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# Residential and Catering Services

ANNUAL REPORT 2016/17





LSE Garrick, Houghton Street

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



The Residential and Catering Services Annual Report for 2016/17 sets out our progress against the strategic priorities in the Residential Services Strategic Plan 2012-2017 and the Catering Services Strategic Plan 2016–2021.

Our aim is to professionally manage resources in line with the School's strategic aims contributing to the student and staff experience at LSE. We are committed to providing high quality accommodation and catering services accessible to all our customers in a safe, secure, friendly, and customer focused environment.

My thanks to all our teams across the division for their hard work, commitment and dedication throughout the year.

**This report focuses on the Division's achievements during 2016/17.**

### **Residential Life**

Building a strong sense of community within halls is central to our Residential Life programme. Our Wardens, Subwardens, Student Hall Committees, Peer Supporters and Residences staff work hard to ensure that students get the most out of their time in halls. I am pleased to report that in our annual Student Accommodation Satisfaction Survey 2016/17, 90 per cent of students who completed the satisfaction survey said they were enjoying their stay. This increased to 93 per cent for students living in LSE managed halls.

### **Increase Provision**

In 2016/17 we received over 7,000 applications for accommodation and accommodated 4,529 students – our highest number ever. As demand still far exceeds supply we are actively looking at ways to increase our bed space numbers. During the year we agreed the refurbishment of Sidney Webb House (448 beds) with the owners, Unite Students and secured an additional 10 years on the lease. This means we will keep the building for accommodating LSE students until 2039. We also accommodated 150 LSE students in the newly refurbished University of London Garden Halls, which opened in September 2016. Located in Bloomsbury and a short walk to the LSE, the hall has proved very popular with LSE students.



### Service

I am very proud to report the introduction of an Accommodation Bursary scheme aimed at students from low income backgrounds. In conjunction with the LSE Students Union, we set aside £350,000 from our commercial trading activities to top up the cost of living bursaries which the School already provides. We awarded 144 bursaries for 2017/18.

We received some positive improvements in our customer satisfaction scores during the year. Across all halls, including those managed by third party providers, 85 per cent of students would recommend their residence to other LSE students – up 2 per cent on last year. Furthermore 80 per cent said they felt their residence offered good value for money – up 5 per cent on last year.

In LSE managed halls the scores were even better – 92 per cent of students would recommend their residence to other LSE students - up 2 per cent on last year. 86 per cent felt that their residence offered good value for money – up 6 per cent on last year.

Residential and Catering Services were successful in being re-accredited with the Customer First Standard – a National Standard for Customer Service. Both areas received positive feedback from the assessor about progress made since the last assessment.

LSE Catering recorded over 1 million transactions - providing food and beverages to students and staff across our three restaurants, seven cafes, two bars and four catered halls of residence. Our hospitality service provided breakfasts, buffets, lunches, beverages, receptions and fine dining for 6,000 events.

LSE Catering also maintained the highest national Food Standard

rating of 5 stars “Very Good” for all campus outlets. Other achievements included the accreditation in our catered halls with the Soil Association’s “Food for Life” bronze award.

Quality in Tourism is the assessment service provided by VisitEngland. They operate a Quality Standard for University/Campus Accommodation. During July and August 2016 an assessment was carried out across our residences and we maintained our 3 star ratings – a great achievement.

### Financial Sustainability

In 2016/17 Residential and Catering Services remained on course to be sustainably self-financing. Residential Services generated an income of £34.6m, an increase of £1m over 2015/16.

LSE Catering generated an income for the year of just over £4.5m, an increase of £300,000 on 2015/16.

We invested £6.2m in long term maintenance and refurbishment. This included the complete refurbishment of 2 floors at High Holborn and Carr-Saunders Hall. Other major works included:

- refurbishment of the main canteen area and back of house kitchen area at High Holborn
- completion of the kitchen refurbishment programme at Northumberland House
- replacement boilers in Endsleigh Place, Passfield Hall



Students at the LSE Garrick, Houghton Sreet

- replacement boilers at Rosebery Hall, refurbishment of the shower and WC blocks on levels 4 and 7, repairs to showers and toilets on level 5 and the conversion of 2 bathrooms in the Myddelton wing to shower units.

### Workforce/Our People (Residences and Catering)

We operate all year round providing services to LSE students, staff and visitors to London. We employed 315 staff to keep our operations going including 160 students employed across the Division.

We could not achieve the things we do without the dedication and hard work of staff within the Division. Our dedication to customer service was evidenced by our re-accreditation for Customer First and in the improved scores in our student satisfaction survey.

### Environment

Residential and Catering Services are committed to continually improving their environmental performance. We do this by minimising our carbon footprint, purchasing responsibly across the division and reducing waste. The many initiatives and achievements of our sustainability teams are highlighted later in the report.





Staff and residents celebrating the 10th anniversary of Northumberland House



## Strategic Priority 1: Residential Life

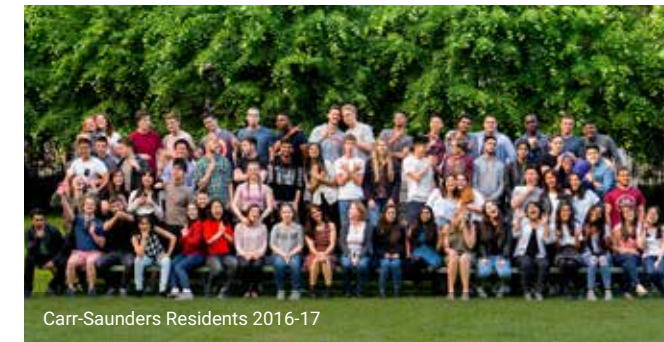
Develop a Residential Life programme to provide a visible, responsive and supportive residential environment and assist the personal development of students

In the annual Student Accommodation Satisfaction Survey 2016/17, 93 per cent of residents in LSE managed halls said they were enjoying their stay (90 per cent across all halls). Building a strong sense of community is central to our Residential Life programme and over the last year, our Residential Staff, Wardens, Subwardens, Peer Supporters and Student Hall Committee members worked hard to ensure that our students view their hall as home.

