall achieved Gold, Bankside Hall, Carr-Saunders and High Holborn Hall won Silver Awards and Butler’s Wharf achieved Bronze.

#Sustainable Halls Campaign



The #Sustainable Halls Campaign, in conjunction with Students Organising for Sustainability (SOS-UK) engaged 398 students in the campaign, with 174 participating in online competitions, masterclasses, and webinars.

Climate quizzes were entered by 45 students. Two recycling and waste audits were conducted, one in Michaelmas term and one in Lent term. The results were fed back into student flats, to improve recycling awareness.

The overall winning hall was Bankside who celebrated with a Vegan Pizza party!

The annual student accommodation satisfaction survey 2023 reported strong student satisfaction with sustainability in halls, with 74% feeling a sense of sustainability in their residence and 79% found it clear how to separate and recycle their waste.



#Sustainable Halls Campaign in collaboration with Students Organising for Sustainability



#Sustainable Halls Campaign Winner Bankside Hall 2022/23

Top left picture: #Sustainable Halls Campaign Student Recruitment during 'Welcome Week' Sep 2022

British Heart Foundation (BHF)

We continued a successful partnership with the British Heart Foundation (BHF) giving new homes to unwanted items. The 'Relove' campaign from September 2022 and September 2023 has collected 539 bags worth £7,546. 4.3 tonnes of items were diverted from waste, equivalent to emissions of 43,883 kg CO₂e. The British Heart Foundation values the LSE backing for the charity and those it supports.

TRAID clothing donations

TRAID collected 8.8 tonnes of clothing and shoes, saving 79.5 tonnes of CO₂e greenhouse gas emissions between August 2022 and September 2023 and is the equivalent to a water saving of 14,145 m³. This amounts to approximately £25,000 worth of garments being diverted from landfill and either recycled or reused; with residences supporting a **Circular Economy** approach. Funds help deliver environmental education and fight global poverty.

CREATING AN INCLUSIVE HOME FOR LEARNING

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

Annual student accommodation satisfaction survey

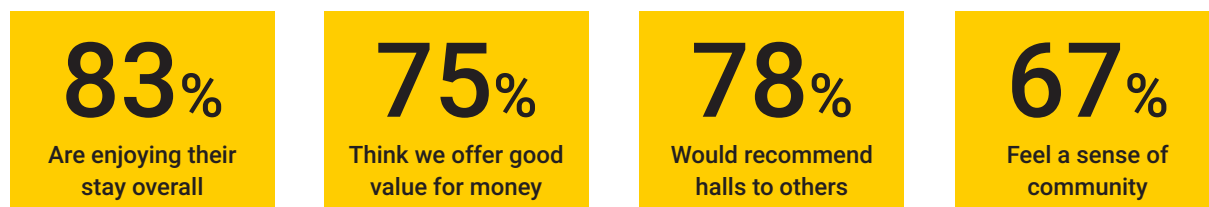
Every year we run an accommodation student satisfaction survey to gather feedback from students in halls. In 2022/23 nearly 2,500 students completed the satisfaction survey giving us an overall response rate of 59% – a 7% increase on last year. **84% of residents told us that they would recommend their residence to other LSE students** (a 6% increase on last year). We are particularly pleased that **81% of residents felt that their residence offers good value for money** (a 7% increase on last year).

A summary of the results is provided below:

LSE managed halls:



Third-party and intercollegiate managed halls:



Our teams are committed to going above and beyond, 86% of residents found our reception and front of house teams helpful (a 11% increase on last year). The halls catering teams also achieved record results with 84% of residents feeling happy with the quality and variety of food (a 14% increase on last year). Over the past two years we have achieved record results for overall enjoyment of stay, value for money and would recommend – we look forward to continuing this success.

