



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Residential Services Office

3.02 Saw Swee Hock Student Centre
Houghton Street
London WC2A 2AE
+44 (0)20 7955 7531

residences.admin@lse.ac.uk
lse.ac.uk/residentialservices

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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Residential and Catering Services

ANNUAL REPORT 2017/18





Faculty accommodation on LSE campus

Introduction from Ian Spencer

Director of Residential and Catering Services Division



Ian Spencer, Director of Residential and Catering Services.

Executive summary

This Annual Report sets out the progress of the LSE's Residential and Catering Services Division against its strategic priorities. These are set out in the Residential Services Strategic Plan 2012/2017 and the Catering Services Strategic Plan 2016/2021.

Our Division's aim is to build strong student-led social communities in halls and to be a significant contributor to the student and staff experience by providing a range of vibrant catering outlets and food offerings through our catering services.

Working with the Student's Union we were able to introduce the Halls Cup in 2017/18. A friendly inter-halls competition focused on fundraising, volunteering, active lifestyle, sustainability and community building, it allows students to build up points whilst participating in the

activities. The winning hall receives a prize at the end of Lent Term. In its first year, participants in halls raised over £48,000 for charity and students contributed 170 hours to volunteering. High Holborn Residence won the trophy with Rosebery Hall coming a close second. My thanks go to Daniel Cayford, SU Community and Welfare Officer for getting the cup off the ground and to Evan Tan, hall president at High Holborn Residence for leading the winning effort.

In 2017/18 we accommodated 4,536 students, our highest number to date. In our annual satisfaction survey, 55 per cent of students living in halls participated with 91 per cent telling us they were enjoying their stay. We also made significant progress in improving satisfaction in our third-party managed halls. 87 per cent of students would recommend their hall.

We are committed to providing a range of accommodation at different price points. Providing affordable accommodation in central London is a significant challenge. In 2017/18 we were able to offer financial assistance to students from lower income households. I am delighted that we were able to open the LSE Accommodation Bursary scheme with the support of the LSE Students Union General Secretary, Mahatir Pasha. A total of £299,750 was awarded to 147 undergraduate students via the LSE Accommodation Bursary in 2017/18. These awards were in addition to the School's bursary scheme.



"The LSE Accommodation Bursary has helped me immensely. Coming from a working-class background, the prospect of studying in London can be daunting due to the high living costs. However, LSE consistent with its foundational beliefs on equal opportunity tackles this issue directly by providing means-tested bursaries as well as subsidised rent to help with living costs. Without this support, I would not be able to engage in as many extracurricular activities as I would be burdened with finding a job in order to make ends meet. The bursary scheme is a great incentive to encourage people from outside London to not only study at LSE but to experience university life."

Nahid, First Year Undergraduate

We invested £5m in long-term maintenance and refurbishment projects across LSE halls during 2017/18. A number of improvement works were completed including the refurbishment of the bathrooms on levels two, three and four of Rosebery Hall and the first and second floors of Passfield Hall.

December 2017 saw the conclusion of most of our three-year programme to upgrade Carr-Saunders Hall and High Holborn Residence. We completed the refurbishment of the first floor of Carr-Saunders Hall and the third and fourth floors bedrooms in High Holborn Residence.

Staff in our sustainability team were active over the year, working alongside LSE students to reduce waste in our halls.

"Reduce the Juice" encourages students to boost recycling rates and save energy and water. A total of 135 Student Engagement Action Leaders (SEALs) spread the environmental message and spurred action through social media and direct student engagement.

Student Switch-Off (SSO) is an energy-saving competition to encourage students in halls to reduce their energy use. Student Switch-Off Ambassadors were trained to encourage energy saving habits amongst their peers, 451 (35 per cent) students signed up to the campaign's mailing list (twice the national SSO average of 15 per cent) and 359 students took part in our Climate Change Quiz.

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 home and reducing waste. Interim data from the British Heart Foundation in August 2018 indicated 1,117 bags, equating to 8.9 tonnes of donations, had been collected in LSE halls in 2017/18.



Passfield Hall summer barbeque party

Over the Christmas period, 40 kg of food was collected from the halls of residence by LSESU FoodCycle and donated to the Trussell Trust Waterloo Foodbank. The Waterloo Foodbank helps provide people in crisis with access to a minimum of three days emergency food and support; preventing food waste and bringing communities together.

Green Impact is a national environmental award scheme, rewarding departments for reducing their environmental impact. Building on last year's success of Silver awards across the board, this year saw six halls achieve Silver and two halls (Rosebery and Carr-Saunders) achieve Gold for their NUS Green Impact projects. To top off their Gold award, Rosebery also won a further Special Award for Environmental Improvement for Green Impact 2017-18. Awards were presented at LSE's annual "Celebration of Sustainability" event.

Catering also had great success with NUS Green Impact and received a Silver award for their project at the Fourth Floor Restaurant. The catering team is a stalwart of sustainability at LSE, and continue to perform strongly across the estate.

My thanks to all the staff and students in Residences and Catering who contributed to our successes over the year.



Halls Cup participants 2017/18



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

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

New for 2017/18, the Halls Cup is a friendly inter-halls competition. Introduced by Daniel Cayford, Community and Welfare Officer at the LSE Students Union and supported by Sophia Quazi from the Residential Life team, students earn points individually or collectively in six categories: fundraising, volunteering, Active LifeStyle, participation in the Student Accommodation Satisfaction Survey, 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 £48,000 in conjunction with LSESU Raising and Giving (RAG), clocked up 170 hours of volunteering and attended 120 Active LifeStyle sessions.

The hall with the most points wins not only pride but a large cash prize. High Holborn Residence

was the first ever winner of the Halls Cup and used their prize to purchase an air hockey table for their common room.

The Halls Cup earned us a CUBO (College & University Business Officers) nomination for 'Best Residence Life Initiative'. We are excited to expand the Halls Cup for 2018/19 and continue improving the student experience at LSE halls. Surpassing the £48,000 raised for charity and 170 hours spent volunteering are considerable targets for this coming year, but we are ready to support our students in their endeavours and look forward to seeing which hall will come out on top!