Our Peer Support programme enlists and trains LSE students to provide support to students living in halls. Now in its sixth year, we had at least one peer supporter assigned to each hall. 89 per cent of students who had interacted with Peer Supporter said they were satisfied with the support they received.

We developed our training programme to include bespoke drug and alcohol training for Hall Committees, Wardens and Subwardens. We also offered our Wardens and Subwardens training in Trans Awareness, Stonewall role models/allies and customer service.

We employed a full time Student Support Officer (based in our IMT division) to provide IT support to our students. The Support Officer offers individual advice to students on IT matters and looks after the IT equipment across our learning spaces and computer rooms.



Carr-Saunders Residents 2016-17

We reviewed the content and “look and feel” of our student online induction. Our online induction welcomes our new students and gives them the essential information they need during their time in halls. 88 per cent of students logged in and participated in the induction, a significant increase on the previous year.

We also worked with the LSE Students Union to put plans in place for an inter halls competition the ‘Halls Cup’ in 2017/18.



"I have many friends in other universities and many of them do not have a proper residential service. LSE Residential Services is great in many terms. Thank you."

Overseas Undergraduate student, High Holborn

"I like the community feel at Bankside. The area also gives a very modern feel".

Overseas Postgraduate student, Butler's Wharf

"A huge thanks, it has been a great year so far".

EU Postgraduate student, Rosebery Hall



"The location of the hall is also great. Thames River is good to walk around for a break when studying. And there are several cafes that I can get some hot drinks and nice breads there."

UK Undergraduate student, Bankside House

"I really like the cute paintings on the noticeboard done by one of our reception staff. I also truly appreciate the birthday cards our reception staff send out in the mailbox. Thanks!"

Overseas Postgraduate student, Grosvenor House

"The neighbourhood of Northumberland House is great. I strongly recommend others come to live here."

Overseas Postgraduate student, Northumberland House







Northumberland House

## 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

### Applications 2016/17

Applications and allocations 2016/17		
Category of student	Applications	Accommodated
New postgraduate	<b>3,494</b> (3,306)	<b>2,135</b> (2,148)
First year undergraduate	<b>2,092</b> (2,041)	<b>1,364</b> (1,445)
Continuing students	<b>1,159</b> (880)	<b>775</b> (457)
General Course	<b>300</b> (326)	<b>255</b> (305)
Totals	<b>7,045</b> (6,553)	<b>4,529</b> (4,355)

(applications for the previous year are in brackets)

**Table 1: Applications received and students accommodated in 2016/17**

In the 2016/17 application cycle, we received 7,045 applications and accommodated 4,529 across our residences, including students in our partner halls (University of London Intercollegiate halls, urbanest King's Cross and Westminster Bridge, Unite Sidney Webb House, and Lilian Knowles Hall). The accommodated figure represents a 4 per cent increase in those accommodated in 2015/16 due to the additional bed spaces we secured at the University of London Garden Halls.

### New Garden Hall allocation with University of London

The Intercollegiate Garden Halls re-opened in September 2016 after a lengthy refurbishment programme. This hall has a mix of single and single ensuite rooms both within the main hall and also a number of adjacent townhouse apartments. The hall offers students a cinema room and tennis courts, among other top facilities. The hall proved very popular with LSE students and our 150 spaces were filled by early summer 2016.





Refurbished single room, Sidney Webb House

### Refurbishment of Sidney Webb House and 10 year lease extension to 2039

During summer 2017, Unite Students, who own Sidney Webb House carried out a complete refurbishment of the building – 448 bed spaces. The LSE agreed a new lease agreement with Unite as part of the refurbishment agreement, extending the lease for a further 10 years to 2039.



Common Room, Sidney Webb House



Refurbished single room, Sidney Webb House



## urbanest King's Cross







Rosebery Hall

## Strategic Priority 3: Service

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

Residential Services actively encourages customers to provide feedback via a variety of methods including the annual Student Accommodation Satisfaction Survey, LSE Vacations surveys and the Residential Services Complaints Procedure. Survey results are published online and shared with students, commercial guests and staff. Improvements are identified, and staff are encouraged to contribute to action plans. All of our complaints and compliments are recorded and reviewed annually by the Residences Management Team and necessary action taken.

### Student Accommodation Satisfaction Survey 2016/17

Across all halls including those managed by 3rd party providers:

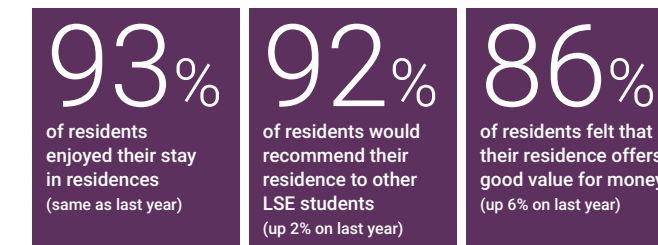


This year 53 per cent of our residents completed the survey (down from 59 per cent last year). Butler's Wharf Residence won the £250 prize for achieving the most improved participation rate. They achieved a 68 per cent participation rate in 2016/17, compared to 61 per cent in 2015/16.

The Residential Services Office (RSO) continued to deliver a high level of customer satisfaction. Overall, 77 per cent of respondents told us they were satisfied with the service they received in person, via email or on the phone (80 per cent satisfaction rating from students living in LSE managed halls).

Satisfaction with the Front of House teams improved again in 2016/17, with Rosebery Hall achieving 93 per cent for staff friendliness and helpfulness.

In LSE managed halls the scores were:







“Good service, Thank you for everyone’s efforts to create a good environment for us!”

Overseas Postgraduate student, Northumberland House

“Overall great experience.”

Overseas Exchange student, High Holborn

“Love the reception and how quickly Butler’s Wharf people respond to complaints :)”

Overseas Postgraduate student, Butler’s Wharf

“Very happy with the reception team.”

Overseas Undergraduate student, High Holborn

Overall, around 85 per cent of respondents ranked reception services as “very” to “highly” satisfactory which was a 6 per cent increase on 2015/16.

When residents were asked the question “What most attracted you to apply for LSE residences?” the key factor overall was location, followed by price and social atmosphere. This is the same as 2015/16.