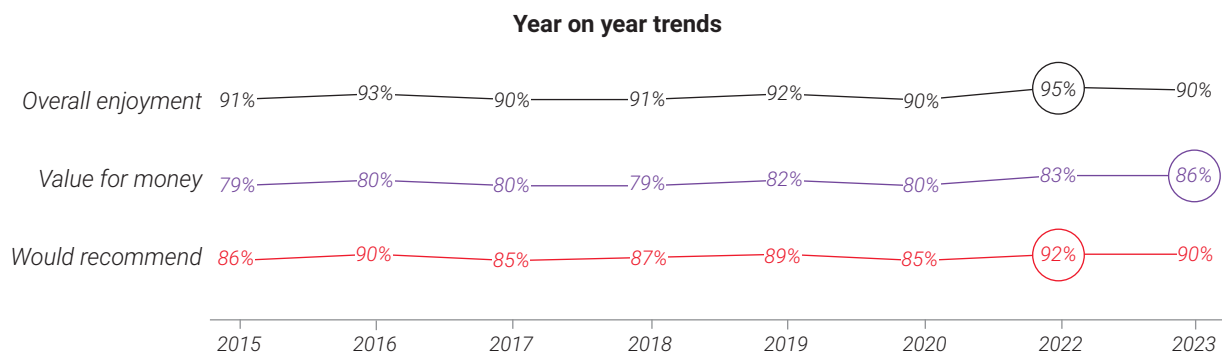


Figure 4: 2015 to 2023 year on year trends for key benchmarking data

To view the full report and set of statistics visit: info.lse.ac.uk/current-students/accommodation/accommodation-satisfaction-survey

What students say about our service

"The location is perfect, it's super close to campus and everything I could possibly need is in the neighbourhood. Almost all my friends are at Bankside, and I love being able to eat dinner together every night. I also find that I can get a lot of work done in the study rooms. My room is comfortable, and the staff are always friendly and helpful! I feel safe at Bankside."

Bankside House, First year Undergraduate student, 2022

"We've got an amazing deal for the location, size of the room, and the sense of the community. There is constantly someone who is willing to help, walk with you to and from School, or do an event. It is something I recommend to other students."

Butler's Wharf Residence, Postgraduate Masters students, 2022

"The community, location, convenience of places around me, common room, scenic walk to campus and the catered dinner is consistently good and delicious."

Carr-Saunders Hall, First year Undergraduate student, 2022

"Nice facilities, cool flatmates, good kitchen, relaxed common room, great location in the middle of London and near to campus."

High Holborn Residence, Postgraduate Masters student, 2022

"The fact that it is many universities together and you get a chance to participate in events with all of them, meet people of so many different courses and cultures."

Garden Halls (Intercollegiate Hall), General Course student, 2022

"The community at Lilian Knowles is great so is the location. Pretty much every location including college is easily accessible to Liverpool St. Station. Additionally, the provision of personal washroom is great."

Lilian Knowles House, Postgraduate Masters student, 2022

"Passfield is a friendly hall! The pastoral team is very responsive and creative for making sure we have the best time possible time here. I will not forget the Christmas Dinner with the great celebration atmosphere! Also, the food – and especially the vegan and vegetarian options- are tasty!"

Passfield Hall, First year Undergraduate student, 2022

"It feels like home. All the staff are super helpful and interact with the residents often, adding to the strong feeling of community."

Rosebery Hall, Undergraduate student, 2022

"I love its proximity to LSE and the easy access to public transport. The neighbourhood is also amazing for students and it's safe. I also like the hall staff who have always been very helpful and responsive when I have needed their help/assistance."

Sidney Webb House, Postgraduate Masters student, 2022

"I feel safe here. The location is very convenient. LSE Residential Life and the Warden have organised great events and activities this academic year."

Urbanest Westminster Bridge, Undergraduate student, 2022

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 315 complaints in 2022/23 compared to 516 in 2021/22, which is a significant decrease. Of these complaints 88% were recorded as Level 1 where they were resolved locally. The highest category of all recorded complaints was facilities maintenance with 35%. Facilities complaints were again Level 1 complaints which were resolved locally.