What students said in the 2017/18 Accommodation Satisfaction Survey

"I am glad I chose to live in halls. It has allowed me to meet many people I probably would not have otherwise. Additionally, the location is great allowing me to easily get to school and around the city."

Overseas Graduate student, Butler's Wharf

"I've absolutely loved living at Rosebery! It has the best of all worlds - catering, affordable rooms, sense of community, great staff. I feel like I made the best housing decision! :)"

UK Undergraduate student, Rosebery Hall

"I loved everything about Butler's Wharf. I liked my housemates; they were really nice people. We were a pretty diverse group. It was nice to go back to the hall and have friends. Especially when you are new to a city, it's nice to have that support group. We explored the city together."

Overseas Graduate student, Butler's Wharf

"I really enjoy the family feeling I receive on my floor. It is a very supportive surrounding and that's why I love Rosebery!!!"

EU Undergraduate student, Rosebery Hall

"Loved living here!"

Overseas Undergraduate student



Bankside House Diwali party



How the bursary has helped students

“The bursary scheme has allowed me the opportunity to be flexible with my finances; to socialise, shop and save! Living so far away from home can be daunting so not having to worry about being able to meet the cost of living in University Accommodation is an added bonus of studying here at LSE. It has given me the ability to gain the full LSE experience without having to worry about meeting the cost of living in London. If you are a prospective student of the School, I would definitely encourage you to look into the Accommodation Bursary scheme!”

Jonathan, First Year Undergraduate



Carr-Saunders Hall



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 2017/18 we accommodated our highest ever number of students. 4,536 students were welcomed across our residences and into our partner halls at University of London Intercollegiate Halls, urbanest King's Cross and urbanest Westminster Bridge, Sidney Webb House (Unite), and Lilian Knowles House (Sanctuary Students). This number included 1,441 new undergraduate students, 2,323 new graduate students and 288 General Course students. Over the application cycle, we received 7,053 applications.

Table 1: Applications received and students accommodated in 2017/18

Category of student	Applications 2017/18	Accommodated 2017/18
New postgraduate	3,447 (3,494)	2,323 (2,135)
First-year undergraduate	2,258 (2,092)	1,441 (1,364)
Continuing students	1,021 (1,159)	484 (775)
General Course	327 (300)	288 (255)
Totals	7,053 (7,045)	4,536 (4,529)

(applications for the previous year are in brackets)

LSE Accommodation Bursary

In 2017/18, we were delighted to open the LSE Accommodation Bursary scheme with the support of the LSE Students Union General Secretary, Mahatir Pasha. A total of £299,750 was awarded to students via the LSE Accommodation Bursary in 2017/18.

The scheme awards funds to students from lower-income families to support them during their stay with us in LSE halls of residence. A total of 147 first-year undergraduate students received the bursary, with each student being awarded between £750 and £2,500 towards their accommodation fees. In its introductory year, the LSE Accommodation Bursary was very successful and we look forward to continuing to help students via this scheme in future years.



LSE Garrick



Strategic Priority 3: Service

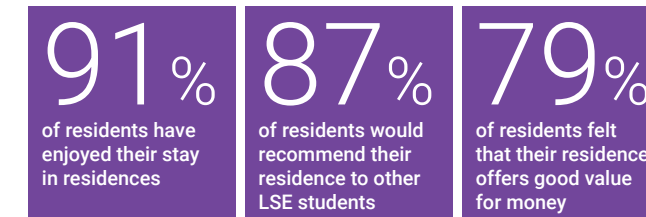
Deliver a highly effective service to the School, offering excellent value for money to students and the School

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 results

In our 2017/18 survey, 92 per cent of students in LSE managed halls said they were enjoying their stay. It was especially pleasing to see that 100 per cent of students in Carr-Saunders Hall reported that they were enjoying their time! The scores for our third-party managed halls increased from 81 per cent in 2016/17 to 89 per cent in 2017/18.

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

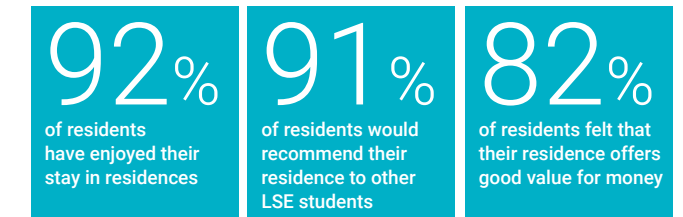


This is our largest annual survey. This year 55 per cent of our residents completed the survey (up by 2 percentage points). Rosebery won the £250 prize for achieving the most improved participation rate (up by 21 percentage points). We also saw an increase in participation from urbanest halls. King's Cross improved their participation rate by 15 percentage points and Westminster Bridge by 10 percentage points.

The Residential Services Office (RSO) continued to deliver a high level of customer satisfaction. Overall, 80 per cent of respondents told us that they were satisfied with the service they received in person, via email or over the phone (82 per cent satisfaction rating from students living in LSE managed halls).

Satisfaction with the Front of House teams improved again in 2017/18, with Northumberland House achieving 93 per cent satisfaction for staff friendliness.

In LSE managed halls we saw that:





What students say about our service

“Receptionists are so lovely and friendly. Always nice to return home and have someone greet you so nicely.”

UK Undergraduate student, Northumberland House

“With excellent front reception, catering and cleaning staff, my stay at Rosebery has been made comfortable! Would definitely recommend the Hall to future students at LSE.”

Overseas Undergraduate, Rosebery Hall

“I’m very positive about the crew (kitchen, reception, night security). They are familiar faces and always do their best for us, more than expected. It’s a great team.”

EU Graduate, Rosebery Hall

Overall, around 78 per cent of respondents ranked reception services as “very” to “highly” satisfactory, an increase of 6 percentage points on 2016/17.

When residents were asked the question “What most attracted you to apply for LSE residences?” the key factor overall was location. This is consistent with findings from 2016/17. It seems that, in general, location remains students’ primary consideration.