For the full report and set of statistics see: [lse.ac.uk/intranet/LSEServices/residentialServices/feedback/CustomerSatisfactionSurvey.aspx](https://lse.ac.uk/intranet/LSEServices/residentialServices/feedback/CustomerSatisfactionSurvey.aspx)

#### Improvements to Wi-Fi Service

In response to feedback in the Student Accommodation Satisfaction Survey in the last two years, improvements were made to the Wi-Fi service at Butler’s Wharf, Northumberland House and Carr-Saunders Hall.

We piloted the use of JANET’s eduroam at Northumbeland House in order to both improve the service and to assess future options for our Wi-Fi provision. Additional access points were also provided by our partner StudentCom at Butler’s Wharf and Carr-Saunders Hall.

This resulted in a significant improvement in Wi-Fi satisfaction scores from 2015/16 to 2016/17.

- Northumberland House increased from 43 per cent to 68 per cent
- Carr-Saunders Hall increased from 50 per cent to 63 per cent
- Butler’s Wharf increased from 36 per cent to 52 per cent



	Hall	2015/ 2016	2016/ 2017	Are you enjoying your stay in residences?				Do you think you residence offers good value for money?				Would you recommend your residence to other students at LSE?			
		Total Spaces	Total Spaces	2015/2016		2016/2017		2015/2016		2016/2017		2015/2016		2016/2017	
				Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
LSE Managed Halls	Bankside House	598	598	96%	4%	95%	5%	83%	17%	91%	9%	93%	7%	96%	4%
	Butler’s Wharf Residence	280	280	88%	12%	92%	8%	86%	14%	95%	5%	84%	16%	89%	11%
	Carr-Saunders Hall	132	132	87%	13%	97%	3%	78%	22%	89%	11%	92%	8%	97%	3%
	Grosvenor House	225	225	95%	5%	97%	3%	78%	22%	80%	20%	89%	11%	90%	10%
	High Holborn Residence	405	405	90%	10%	88%	12%	64%	36%	70%	30%	82%	18%	88%	12%
	Northumberland House	342	338	90%	10%	94%	6%	80%	20%	89%	11%	85%	15%	94%	6%
Third Party Managed Halls	Passfield Hall	219	227	94%	6%	93%	7%	84%	16%	91%	9%	95%	5%	93%	7%
	Rosebery Hall	329	329	96%	4%	94%	6%	85%	15%	83%	17%	95%	5%	90%	10%
	Mean	n/a	n/a	93%	7%	94%	6%	80%	20%	86%	14%	90%	10%	92%	8%
	Lilian Knowles House	365	365	83%	17%	94%	6%	71%	29%	90%	10%	70%	30%	91%	9%
	Sidney Webb House	446	446	77%	23%	74%	26%	62%	38%	66%	34%	60%	40%	57%	43%
	Urbanest King’s Cross	312	349	92%	8%	82%	18%	57%	43%	47%	53%	69%	31%	62%	38%
Intercollegiate Halls	Urbanest Tower Bridge	20	n/a	50%	50%	n/a	n/a	0%	100%	n/a	n/a	25%	75%	n/a	n/a
	Urbanest Westminster Br.	489	480	83%	17%	73%	27%	55%	45%	44%	56%	74%	26%	57%	43%
	Zebra Housing Flats	6	6	100%	0%	n/a	n/a	80%	20%	n/a	n/a	80%	20%	n/a	n/a
	Mean	n/a	n/a	83%	17%	81%	19%	62%	38%	65%	35%	68%	32%	68%	32%
	College Hall	43	42	90%	10%	100%	0%	80%	20%	100%	0%	70%	30%	100%	0%
	Connaught Hall	41	33	100%	0%	82%	18%	92%	8%	82%	18%	100%	0%	82%	18%
	Garden Halls	n/a	150	n/a	n/a	96%	4%	n/a	n/a	76%	24%	n/a	n/a	88%	12%
	International Hall	91	85	97%	3%	91%	9%	76%	24%	84%	16%	97%	3%	88%	12%
	Lilian Penson Hall	41	37	89%	11%	82%	18%	44%	56%	65%	35%	67%	33%	41%	59%
	Nutford House	35	28	78%	22%	82%	18%	78%	22%	64%	36%	56%	44%	55%	45%
	Mean	n/a	n/a	93%	7%	89%	11%	76%	24%	78%	22%	85%	15%	77%	23%

Table 2: Student Accommodation Satisfaction Survey 2016/17: Key benchmarking data and 2015/16 comparison.



### LSE Vacations

LSE Vacations sell our bed spaces outside of term time to visitors to London. Booking.com and Agoda are the two main online booking sites that we use. Our overall approval rating from customers using Booking.com for 2016/2017 was 83 per cent (4,860 from 5,791 respondents), an increase of 4 per cent from 2015/16.

In comparison to last year's feedback for Booking.com, two of our halls received an increase in their overall review score. In particular, Passfield Hall received 776 (82 per cent) positive reviews out of a total of 946. Bankside House received 2,037 (85 per cent) positive reviews out of a total of 2,397.

All of our halls received "good", "very good" or "excellent" ratings from Booking.com, Late Rooms and Agoda for the summer trading period.

Full tables can be seen below.



Table 3: LSE Vacations Online Travel Agent Feedback 2016/17

Hall	Agoda Rooms			Bookings.com		
	Overall review score	Value for money	Comments	Overall review score	Value for money	Comments
Carr-Saunders Hall	8.2	8.7	Excellent	8.3	8.7	Good
Passfield Hall	8	8.5	Very Good	8	8.6	Good
Rosebery Hall	7.5	8	Very Good	7.6	8.1	Good
Grosvenor House	7.6	8.5	Very Good	8.4	8.7	Good
High Holborn	8	8.3	Very Good	8.3	8.5	Good
Northumberland House	7.6	7.9	Very Good	7.8	7.9	Good
Bankside House	8	8.6	Very Good	8.2	8.7	Good

Note: Scores are out of 10 for "overall review score" and "value for money"

LSE Vacations winter survey for 2016 had positive ratings throughout with Passfield Hall, Carr-Saunders Hall and Rosebery Hall receiving 'excellent' to 'good' ratings for its facilities, customer service and value for money.