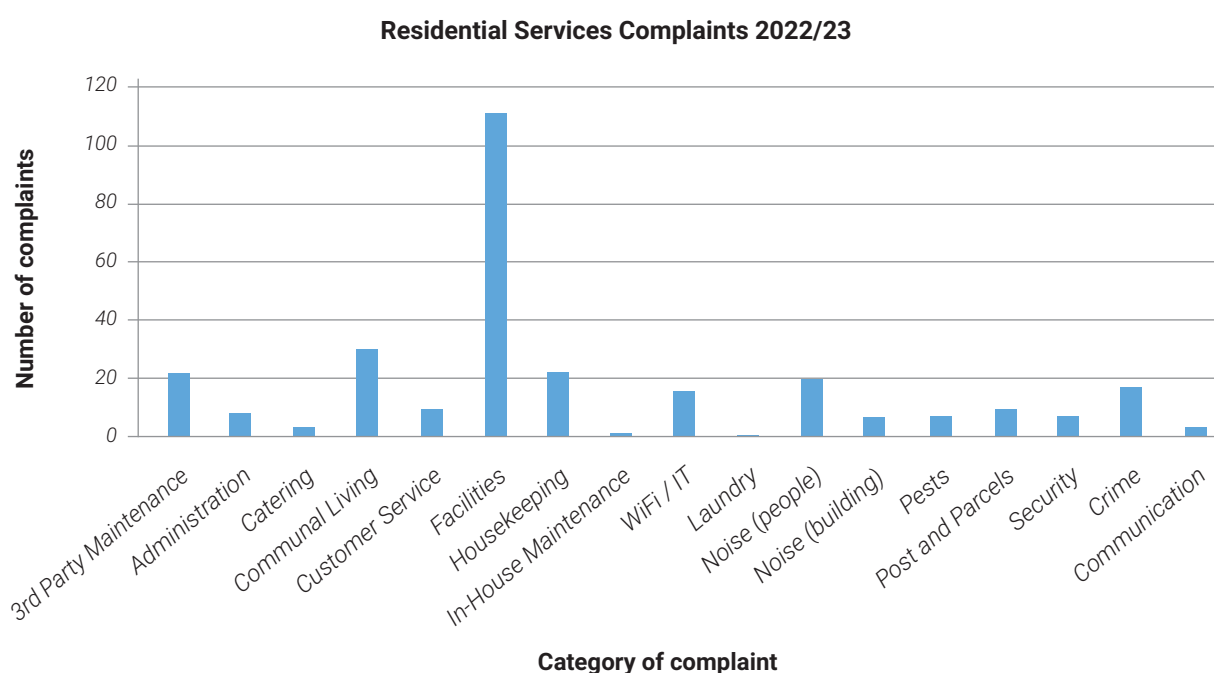


Figure 5: Residential Services complaints 2022/23



Residents making memories with LSE ResLife at Lilian Knowles House

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

"Your team were integral to the success of DIOD ... the entire SDR (Staff Dining Room) team who delivered a seamless and professional dinner (the food was delicious, and we've already received a number of compliments) ... They have all been without fail good humoured and generous with their time and expertise, even when incredibly busy with other events and commitments. Thanks so much for all your support – we really appreciated the combined efforts from your team to organise such a successful event."

Feedback from private LSE hosted dinner for Discover International Organisations Day (November 2022)

"Just wanted to say a big thank you to you and your team for the kids Christmas party on Saturday – I think it's fair to say the kids loved the party, especially the extra chicken and the ice cream, which as always was a big hit! It was lovely to host it again for the first time after three years, and as always your help was crucial and much appreciated."

Feedback from organisers of the children's Christmas party for LSE staff (December 2022)

"I just wanted to write and say a HUGE thank you from the LSE Executive Ed team and I for all your help this week! The food and presentation in the Marshall this week have been exceptional, staff have been really helpful, and despite having two very different programmes running at the same time, everything has gone to plan!"