For the full report and set of statistics see:

lse.ac.uk/currenthallresidents



Hall staff at Carr-Saunders Hall



Table 2: Student Accommodation Satisfaction Survey 2017/18: Key benchmarking data and 2016/17 comparison

	Hall	2017/18		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	2016/17		2016/17		2016/17	
				2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
LSE Managed Halls	Bankside House	598	55%	95%	92%	91%	85%	96%	92%
	Butler's Wharf Residence	280	78%	92%	96%	95%	92%	89%	94%
	Carr-Saunders Hall	132	76%	97%	100%	89%	96%	97%	79%
	Grosvenor House	225	68%	97%	89%	80%	76%	90%	89%
	High Holborn Residence	405	65%	88%	84%	70%	57%	88%	80%
	Northumberland House	338	59%	94%	93%	89%	85%	94%	92%
	Passfield Hall	227	76%	93%	95%	91%	90%	93%	94%
	Rosebery Hall	329	75%	94%	93%	83%	85%	90%	91%
	Mean		66%	94%	92%	86%	82%	92%	91%
Third Party Managed Halls	Lilian Knowles House	365	36%	94%	88%	90%	84%	91%	89%
	Sidney Webb House	446	45%	74%	86%	66%	72%	57%	75%
	Urbanest King's Cross	349	51%	82%	88%	47%	65%	62%	77%
	Urbanest Westminster Br.	480	45%	73%	93%	44%	65%	57%	83%
	Mean		44%	81%	89%	65%	70%	68%	80%
UoL Intercollegiate Halls	College Hall	42	23%	100%	80%	100%	70%	100%	60%
	Connaught Hall	33	34%	82%	100%	82%	80%	82%	80%
	Garden Halls	85	7%	96%	100%	76%	92%	88%	100%
	International Hall	37	12%	91%	86%	84%	76%	88%	76%
	Lilian Penson Hall	28	28%	82%	71%	65%	71%	41%	57%
	Nutford House	150	36%	82%	92%	64%	83%	55%	75%
	Mean		25%	89%	91%	78%	82%	77%	82%
	All Residences (Mean)		55%	90%	91%	80%	79%	85%	87%



LSE Summer School accommodation

During the 2018 LSE Summer School, we welcomed a total of 5,144 summer school students to seven of our own residences and two of our partner halls. Newly introduced in 2016, Session Three saw the highest increase in accommodation uptake, with 23.9 per cent more students choosing to stay with us during this period than in the previous year.



Students relaxing, Carr-Saunders Hall

"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

The LSE Summer School satisfaction survey received 7,344 responses, with the average satisfaction score for LSE accommodation recorded as 3.9 out of 5. Out of the nine properties, Rosebery Hall, urbanest Westminster Bridge and Grosvenor House received the highest satisfaction scores.

Bookings for LSE Summer School 2018 opened in November 2017, and this year we trialled a meal package at Rosebery Hall during Session Three. When making their reservation, students could book a three-course meal for £8.33 per day. The highest satisfaction score for food was received by Rosebery Hall, with an average of 3.9 out of 5. This was above the 3.7 average recorded across the residences.

Our customer base is truly international. Of the students staying with us, 31.2 per cent came from North America, 26.1 per cent from Asia, 16.9 per cent from Europe and 25.8 per cent from the rest of the world and the UK.



Students at catering pop-up stall on campus



LSE Vacations online booking platform feedback

Compared to last year's feedback on Booking.com (our main online booking partner), all of our halls have either maintained or improved their overall review scores. Six of seven halls now hold an overall score of above 8. In particular, Northumberland House's overall score increased from 7.6 to 8.0 and its 'value for money' rating from 7.6 to 8.5. This has meant that all halls now have ratings of over 8 in the 'value for money' and 'staff and service' categories, with the majority of halls receiving over 8.5 for 'value for money'.

On the Agoda platform, every hall has again received very positive feedback for their 'value for money' and 'staff and service'. Six halls now maintain scores of above 8 in the 'staff and service' category, where Rosebery Hall has shown improvement from 7.5 to 7.8 between 2016/17 and 2017/18. All halls have been given ratings of over 8 for 'value for money', with Bankside House and Grosvenor House achieving scores of 8.5 and 8.7, respectively, in this section. In total, 9,823 out of 11,638 reviews for all properties (84.4 per cent) were 'good' or 'superb'.



Vacation bedroom at High Holborn Residence

Table 3: Online booking partner review scores 2017/18

Hall	Booking.com			Agoda		
	Overall review score	Value for money	Staff/service	Overall review score	Value for money	Staff/service
Bankside House	8.2	8.6	8.5	8.1	8.7	8
Carr-Saunders Hall	8.4	8.7	8.4	8.2	8.6	8.1
Grosvenor House	8.5	8.6	7.7	7.7	8.4	7.8
High Holborn Residence	8.4	8.5	8.5	8	8.3	8
Northumberland House	8	8.5	8.1	7.7	8	8
Passfield Hall	8.1	8.6	8.2	8.3	8.5	8
Rosebery Hall	7.8	8.2	8.5	7.8	8.2	8



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 re-assessed during August and September 2017, and all our properties were able to maintain their three-star ratings. This recognised quality mark plays an important part in supporting our income from vacation trading, which in turn is crucial for ensuring the financial sustainability of the Division.



Wi-Fi service in halls - rolling out eduroam



Deployed as a pilot program in 2016/17, the introduction of Janet Network's eduroam at Northumberland House boosted student satisfaction with the Wi-Fi service at the site. In 2017/18, the number of students who say that they are satisfied with Wi-Fi at Northumberland House has risen from 68 per cent to 82 per cent, which is the highest score in LSE managed halls. Encouraged by the success at Northumberland House, we are switching over our other LSE-managed halls to eduroam.