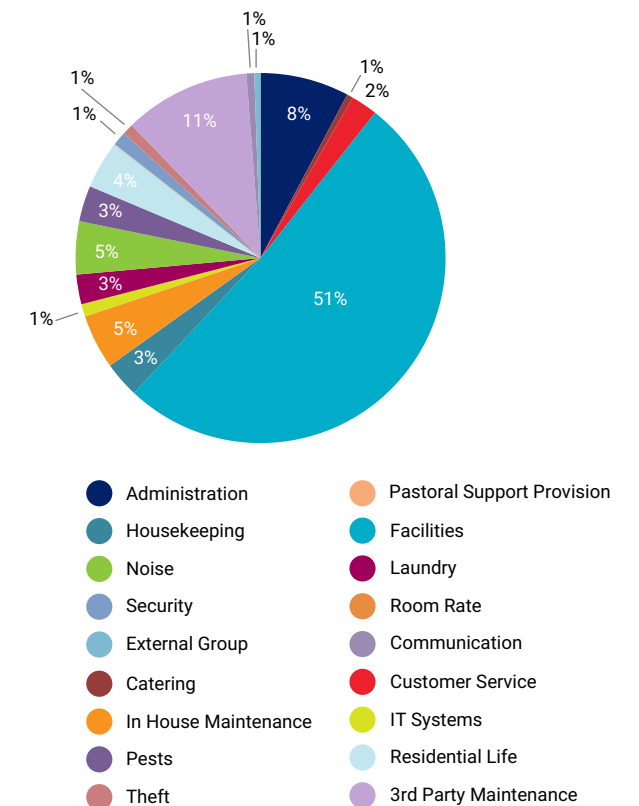
### Residential Services Complaints and Compliments

During 2016/17, Residential Services staff recorded and responded to 734 complaints across the Division. This compared to 379 complaints in 2015/16 and reflected the drive made within the division to ensure that "expressions of dissatisfaction" are recorded and acted upon.

Of the 734 recorded complaints, 365 were stage 1 complaints and resolved locally, 118 were stage 2 complaints, 246 were stage 3 complaints, and there were 5 recorded stage 4 complaints.

Facilities received the highest number of complaints for the third year running, receiving 377 (51 per cent) of all the complaints recorded. This increased by 19 per cent on the previous year where facilities complaints were 32 per cent of all the complaints recorded.

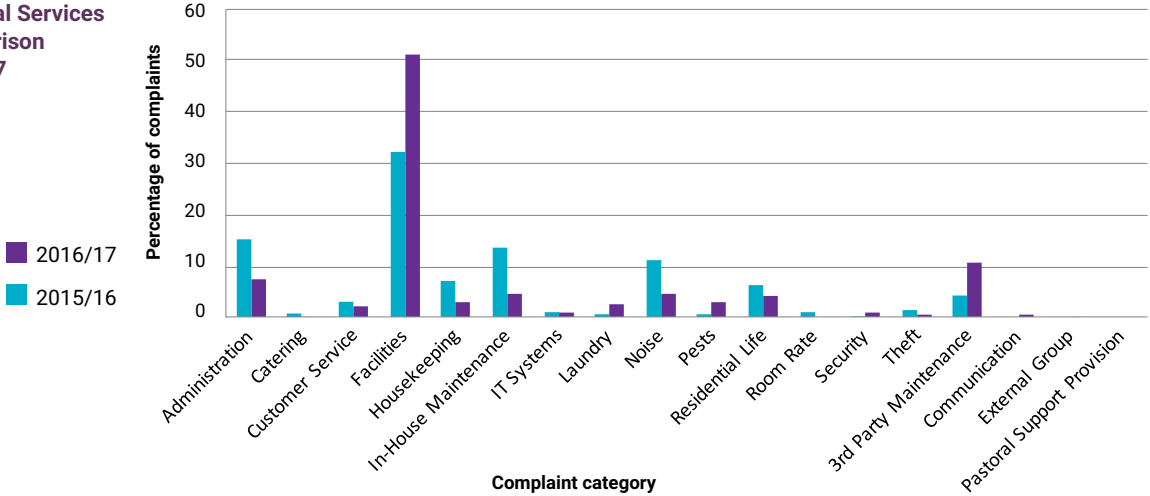
Figure 1: Residential Services Complaints 2016/17 by category







**Figure 2: Residential Services Complaints comparison 2015/16 to 2016/17**



The increase in complaints this year was largely due to the dissatisfaction at Rosebery Hall and Sidney Webb House. Whilst we worked towards resolving these complaints, we provided additional heating and bedding and worked with the Student Hall Committee to manage the communications.

During 2016/17, the number of recorded complaints for in-house maintenance and noise rose by 6 per cent. We have appointed new

third-party maintenance and refurbishment contractors and continue to invest significant sums in improving our facilities across Residences.

During 2016/17, Residential Services staff recorded 48 compliments with Carr-Saunders Hall and Lillian Knowles House receiving the highest compliments each for customer service.



**Implemented Accommodation Bursary Scheme for 2017/18**

We were very excited to work with the LSE Students' Union to develop plans for an Accommodation Bursary Scheme. In Lent Term 2017, Finance Committee approved a pilot Accommodation Bursary Scheme which proposed £350,000 from Residential Services' commercial trading to be put aside for qualifying first year undergraduate students from low income families. The Accommodation Bursary is an additional top up to the bursaries which the School already provides. It demonstrated the division's ongoing commitment to making LSE halls an affordable option for students who wish to live with us.

**Collaboration of Residences and HR for Faculty Accommodation and Relocation**

Over the course of the year, Residential Services worked closely with the HR Division to ensure that new members of faculty who are relocating to London were made aware of our Faculty Accommodation Service located both on campus and in our halls of residences. The School recognises that finding good quality and affordable accommodation in London can be a challenge.

We introduced a relocation service with a dedicated member of staff to guide new faculty through the various housing options available in London as well as the relocation packages which the School offers.