Feedback from LSE Executive Ed team



LSE ResLife event to the London Eye



LSE ResLife event to Stonehenge

Successful Residential Life programme

Our diverse mix of students and staff represent over 140 different countries. Throughout the year we host dedicated events for students and staff to celebrate key dates such as Ramadan, Diwali, Chinese New Year, Thanksgiving, and many others. We also have student hall reps for Black students, LGBTQ+ students and students with disabilities. We are part of the Unite Students Living Black at University research and will be hosting national workshops at LSE to create actions and challenge the sector.

The programme of social events has included day trips across the UK, local area tours, theatre trips, exhibitions, welcome parties, art sessions, wellbeing events and even trips abroad.



LSE ResLife event to Bath

Working closely with LSE Students' Union

Through a close working relationship with the Students' Union Sabbatical Officers, Residential Life delivered a joint project to provide free sanitary products in halls. We partnered with 'Here We Flow' (a company founded by LSE students in halls) who provide fully sustainable and gender-neutral sanitary products. We are proud to be part of a small number of student residences in the UK who provide free sanitary products.

We also continued our commitment alongside LSE Students' Union to creating safe and supporting communities, which actively tackles violence, discrimination, and harassment. In 2021/22 we made consent education a compulsory part of the hall's online induction with over 3,000 students taking part. During 2022/23 we expanded consent education in halls to include in-person workshops, along with survivor workshops and separate sessions for Black students and LGBTQ+ students.

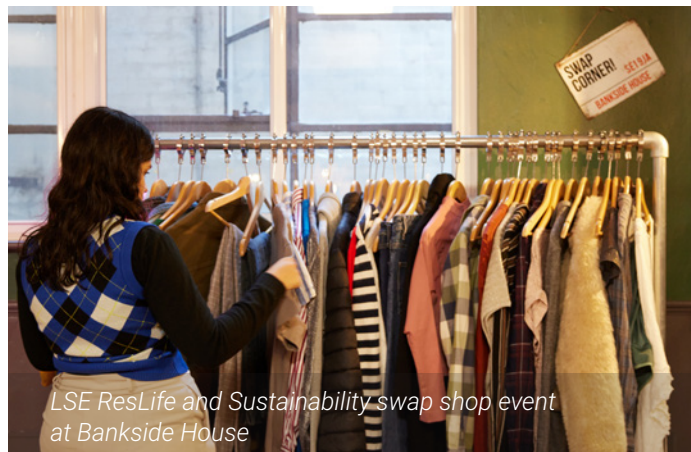


Fundraising

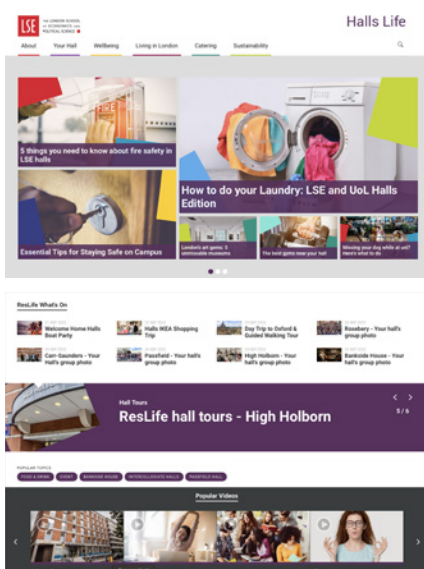
Our student 'Hall Committees' are at the heart of the community in halls. Throughout the past year they raised **£4,590** for Student Minds charity. They also worked closely with the British Heart Foundation and encouraged students to donate 951 bags of pre-loved goods raising **£13,314** and diverting 7.6 tonnes from landfill. A standout initiative was a 22km walk past each of our London halls raising funds for Campaign Against Living Miserably.

Sustainability

Each year we partner with Students Organising for Sustainability charity (SOS-UK) who deliver engaging campaigns, audits, and training. Over the past year 398 students signed up to help us with this work and managed to save 270,240 kWh, £40,536 of energy costs and 62 tonnes of CO₂. Student organised sustainability events have included swap shops, leathercraft workshops, tie dye classes and regular free clothing repair sessions. In fact, 84% of students told us that they felt a sense of sustainability in the student satisfaction survey.