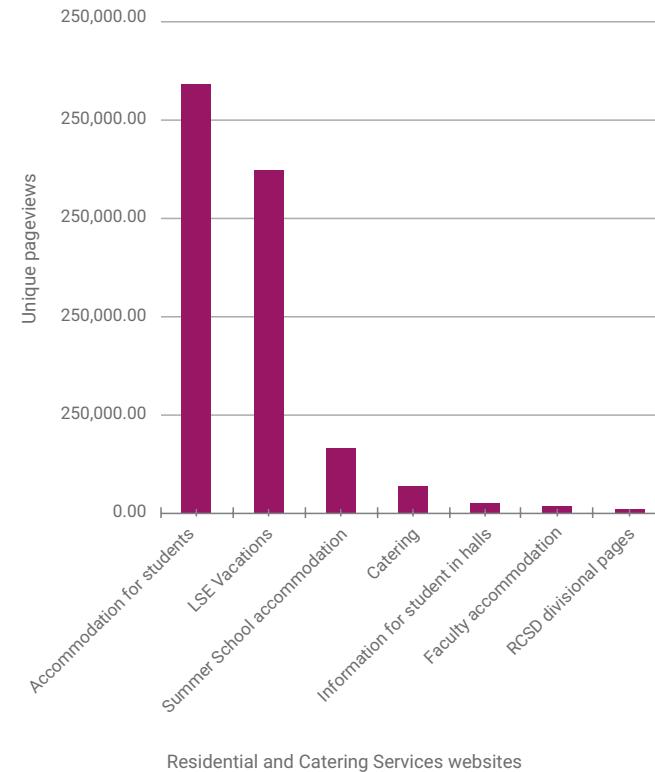
Students at High Holborn Residence



Migrating our websites to the new LSE responsive design

Migration of all our sites on lse.ac.uk to the new 'mobile first' LSE website was completed in spring 2018. Content has been reworked to follow the new design templates and each page has a clearly defined purpose. Visual calls-to-action invite the user to complete what they need to do. Texts were rewritten to improve readability, so users can understand and find what they need more quickly. The new site helps us to get our messages across on fewer pages within a neater, more user-friendly structure and navigation. LSE Vacations also went live with a mobile-friendly website in September 2017, and now customers can book rooms using their smartphone or tablet. During the last quarter (Q4), our websites received a combined total of 447,894 unique visits.

Figure 1: May 1 to July 31 2018 (Q4) unique pageviews



Residential and Catering Services websites



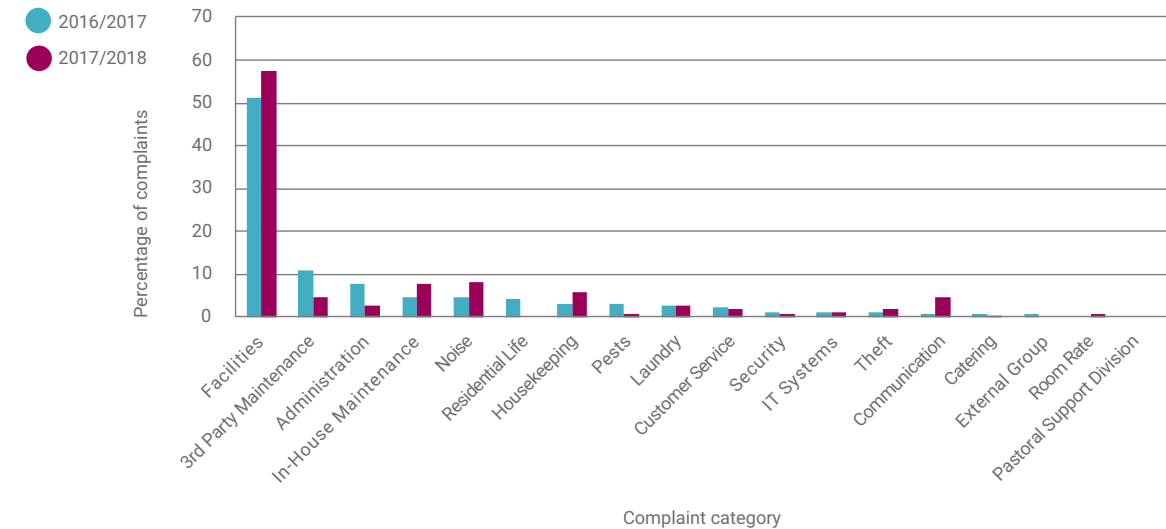
Residential Services complaints and compliments

We received a total of 653 complaints in 2017/18 compared to 734 in 2016/17. The highest proportion of all recorded complaints were facilities-related (57 per cent). A large number of complaints were connected to the refurbishment programme at Rosebery Hall, which saw the closure of some of the communal showers and WC's. Further complaints were reported as a result of heating and hot water boiler issues at Rosebery Hall. While we worked to resolve the issues, we provided additional heating, bedding and complimentary pizza

parties for students at Rosebery Hall. During 2017/18, the number of recorded complaints about both in-house maintenance and noise increased slightly. We have appointed new third-party maintenance and refurbishment contractors and continue to invest significant sums in improving our facilities across Residences.

Residential Services staff recorded 69 compliments during 2017/18, with Carr-Saunders Hall and Lilian Knowles House receiving the highest number of compliments for customer service.

Figure 2: Residential Services Complaints Comparison 2016/17 to 2017/18





Catering Staff Bankside House



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

We offer 31, 38, 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.

LSE Residential Services 2017/18 income

The total income generated by LSE Residential Services in 2017/18 rose by 5 per cent to £36.4m, equalling an increase of £1.8m on 2016/17 (see graph on page 23).