**Summer School**

Bookings for Summer School 2017 opened in November 2016 – much earlier than in previous years. The accommodation booking process was improved by the implementation of a new booking engine which simplified the process. The Summer School

accommodation web pages were reviewed and updated taking into account feedback received from students. Together, these changes were very successful in improving the student experience. Summer School students who stayed in their first choice of residence rated their overall experience as 4 out of 5.

**New PMS (Property Management System)**

A new property management system (PMS) Rezlynx was implemented in March 2017 providing us with improvements to our service:

- A fully integrated channel manager and booking engine allowing us to manage and sell real availability on online channels.
- Real time availability allows customers to book at any time of day or night and receive immediate confirmation of their reservations.
- We expect improved central reservations functionality giving access to rates and availability for all sites in one place to improve the booking process for customers.
- Continuity of service has been improved due to the move to cloud hosting as well as improvements to credit card data security.





### Integrated urbanest booking engine and improvement to the accommodation application process

The Residential Services Office implemented an integration between our accommodation application system Hallpad and the urbanest booking system. This was to address feedback provided by students in 2015/16 that the application process for these halls needed to be simplified. This development allowed students to select their own rooms online when booking with urbanest and shortened the time it took to process these applications.

### Digital Marketing

During 2016/2017, our pay-per-click (PPC) return on investment remained consistent at approximately 1,501 per cent while keeping the cost of managing this channel at a 4 per cent reduction, the same for the past two years.

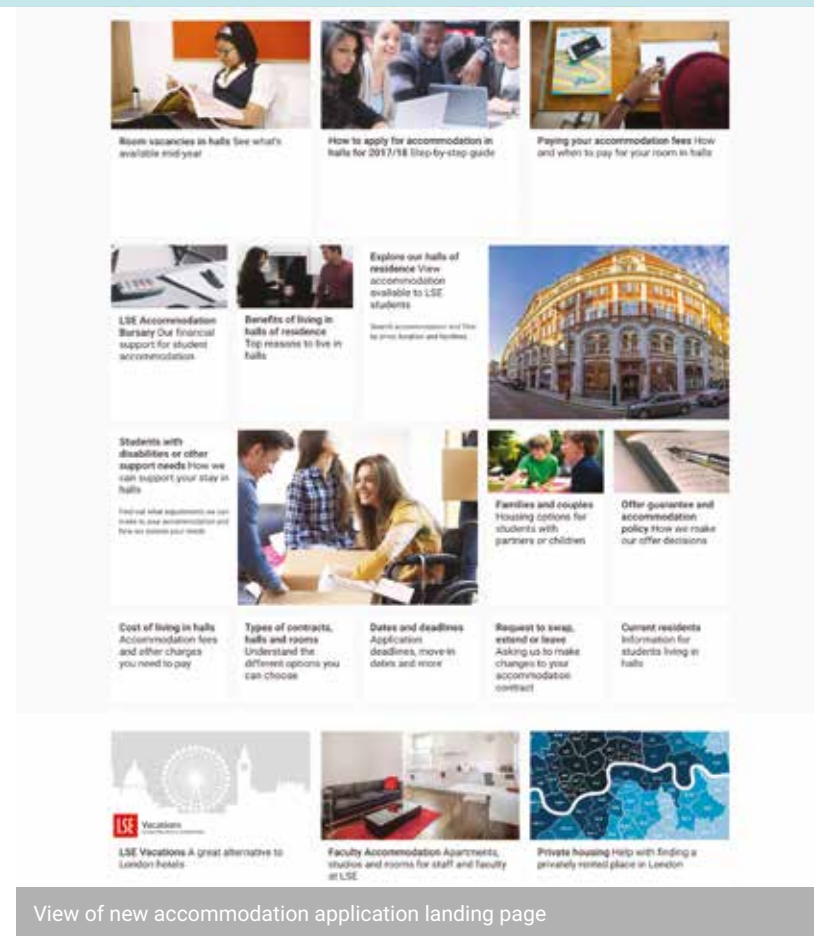
We have continued to improve our social media presence with a 41.9 per cent increase in individual engagements in our Facebook followers and a 13.5 per cent increase in followers on Twitter.

### Improving our webpages

The Web Improvement Programme (WIP) is a collaboration between the Communications and Information Management Technology Divisions to provide the best possible digital experience for those that use lse.ac.uk – both inside and outside the School.

The WIP aims to significantly improve the experience of our staff, students and visitors making it much easier for people to find, engage with, share, and create content.

During 2016/17 we have been working closely with the Communications Division to improve our web pages delivering an improved user journey for our prospective and current residents.



### Cleaning Services Contract

As part of our assurance that we are delivering a quality housekeeping service, BICSC (The British Institute of Cleaning Science) the largest independent, professional and educational body within the cleaning industry carry out regular inspections of our properties. This takes place three times a year.

In April 2017 we received a score of 98.5 per cent for Bankside House, 99.8 per cent for Carr-Saunders Hall and 98.5 per cent for Northumberland House demonstrating an excellent standard of housekeeping across residences during student term.





### Customer First

In May 2017 the Residential Services Division was successful in being re-accredited for Customer First.

'Putting the Customer First®' is the National Standard for Customer Service. It focuses on building outstanding customer service cultures and delivery methods by looking at the way our customers interface with, and experience Residential Services.

There are three key parts, each encompassing a series of specific quality statements which include;

- building successful long term customer relationships
- market awareness
- developing our people.

The follow up report demonstrated fantastic areas of strength as well as good suggestions for continuous improvement. Highlights included reference to a strong internal culture where most people felt valued and appreciated for the contribution they make, allocation of joint objectives across the Division and the maintenance and improvement of student satisfaction survey results.



Fourth Floor Restaurant



### UUK Code Audit

The Student Accommodation Code has been developed by Universities UK to make sure students receive good quality accommodation and support services.

LSE is a member of 'The Code' and independently audited every year to confirm that our accommodation management practices are up to the standards expected. We were delighted to report that we received the highest level of assurance (substantial) on both design and operational effectiveness at Grosvenor House, Carr Saunders Hall and Butler's Wharf.

The code includes 6 key areas for LSE managed halls of residence.

- A healthy, safe environment.
- Timely repairs and maintenance.
- A clean, pleasant living environment.
- Specifics around the contractual relationship between LSE and our students.
- Access to health and wellbeing services.
- A living environment free from anti-social behaviour.