LSE ResLife and Sustainability swap shop event at Bankside House



Improved student communications

Our communications to students are clear, simple, and aligned with the rest of the School. Last year we launched 'Halls Life' which is packed full of useful articles, tips, advice, and events. Halls Life is currently the most visited Campus Life 'Browser platform' out of any other UK university – we achieved 115k page views during September intake and arrivals.

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.
- 314 (130 FTE) 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

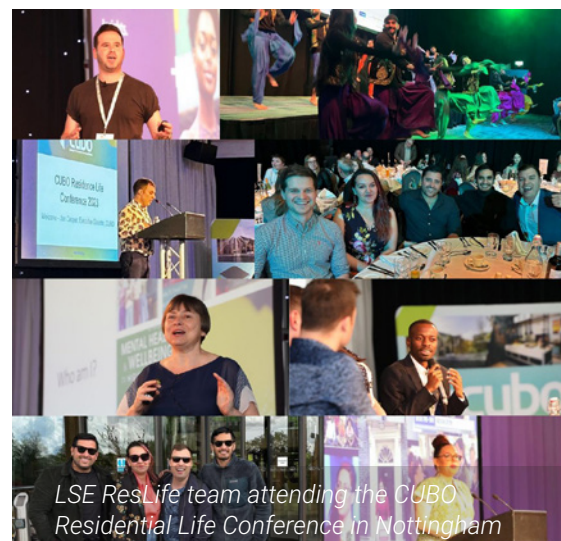
Working towards 2030 (Making things better)

In January 2023 we launched a staff culture change project called **'Working towards 2023 – Making Things Better'**. The project aims to understand what it's like to work in our division and how we can make it an even better place to work! Our partners, **Strive Higher** conducted focus groups and we have been able to create culture champions working groups. They cover Resources, Communications, Collaboration and Innovation, Career Development and Managing People. Thanks to all the team members for making this happen.

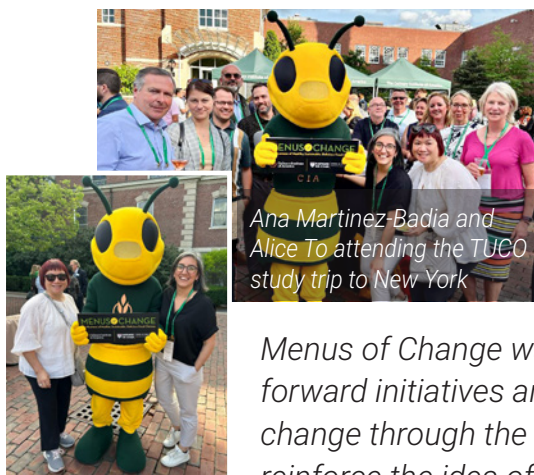
Developing our team (Conferences and training)

This year some team members travelled to Nottingham, Glasgow, Belfast, St Andrews, New York, Pittsburgh, and Los Angeles, attending conferences and training events, benchmarking and learning from best practices across the sector. The teams have also had the opportunity to host events on campus at LSE and share their knowledge too.

In April 2023 Anca Sticlaru, Margita Hydon, Ibolya Trebert and James Greenwood attended the annual **ASRA (Association for Student Residential Accommodation)** held in Belfast. A new experience for some colleagues in the team, this was a fantastic opportunity to network with peers in the sector and share best practice.



Ana Martinez-Badia and Alice To had an exciting trip to New York in July as part of the Menus of Change conference hosted by the **TUCO (The University Caterers Organisation) study group programme**.



Ana Martinez-Badia and Alice To attending the TUCO study trip to New York

Ana said of her trip:

"This was a great opportunity to gain insights into how other higher education institutions approach catering and collaborate with peers to craft comprehensive dining experiences for their students; from the food offer to the facilities design."

Menus of Change was also an excellent chance to explore plant-forward initiatives and discover innovative ways to address climate change through the power of food. It was an informative journey to reinforce the idea of turning challenges into opportunities focusing on creating delicious, environmentally conscious cuisine. These experiences have enhanced my professional growth and enthusiasm for actively promoting positive change through food."