Figure 3: Residential Services Income by Type 2017/18

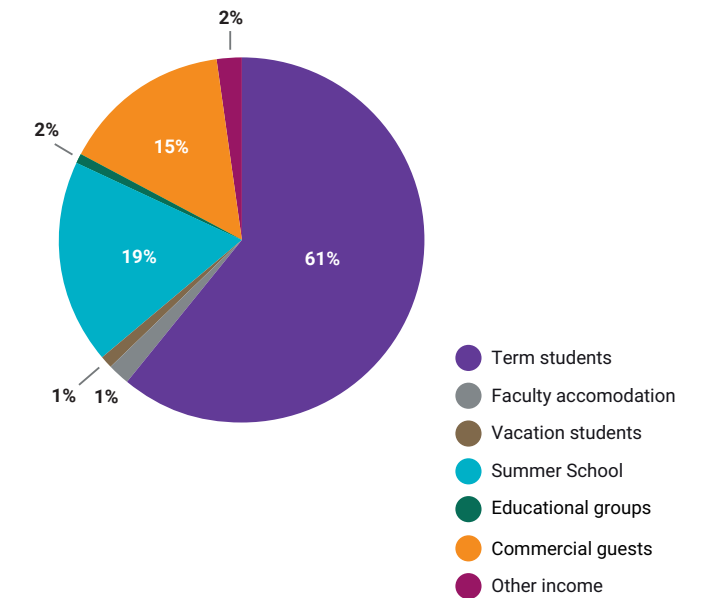
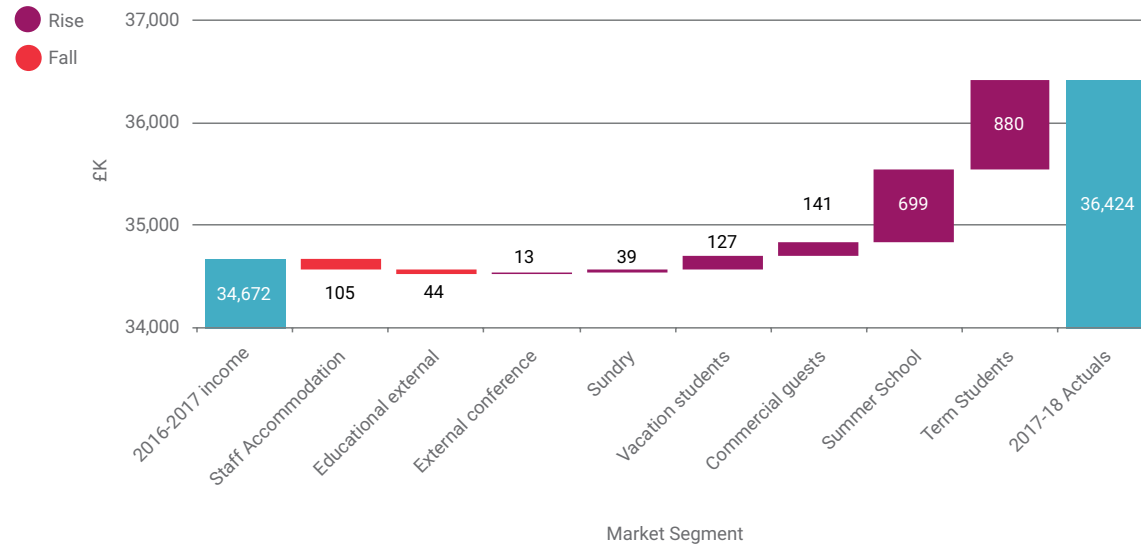




Figure 4: Movement in income by category 2016/17 v 2017/18



Long-term maintenance and refurbishment

We invested £5m in long-term maintenance and refurbishment projects across LSE halls during 2017/18. A number of improvement works were completed including the refurbishment of the bathrooms on levels two, three and four of Rosebery Hall and the first and second floors of Passfield Hall.

December 2017 saw the conclusion of most of our three-year programme to upgrade Carr-Saunders Hall and High Holborn Residence. We completed the refurbishment of the first floor of Carr-Saunders Hall and the third and fourth floors bedrooms in High Holborn Residence. Works on the communal areas in High Holborn residence are still continuing.





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 continued to employ LSE Students in 2017/18 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.

Training and staff development

Training for RCSD staff

Our extensive programme of training for permanent and seasonal/temporary staff included:

- Fire, seek and search training to all night time security staff, duty managers and Residential Life staff in October 2017
- New starter and refresher customer service training in June 2018
- Advanced customer service excellence training in June 2018

“Having the ability to work part-time while pursuing a full-time degree not only provides financial stability but also an opportunity to work alongside wonderful colleagues!”

David Clark MSc: human Resources and Organisations, Web and Residences Assistant 2017-2018

“Residential Services has been a supportive and comfortable working environment throughout my studies at LSE and immediately after. I am very grateful to the Division for the opportunities I have had and the sincere appreciation of my academic and personal lives that certain staff members have shown.”

Jessica Lawrence BA: Anthropology and Law, Residences Administrative Assistant 2017-2018



David Clark and Jessica Lawrence, who worked with us in the central administration team





The VIP Awards

Subwarden training

We organised a series of lunchtime training sessions for our subwarden teams to develop skills and knowledge on a wide range of topics including personality disorders, eating disorders and substance misuse. In collaboration with the Confucius Institute, LSE Faith Centre and the Disability and Wellbeing Service, we offered training on the wellbeing of Chinese students, faith and various mental health topics. Our training events were really popular and we will be expanding this training in the future.



Dame Minouche Shafik presents the VIP Award to Elizabeth Gooby

VIP Award for Residential Services Officer Elizabeth Gooby

The VIP Awards offer professional services staff an opportunity to commend colleagues who have shown outstanding commitment and made a significant contribution to the School over the past year.



Staff at Grosvenor House



Students taking part in Reduce the Juice campaign #whomademyclothes



Students taking part in Reduce the Juice campaign #whomademyclothes

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. To do so, our strategies include 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 all about encouraging students to boost recycling rates and save energy and water. This year, we ran the campaign in two additional halls, resulting in High Holborn Residence, Rosebery Hall, Butler's Wharf Residence and Passfield Hall all holding termly 'sprints' to target an area of sustainability. A total of 135 Student Engagement Action Leaders (SEALs) spread the environmental message and spurred action through social media and direct student engagement. The Reduce the Juice campaign results and prizes were presented at the LSE Annual Celebration of Sustainability in May 2018. We look forward to working with Reduce the Juice in an expanded eight halls of residence throughout 2018/19.

The Energy Sprint was won by Passfield Hall. Their £250 prize was spent on a folding ping pong table for the common room. Participating

students in our halls saved 58,388 kWh of energy and 17.2 tonnes of CO₂e during November 2017. Following this success, the 'Better Off' campaign in December 2017 helped remind students to switch everything off before heading away from halls for the holidays.

The Water Sprint kicked off in February 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 won with a 21 per cent water reduction. Passfield Hall saw a 7 per cent reduction, whilst Butler's Wharf Residence and High Holborn Residence recorded increased water use, which will be tackled over the coming year. Rosebery Hall spent their £250 win on a popular Pizza Party.