### Quality in Tourism Award

Quality in Tourism is an assessment standard provided by VisitEngland. They operate a Quality Standard for University/Campus Accommodation. The Quality Standard uses a one to five star rating system, which reflects both the quality and facilities provided by the university/campus accommodation.

During July and August 2016 an assessment was carried out of our residences that open for vacation business during the summer. Our residences maintained our 3 star rating with the following results:

Northumberland House 71-73 per cent

High Holborn and Grosvenor House 70- 71 per cent

Carr-Saunders and Passfield Hall 66 -70 per cent

Rosebery Hall 66 per cent

Bankside House 65 per cent

Vacation income is crucial in ensuring the financial sustainability of the Division.





Passfield Hall Residents 2016-17

## Strategic Priority 4: Financial Sustainability

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

### Key financial achievements for Residences

Selling our bed spaces during the vacations to Summer School, educational groups and visitors to London remains an important part of our business model enabling the School to subsidise student rents, to offer different contract lengths for our students and maintain competitive student rents in central London. We offer 31, 40 and 50 week contracts to LSE Students.

### Income

Income generated in 2016/17 was £34.6m, an increase of £1m (4 per cent) over 2015/16.

Our educational group business bounced back during 2016/17 increasing from £427,391 to £618,006.

Figure 3: Residential Services Income by Type 2016/17

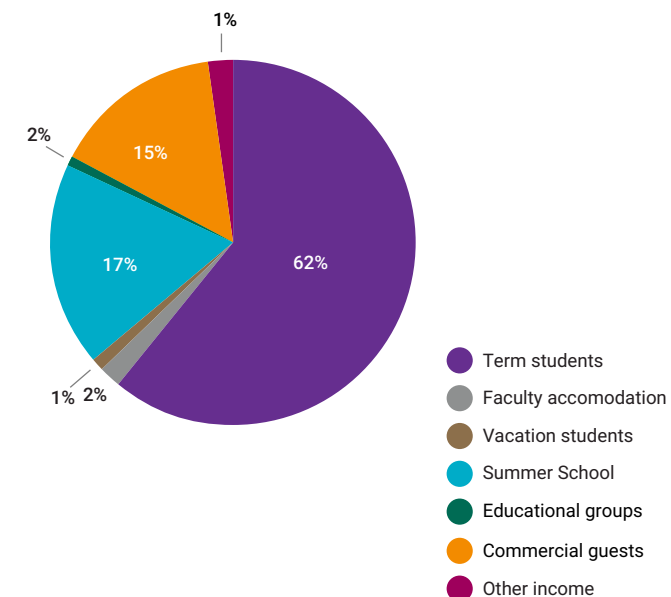
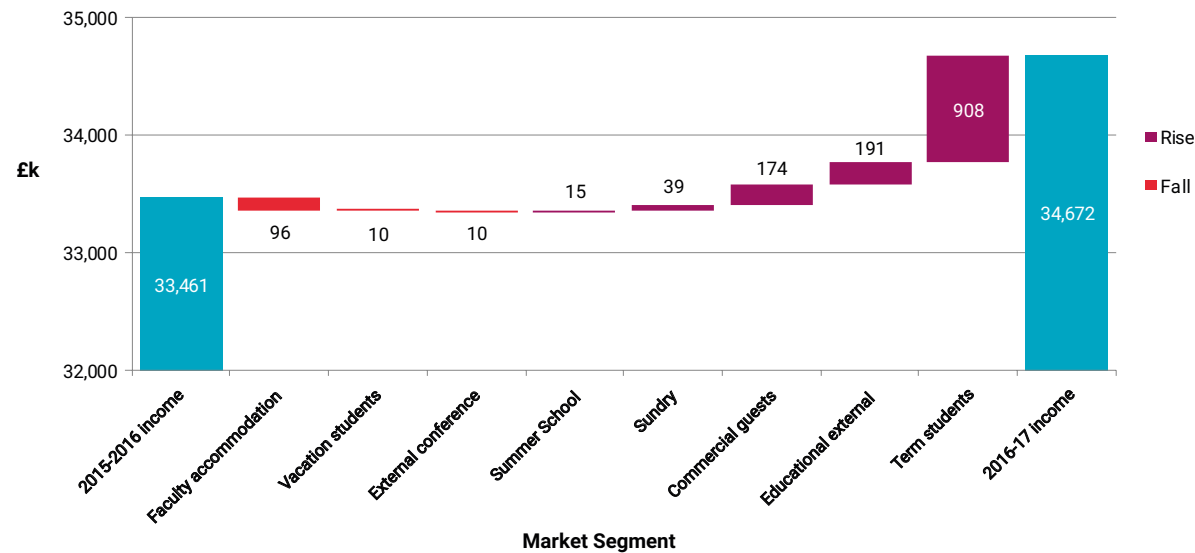






Figure 4: Residential Services Movement in Income by Category 2015/16 to 2016/17



### Refurbishment

We invested just over £6m in long term maintenance and refurbishment across LSE halls and working with colleagues in the Estates Division we completed a number of improvement projects during 2016/17.

Butler's Wharf had acoustic and boiler works.

Carr-Saunders Hall refurbished the second and third floors with a total of 60 bedrooms (37.5 per cent of the overall room stock), bathrooms and kitchens were refurbished and asbestos removal took place.

High Holborn refurbished the fifth and sixth floors of its residence. A total of 72 bedrooms (16 per cent of the overall room stock) were renovated along with 16 kitchens. We continued with the programme to upgrade to electronic locks and the project is now 80 per cent complete. Over the last three years new study beds (designed to convert quickly and easily in a few seconds from a desk to a bed)

have been introduced as part of the refurbishment maximising living space and facilitate the transition to commercial trading during the vacation. High Holborn also refurbished the main canteen area and back of house kitchen area.

Northumberland House had a further 11 kitchens refurbished and now all kitchens in the hall have been refurbished.

Passfield Hall had boilers replaced in Endsleigh Place, refurbishment of the bathrooms on Level 3 and surfaces in student kitchens.