Jacqui Beazley, Marcin Siemion, Jakub Krejcik and Paola Lerma enjoyed the hospitality at St Andrews University as part of the **TUCO (The University Caterers Organisation) Summer Conference 2023**. Receiving a very warm Scottish welcome at St Andrews, the team experienced some excellent Scottish entertainment and hospitality plus three days of networking, learning and supplier exhibitions bringing a wealth of new products and innovation from the TUCO framework suppliers.



Jakub Krejcik, Jacqui Beazley, Marcin Siemion, and Paola Lerma attending the TUCO summer conference at St Andrews University

James Greenwood, our Head of Residential Life, also chairs the UK Residential Life network part of **CUBO (College and University Business Officers)** and is the Global Network Chair for **ACUHO-I (Association of College and University Housing Officers)**. This year James travelled to several universities in the UK and the US.

"In my role as Head of Residential Life I connect with others around the world to make sure LSE Residential and Catering Services are well-informed with global developments, trends, and innovation."



James Greenwood visiting universities across the US as part of ACUHO-I

This means I travel a lot to make sure LSE are well represented within the sector but also that we're constantly learning from others and innovating. Most recently I visited several universities in the States including California State University, Pepperdine University, Lewis & Clark College, Oregon State University, University of Oregon, Western Oregon, and Portland State University. Most close to home, I visited the University of Edinburgh, Edinburgh Napier University, Heriot-Watt University, and the University of St Andrews."

Chef John Smith attended the **TUCO (The University Caterers Organisation) London Study Tour** hosted by Reynolds. Looking at the latest food evolution and reasoning behind current trends with suggestions about how this might be transferred to higher education. The tour was an opportunity to look at new concepts, street food, fusion of different cuisines, sustainability, supplier distribution and the transformation of a Michelin star kitchen!

The Residential Life team hosted the **Living Black at University (LBU)** HE (Higher Education) partner's workshop at LSE. The workshop brought Higher Education partners and sector leads together to look at actions from the LBU report which explored the experiences of Black students across university accommodation and private halls of residence.

Staff across the division have also played key roles in the CUBO Residential Life Conference at Nottingham University and attended the International Youth Marketing Strategy and National Student Drug and Alcohol Conference in 2023.



LSE ResLife team hosting the Living Black at University conference

Staff internal promotions

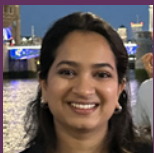
Colleagues across the division were successfully promoted within their teams.

- **Aga Basza** was promoted to Catering Manager with overall responsibility for managing the day-to-day operation of the Staff Dining Room.
- **Tamas Noll** has become the Assistant Chef Manager at Passfield Hall having been promoted from Catering Supervisor.
- **Jakub Krejcek** was promoted to Assistant Catering Manager with responsibility for day-to-day management of the Beaver's Brew and Marshall Building Hospitality.
- **Tuomni Honkanen** moved from Summer School Reservations Assistant to Group Co-ordinator in the Vacations team.
- **Seema Adia** became our Deputy Head of Residential Operations.
- **Rena Brand** was promoted from Receptionist at Bankside House to Operations Manager.
- **Tena Nakeva** and **Valentina Azario** provided invaluable support providing maternity cover as Assistant Catering/Chef Managers on campus and in halls.
- **Kate Koutropoulou** who worked as a Supervisor in the Staff Dining Room decided to change career path and is now working as a Summer School Reservations Assistant in the Vacations team.

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

Savanna Perry joined us during the summer from the ACUHO-I internship programme working with the Residential Life team playing a significant role in reviewing our recruitment and training processes. This collaboration enabled the team to share a different global student perspective and Savanna an opportunity to live in London and experience life at LSE.