The Waste Sprint turned its attention to the environmental impact of 'fast fashion'. It started with the #whomademyclothes global engagement programme and led to a series of clothes swaps shops. The focus was to raise awareness on supply chains, options for fairer purchasing and how swapping can reduce impacts. Despite exam season, 145 students took part!



Student Switch Off Ambassador training 2018

Student Switch-Off

Student Switch-Off (SSO) is an energy-saving competition to encourage students in halls to reduce their energy use. During 2017/18 the SSO campaign took place in Bankside House, Carr-Saunders Hall, Grosvenor House and Northumberland House. Student Switch-Off Ambassadors were trained to encourage energy saving habits amongst their peers, 451 (35 per cent) students signed up to the campaign's mailing list (twice the national SSO average of 15 per cent) and 359 students took part in our Climate Change Quiz. Carr-Saunders Hall won this year's Student Switch-Off and was rewarded with a delivery of Ben & Jerry's ice cream for their summer BBQ. Congratulations to Carr-Saunders Hall!

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 2018 indicates 1,117 bags, equating to 8.9 tonnes of donations, had been collected in LSE halls in 2017/18 alone. If each bag raises £14, this amounts to around £15,638.



FoodCycle LSE

Over the Christmas period, 40 kg of food was collected from the halls of residence by LSESU FoodCycle and donated to the Trussell Trust Waterloo Foodbank. The Waterloo Foodbank helps provide people in crisis with access to a minimum of three days emergency food and support;



preventing food waste and bringing communities together. This is the third year running that the LSE residences have collected leftover food for the benefit of others in the community.

Green Impact

Green Impact is a national environmental award scheme, rewarding departments for reducing their environmental impact. Building on last year's success of Silver awards across the board, this year saw six halls achieve Silver and two halls (Rosebery and Carr-Saunders) achieve Gold for their NUS Green Impact projects. To top off their Gold award, Rosebery also won a further Special Award for Environmental Improvement for Green Impact 2017-18. 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 2017/18. Catering also had great success with NUS Green Impact and received a Silver award for their project at the Fourth Floor Restaurant. The catering team is a stalwart of sustainability at LSE, and continue to perform strongly across the estate.

Re:FIT

RE:FIT is a Mayor of London initiative to help the public sector invest in making buildings more energy-efficient, by providing guaranteed energy savings. Last year a range of energy-saving measures were installed in residences, as well as on campus. This helped LSE cut our footprint by 26 per cent last year compared with 2005/06.



Catering Services

"I thought the food was really good, I think the catering team are amazing, 'cause they really did cook it all from scratch every day."

Undergraduate student, Passfield Hall



Introduction from Jacqui Beazley, Head of Catering



In 2017/18 LSE catering provided food, drink and catering to over one million students, staff and external customers across our outlets. Our services cover three restaurants, seven cafes, two bars and four catered halls of residences in central London in addition to providing hospitality

services to all buildings in the school ranging from beverages, breakfasts, lunches, afternoon tea, receptions, buffet suppers and fine dining. During 2017/18 we provided catering for over 6,500 individual events and customers.

Our aim is to be a significant contributor to the student and staff experience by providing an exciting range of outlets and food offerings that fulfil the diverse needs of the school.

My huge thanks to all of the staff in catering services for their enthusiasm, teamwork, and commitment throughout the year.



Hospitality Dining, LSE Catering



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 feedback comparison 2016/17 v 2017/18

	Location		Customer Service		Speed of Service		Choice		Quality		Decor		Price	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Bean Counter	1.7	1.91	1.37	1.77	1.48	1.72	1.65	1.94	1.67	1.88	1.81	1.77	2.31	2.56
Cafe 54	1.28	1.49	1.52	1.75	1.61	1.79	1.82	2.11	1.85	1.93	1.96	2.03	2.27	2.57
Fourth Floor Restaurant	1.89	1.95	2.01	1.95	1.75	1.93	2.15	2.32	2.4	2.31	2.35	2.16	2.36	2.32
Fourth Floor Cafe	1.74	1.7	1.73	1.9	1.91	1.72	2.06	2.14	1.94	1.86	1.76	2.07	2.5	2.45
LSE Garrick	1.3	1.58	1.43	1.99	1.48	1.81	1.87	2.18	1.86	2.03	2.05	2.07	2.33	2.39
Plaza Cafe	1.41	1.78	1.65	2.2	1.64	2.12	2	2.19	2.13	2.26	2.08	2.13	2.37	2.33
Mean	1.55	1.75	1.61	1.92	1.64	1.84	1.92	2.19	1.97	2.06	2	2.06	2.35	2.42

1 Excellent 2 Good 3 Average 4 Poor

Table 5: LSE Catered halls catering feedback comparison 2016/17 v 2017/18

	Overall, how satisfied are you with catering services at your hall?		It is important for me to have meals provided in halls.		The restaurant makes it possible for me to socialise.		Eating together enhances the feeling of community in my hall.		Food For Life accreditation is important to me.	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Carr-Saunders Hall	82%	70%	87%	90%	89%	90%	90%	90%	75%	84%
Passfield Hall	71%	74%	88%	85%	84%	83%	84%	81%	74%	78%
Rosebery Hall	77%	80%	86%	85%	86%	89%	85%	87%	84%	86%
Bankside House	78%	58%	88%	85%	81%	78%	82%	73%	84%	79%
Mean	77%	69%	87%	86%	85%	84%	85%	81%	80%	81%

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.

Top marks for food hygiene

In 2017/28, LSE catering maintained the highest national government Food Standards rating of ‘Very Good 5 stars’ after inspections assessing hygiene, structural and management compliance.



“I am back in halls for this academic year and I must say I am very impressed with the range and quality of the catering.”

Returning Undergraduate student, Bankside House

New Electronic Point of Sale System (EPoS)

Our new EPoS system was implemented in September 2017 providing the school, the catering team and our customers with improvements such as:

- Contactless payments providing a faster, more convenient way to pay to our customers
- More reporting measures allowing for better tracking of sales
- Improved GDPR compliance
- Enhanced Payment Card Industry Data Security Standards (PCI DSS)



Mobile friendly LSE Catering website goes live

Since November 2017, our new mobile-friendly website has welcomed our customers and provided easier access to key services such as hospitality ordering and campus outlet information. Work was carried out in cooperation with the central Digital Team as part of LSE's Web Improvement Programme.