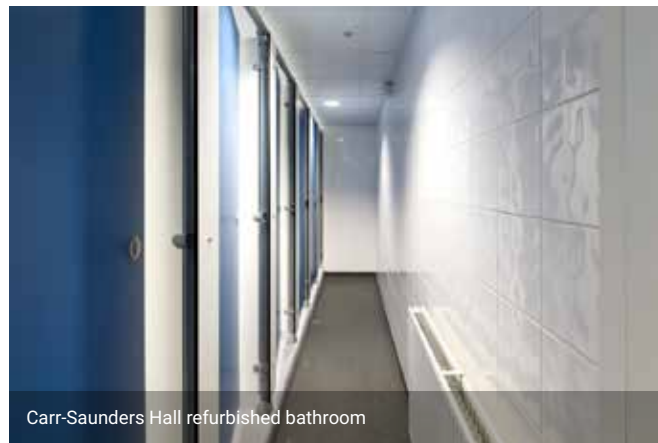
At Rosebery Hall, two boilers were replaced, the showers and toilets were completely refurbished on the fourth and seventh floors, the showers and toilets on the fifth floor were repaired and 2 bathrooms in Myddelton were converted into shower units.



Carr-Saunders Hall refurbished room with study bed



Carr-Saunders Hall refurbished kitchen



Carr-Saunders Hall refurbished bathroom



Carr-Saunders Hall refurbished single room



Lunchtime at Fourth Floor Restaurant





Dr Michael Blackwell, Warden at Passfield Hall



## 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

Residential and Catering Services employed 315 people in 2016/17 working in a range of roles covering operational front and back of house, catering, sales and marketing, systems, residential life and accommodation.

### **Recruitment of LSE students**

We also employed over 160 students. LSE students bring their own first-hand knowledge of the halls and unique experiences, and enhance the service we offer. In turn, we hope to offer our assistants valuable experience of a fast paced work environment during their time with us.

"I am very grateful to have been part of the team, it has been such an enjoyable experience. I could not have asked for a friendlier office, everyone has been so welcoming since day one. The skills that I have picked up during my time at the RSO were so useful during my internship last summer and they will definitely be valuable for my graduate programme as well. I am so glad that opportunities like this are offered to current students, and I am sure all other student staff would agree."

Linh Pham, Accommodation Assistant 2015-2017



Dining Room, Passfield Hall

#### Training and Development

An extensive programme of training in Customer Service Excellence, Health and Safety and BIIAB Licence training was run during 2016/17 for our seasonal/temporary staff and current/permanent members of staff.

This included:

- Customer Service/Complaint Handling for permanent staff.

- Customer Service/Complaint Handling for new starters.
- Level 1 health and safety course.
- Front of House Managers and supervisors completed and passed Level 3 Health & Safety Chartered Institute of Environmental Health.
- First Aid qualifications for many front line staff and provision of accident investigation training for the first time.



The Bean Counter, 32 LIF

- BIIAB Licence Training. We ran an in house course on the responsible provision of alcohol, "Licensing Regulations for Supply and Sale of Alcohol.APLH | Level 2 Award for Personal Licence Holders (UK)". This was a new initiative this year and will help ensure that we are mindful of our responsibilities in this area and support our hall committees with running responsible and safe events.





Passfield Hall Student Switch Off winners 2016/17

## Strategic Priority 6: Environmental Aims

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

Residential Services is committed to continually improving its environmental performance. We do this by minimising our carbon footprint, purchasing responsibly, and reducing waste. This commitment contributes to the efficient running of the Division and the provision of high quality services for all residents and service users, as well as enhancing the overall learning experience for student residents.

### Student Switch-Off



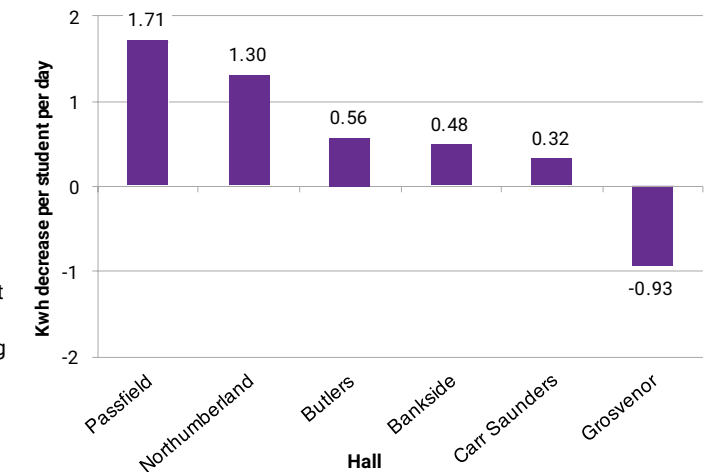
The Student Switch-Off campaign is an energy-saving competition between halls of residence. Halls compete against each other to

reduce their energy usage. Prizes are given out during the year to reward individuals and halls for their energy saving.

During 2016-17, 88,047 kWh was saved during the full occupation months of October, November and February; equating to a 7 per cent reduction (compared to 2010-12). This equates to a £8,805 financial saving, and 47 tonnes of CO<sub>2</sub>e saved. This is the equivalent of boiling the kettle for 2.7 million cups of tea! We trained 41 students as Student Switch Off Ambassadors, who spread energy saving habits

amongst their peers. A total of 282 students took part in our Climate Change Quiz. Passfield was the winning hall in 2016-17. They were rewarded with a £250 prize for their common room committee, and a Ben and Jerry's ice cream party!

Figure 5: kWh reduction per student per day for each hall





Pizza Party, Rosebery Hall

### **'Reduce the Juice': saving Energy, Water and Waste**

LSE piloted 'Reduce the Juice', a new engagement programme focusing on improving energy and water saving, and boosting recycling rates at High Holborn and Rosebery Hall. Each hall targeted area of sustainability had termly 'Sprints'. Two teams totalling 11 Student Engagement Action Leaders (SEALs) spread the message and encouraged targeted actions using a structured social media campaign and direct student contact.

The Energy Sprint was won by Rosebery Hall who managed to reduce energy consumption by 3 per cent (on previous year), against High Holborn who reduced energy consumption by 2 per cent. Both halls combined saved 3642 kWh and 1.5 tonnes of CO<sub>2</sub>e during November 2016's energy sprint.