What our student assistants think about working in RSCD



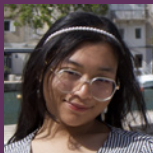
"Working with the RSO (Residential Services Office) greatly enriched my experience at LSE. The team was wonderful, and I always felt supported and guided by them. The tasks I undertook helped hone my communication skills and technical abilities which are essential transferable skills that will help me in the future, both in professional and personal capacities. The degree of flexibility offered by assigning shifts based on availability, and the level of remuneration offered further add to the perks of working as a Residence Assistant. All in all, it was an extremely rewarding experience, and I will carry forward the knowledge I gained about administrative and consumer-facing work."

Ananya Gupta, Residence Assistant, LLM Master of Laws



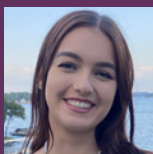
"Working with the RSO provided a degree of flexibility that I would not have been able to find with any other student job. I was incredibly grateful for this as well as the Central Reservation Manager's kindness. On top of this, given the flexibility and the ability to work remotely, I was able to complete an unpaid internship at the UN this year. Whilst juggling the internship, my job, and my studies at the same time was difficult at times, it allowed me to improve my time management skills and I would not have been able to do the internship without the job. I am incredibly grateful having been given this position and would highly recommend it to any other student looking for a part-time job."

William Pinzon-Reyes, Residence Assistant



"I am a second year LSE student, and I joined the LSE shop and catering service team in March 2022. Joining the team has given me a valuable experience in terms of developing my skills. I am able to improve my customer service, communication and teamwork skills which are vital for a career development. I have also worked at the Marshall and Bean Counter Cafe where I have learned how to make Barista coffees and drinks from experienced Baristas. I value how friendly, and caring everyone is and how we take matters seriously when we serve customers as they are our main priority. This part-time job has also allowed me to be a more patient individual when handling customers and be more efficient when faced with crisis situations. I have also made great connections with other student staffs from different cultures and backgrounds. Overall, this job has helped me developed more as an individual."

Noorfaizah Alyaa, Catering and Retail Shop Assistant BSc Actuarial Science



"Since joining the LSE General Store and Marshall Cafe in March 2022 I have obtained not only valuable skills and experience but also get the opportunity to work within a great team. Management foster a cohesive and inclusive environment where everyone feels respected and valued and makes it a desirable place to work. Working alongside my studies, it provides time to develop transferable professional skills as well as forging new connections with people. I will greatly miss the whole team and I sincerely recommend it as a place to work for others who are considering part time employment at LSE."

Gabby Clare, MSc Gender, Policy and Inequalities, Catering and Retail Shop

Values in Practice awards 2023

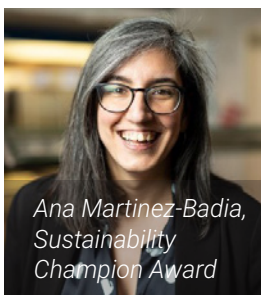
The Values in Practice Awards (also known as the VIP (Values in Practice) Awards!) celebrate staff who have shown outstanding contribution or commitment to the School. We are incredibly proud to see several team members pick up awards this year including:

Seema Adia, Excellent Manager Award

Elisabeth Gooby, Excellent Manager Award



Seema Adia and Elisabeth Gooby who received VIP Excellent Manager Awards



Ana Martinez-Badia,
Sustainability
Champion Award

Ana Martinez-Badia, Green Impact Champion Sustainability Champion Award

Congratulations to Ana Martinez-Badia, Residences Catering Manager for receiving a Green Impact Sustainability Champion award. Having only worked with us for just over a year, this is quite an achievement and is credit to Ana for embracing sustainability initiatives and inspiring her team.

Professional Organisations

In 2022/23 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 (Hosting London regional meetings)

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

RCSD Annual Summer Celebration

In 2022/23 we achieved lots of positive change and improvements across the division. These achievements were celebrated at our annual summer celebration where many of our team members received special awards for their hard work and commitment throughout the year.



Residential and Catering Services
summer celebration

Thank you

Our thanks go to everyone who contributed to our successes in the division in 2022/23, staff, Student Union, Residences and Catering User Groups, accommodation partners 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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