Late night catering during the exam period

In collaboration with LSE Life and the LSE Library, we served over 4,000 hot beverages and snacks to students working late nights in the library during their exam preparation. The project set out to help boost morale during a time of pressure and contribute to student wellbeing by encouraging them to take breaks from extended study. The project received funding from LSE's Student Experience Enhancement Fund (SEEF). Feedback was resoundingly positive.

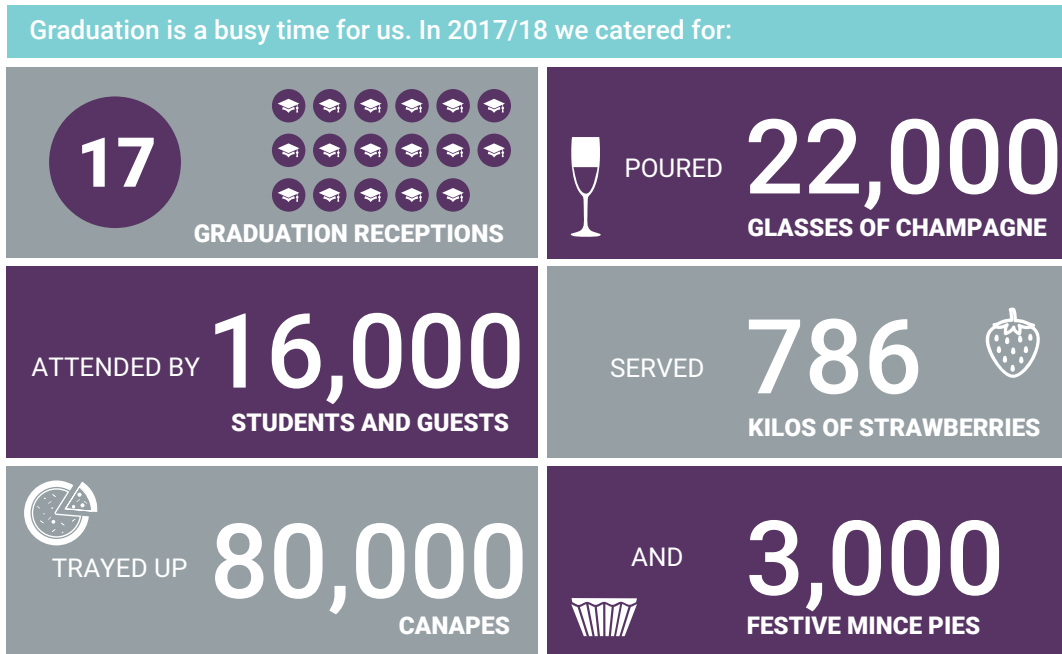
Hospitality for 6,500 events

From strawberry tea and Christmas parties to fine dining at the Honorary Fellows Dinner, 2017/18 saw us provide hospitality for 6,500 catered events.

Graduation is an especially busy time for us: between July and December, 16,000 students and guests were served at 17 receptions where we trayed up 80,000 canapes and poured 22,000 glasses of champagne. At the summer receptions, we served 786 kilos of strawberries (lovingly grown especially for us by a farm in Kent), and in December over 3,000 festive mince pies were consumed.



Graduations reception





Vegan and street food pop-ups and barista coffee trucks

To enhance the student experience and to help us test our ideas, we added mobile and pop-up outlets to our range of food outlets. To highlight the offer of vegan and vegetarian dishes on campus, we ran falafel wraps and vegan burger pop up restaurants. During LSE Summer School, we opened street food stalls that served pancakes, waffles, ice cream and chilli con carne, and our mobile coffee trucks served barista-style coffee to LSE Open Day visitors.



Catering staff getting ready for the children's Christmas party



Staff Dining Room Catering team



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.

The University Caterers Organisation (TUCO) training and development courses

During 2017/18 LSE Catering staff attended TUCO 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:

During their Vietnam and Cambodia study tour, the Fourth Floor Restaurant chef and the residences catering manager were tasting local foods, learning about their production and origin. Networking with chefs and catering managers at local universities provided an educational experience with hands-on expertise to bring back to LSE.

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

The mixology day at University College Birmingham for LSE bar supervisors and managers offered an introduction to sensory knowledge, a spirit masterclass, cocktail masterclass, and wine pairing workshop.

The chef training course at Borough Market and the vegetarian restaurant Vanilla Black was an inspirational hunt for innovative and seasonal ingredients to create on-trend vegetarian and vegan menus, work collaboratively with other chefs, and develop new ideas to bring back to LSE.

An eventful few days at Hull University Catering conference brought first-class knowledge, inspiration and exposure to new product innovation.

The Humane Society International Vegan Forward Food Chefs Workshop encouraged and enabled chefs to develop menus away from meat products, putting more plant foods on plates, exploring umami, creating texture and understanding pulses, whole grains and pseudocereals.

Other training and networking events included:

- Level 2 Food Safety in Catering (for all staff)
- Customer Service Training (Bowthornes LTD)
- Level 2 Alcohol Licensing training Award for Personal Licence Holders (APLH)
- Skills For Chefs conference at Sheffield University



The catering team at Carr-Saunders Hall



Hearty breakfast for vacation visitors at Passfield Hall



Chefs preparing lunch, Fourth Floor Restaurant



John Barrett and Karen Agate-Hilton at The Macs Farm

From organic eggs to ethical coffee beans - visiting our suppliers

One of our supplier visits took us to Ditchling, Sussex, where Suzie Macmillan and her family run the Macs Farm. This farm has been organic for 20 years and today has four chicken sheds housing a total of 18,000 organic free-range birds. The Macs Farm welcome the public to visit, so they can see for themselves the high standard of welfare and experience how their food is produced. All the organic free-range eggs that are served in the four catered halls – Bankside House, Rosebery Hall, Passfield Hall and Carr-Saunders Hall come from the Macs Farm.

The catering team visits Bywaters Material Recovery Facility (MRF), East London to learn more about what happens to waste products and see good practice for reducing the amount of waste that goes to landfill. Bywaters MRF is capable of processing up to 125,000 tonnes of co-mingled waste, which is analysed, captured and baled before being distributed to recycling and reprocessing centres across the UK. The facility processes a range of mixed recyclables from both the public and private sectors, including mixed plastics, aluminium and ferrous cans, cardboard, Tetra Pak and paper. Understanding better what happens to our waste once it leaves our kitchens and catering outlets helps us in our mission to minimise LSE Catering's environmental impact.

We held training days with Union Coffee, who is an ethical direct trade company and one of our coffee bean suppliers. We learnt about the sourcing, roasting and brewing of coffee, and how to taste great coffees through 'cupping'. The London Roastery helped give our LSE baristas expert skills to bring back to the coffee drinking experience on campus.



Coffee tasting at Union Coffee



Union Coffee stall



Union Coffee stall on campus



Staff fete pop-up stall



Strategic Priority 4: Environmental Sustainability

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

Sustainability

As university caterers we know we have a significant role to play in the food supply chain both as procurers and providers of food. We recognise our responsibility to provide healthy and sustainable food to our customers.

In November 2017 it was announced that LSE had come 14th in the 2017 Green League,¹ which ranks UK universities on their sustainability and ethics, and was published in the Guardian². The LSE are first among the Russell Group and second in London. It's also the eighth year running that LSE held onto a spot in the League's top tier – only five other universities have achieved this. LSE catering are pleased to have helped the school to achieve this.

Food for Life

Bankside House, Rosebery Hall, Passfield Hall and Carr-Saunders Hall catered residences achieved the Soil Association Food For Life Silver Award which was presented in February 2018.

Green Impact

The Fourth Floor Restaurant received a Green Impact Silver Award for a project on using sustainable fish as part of the NUS Green Impact

national environmental award scheme and was shortlisted for a National Award for sourcing fish responsibly.

¹<https://peopleandplanet.org/university-league>

²<https://www.theguardian.com/education/2017/nov/14/university-green-table-oxbridge-people-planet>

Sustainable Restaurant Award (SRA)

Central Catering and the four catered halls (Bankside House, Rosebery Hall, Passfield Hall and Carr-Saunders Hall) were extremely proud to have improved on our previous two-star rating with the nationally accredited Sustainable Restaurants Association, this year achieving the highest possible rating of an excellent three stars. The rating covers key catering areas such as:

- 'Sourcing' (ie local, seasonal, ethical, using sustainable fish and Fairtrade products)
- 'Society' (ie fair treatment of suppliers and staff, responsible marketing and local community engagement, balanced menu options)
- 'Environment' (ie use energy and water efficiency, reduce food waste, reduce, reuse and recycle)

We're passionate about working on all these aspects of our service at every level of the supply chain, and we are proud to have achieved this industry award of sustainable practice. From farm to fork and everything in between, we want to provide a sustainable food service to all students and staff at the LSE.

Smart Mugs

To reduce the waste of single-use disposable coffee cups, we continued to sell and promote the reuse of 'KeepCups'. A conservative estimate, based on the number of mugs used once a day during term time, suggests that the initiative has saved around 328,200 cups in 2017/18. This has increased from a saving of 154,800 cups in 2016/17.

Reduction on Plastics

As part of our pledge to reduce single-use plastics and help combat plastic pollution, LSE catering stopped using plastic straws across campus and the catered halls in January 2018.

Another initiative that has been in place for a number of years to help reduce the impact of plastic water bottles is our 10p levy on all bottled water sold. The money raised by this levy is reinvested in environmental projects through the LSE student-led Sustainable Projects Fund. In 2017/18, LSE catering raised £7,431 for the school to use on environmental projects such as beehives, green roofing and walls with nectar-rich flower planters, a conference on Climate Change and a research project on nudge theory to reduce meat consumption. To date, LSE catering has raised over £71,280 to help these sustainable projects at the LSE.



Passfield Hall breakfast



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.

Central catering income year to July 2018

The financial report for LSE Catering in 2017/18 is positive throughout. Figures for hospitality and retail were both up. Overall, Central Catering is reporting a surplus of £119k for 2017/18 versus a budgeted deficit of £68k. A combination of activities helped us to increase revenue and reduce costs.

Particularly successful in 2017/18 was the increase in our hospitality income right across all our hospitality teams:

- We developed new collaborations with departments to improve the student experience eg by serving hot beverages in the LSE Library during the evenings in exam-time.
- We continued to develop our partnership with LSE Residential Life, selling LSE branded cupcakes, brownies, flapjacks, and cookies.
- For LSE Vacations, we provided breakfast for summer school students who were staying in non-catered halls.
- We also developed our business relationship with the Student Services Centre, providing retail items, afternoon tea vouchers and beverage vouchers.

- We catered for Executive Education Courses and the Grantham Institute, coordinating with the Students Services Centre and the Academic Registrar's Division to offer lunches during exam week in January 2018.

Table 6: Catering outlets and hospitality income 2017/18

	Budget YTD	Actuals YTD	Share	Variance	Var%
Outlets	£3,059,574	£3,113,019	62%	53,445	1.7%
Hospitality	£1,778,650	£1,910,163	38%	131,513	7.4%
Central Catering	£4,838,224	£5,023,182	100%	184,958	3.8%

TUCO Framework

Through using 'The University Caterers Organisation' (TUCO) Framework Agreements, LSE Catering achieved value for money on their spend with total Net Savings of £204,621.

What students in catered halls said about our food:

"The food at Rosebery Hall is excellent. I really appreciate the daily fresh salad bar and fruit. These, along with the yoghurt, desserts, hot drinks, milk, juice and hearty main course, offered in both vegetarian and non-vegetarian options, together provide a satisfying meal I look forward to each evening."

Student, Rosebery Hall

"Best part about living in the halls is how kind and loving the catering service is. When I was sick, one staff member made me tea and I felt cared for and almost like I was home."

Student, Rosebery Hall





To book please visit:
www.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.”