Prizes took the form of Reduce the Juice Hoodies and £250 per hall if they won the sprint. Rosebery Hall won the energy sprint and opted for a community building Pizza Party! Rosebery also went on to win the recycling sprint by increasing recycling by 2.5 per cent, and opted to spend their winnings on a brunch feast in the canteen.

### **ISO 14001 and 50001 recertification**

LSE's Environmental and Energy Management Systems achieved recertification of the internationally recognised ISO 14001 and 50001 standards in June 2017.

These systems help continually improve the School's environmental performance, and strategically manage environmental impacts and opportunities, helping the School to cut their emissions by 16.8 per cent since 2005/06.

As part of the wider audit, the auditors visited Rosebery Hall, and were particularly impressed by energy-saving measures (including LED lighting and other low-energy retrofits), engagement with students and staff and the beautifully kept garden.

### **Northumberland House Green Tourism Award**

Northumberland House received a gold award for Green Tourism in April 2017. The residence provides year round accommodation on its 10th floor and this award demonstrates our commitment in this area to all visitors.

Green Tourism is a not-for-profit organisation established in 1997. Their mission is to encourage and enable people to make sustainable choices that reduce their impact on the planet. From their beginnings in Scotland, they have grown to over 2000 members across the UK, Ireland, Italy, Canada and Zimbabwe, making them the world's largest sustainable certification programme of its kind.

### **'Relove' – giving new homes to unwanted items**

Each year, our 'Relove' initiative collects donations of unwanted items from students moving out of halls, and donates them to charity, saving them from going to waste and giving them a new loving home. As of July 2017, 7.5 tonnes of donations had been collected for the British Heart Foundation, worth around £13,000; and more donations are still to come!

Traditionally pillows and blankets are difficult to donate for re-use. However, this year Bankside House arranged for 320 to be recycled, avoiding 1.1 tonnes of CO<sub>2</sub>e.



### **FoodCycle LSE**

80kg of food was collected by LSE helping to provide fresh, healthy meals, for people living with HIV in the local community. Organised by Rosebery Hall, Passfield Hall and Carr-Saunders Hall for the second year running, this helped to prevent food waste bringing communities together.

### **Green Impact**

In a particularly competitive year, all 8 LSE managed halls of residence won Silver awards for their projects in NUS Green Impact! Green Impact is a national environmental award scheme for departments to reduce their environmental impact. Awards were presented at LSE's annual "Celebration of Sustainability" event. Thanks to the fantastic efforts from all the Green Impact teams in Residential Service for 2016/17.







# Catering Services

"THE FOOD IS OUTSTANDING! I love it - it is very diverse, super tasty and the options provided are great! The dinner is definitely a highlight of Bankside! "

EU Postgraduate student, Bankside House



## Introduction from Jacqui Beazley, Head of Catering



LSE Catering provide food, drink and social spaces to over one million students, staff and customers each year. We have three restaurants, seven cafes, two bars and four catered halls of residence in central London. We provide hospitality services including beverages, lunches, a range

of breakfasts, buffets, receptions and fine dining catering for over six thousand hospitality events each year.

Our aim is to be a significant contributor to the student and staff experience by providing an exciting range of vibrant outlets and food offerings that fulfil the diverse needs of the school both on central campus and in catered halls.



Hospitality Dining, LSE Catering



## Strategic Priority 1: Our Customers

We will constantly seek ways to understand our customer's needs by seeking feedback and acting on their views and exceeding their expectations



In April 2017, LSE Catering was successful in being re-accredited for Customer First.

In the follow up report, the Assessor said that LSE Catering Division had continued to work to improve customer service levels across the board. There was enthusiasm about the work being delivered and that clearly impacted on the way people support customers.

In addition the assessor reported that "it is clear that the division continues to focus on delivering excellence to customers. In addition to the existing systems and processes, LSE Catering has improved its strategies to gather customer feedback and manage complaints. Colleagues in LSE Catering are proud of the role that it plays and its impact on the organisation it supports. They talk about the student experience, the commitment to environmental sustainability and the implications they have for the way they work, making sure they operate with integrity to maintain the good reputation of the LSE."

The improvement in satisfaction levels in our catered halls (see table 4) evidence the efforts made by staff during the year to improve the student experience.

### LSE Catering Feedback

We actively engage and listen to feedback from our staff, students and stakeholders via a variety of methods including Catering Feedback Surveys across the outlets on Campus and the Annual Student Accommodation Satisfaction Survey for our four catered halls.

During 2016/17 we used the following digital channels:

- Twitter 648 followers
- Facebook 301,277 users reached, 726,869 total impressions across all Facebook pages
- Instagram 50 followers
- Catering Newsletter 664 subscribers

Table 4: LSE Catering Outlets service comparison 2015/16 to 2016/17

	Location		Customer Service		Speed of Service		Choice		Quality		Decor		Price	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Bean Counter	1.53	1.7	1.41	1.37	1.54	1.48	1.77	1.65	1.62	1.67	1.81	1.81	2.45	2.31
Cafe 54	1.46	1.28	1.61	1.52	1.58	1.61	2.02	1.82	1.97	1.85	2.09	1.96	2.24	2.27
Fourth Floor Restaurant	1.79	1.89	1.82	2.01	1.74	1.75	2.24	2.15	2.35	2.4	2.27	2.35	2.56	2.36
Fourth Floor Cafe	1.7	1.74	1.68	1.73	1.8	1.91	2.24	2.06	2.35	1.94	2.27	1.76	2.56	2.5
Garrick	2.91	1.3	2.91	1.43	n/a	1.48	2.91	1.87	2.69	1.86	2.96	2.05	n/a	2.33
Mezzanine	1.41	n/a	1.13	n/a	1.23	n/a	1.5	n/a	1.33	n/a	1.67	n/a	2.18	n/a
Plaza	n/a	1.41	n/a	1.65	n/a	1.64	n/a	2	n/a	2.13	n/a	2.08	n/a	2.37
(Mean)	1.68	1.55	1.64	1.61	1.815	1.645	2.11	1.92	2.05	1.97	2.17	2.00	2.57	2.35

1 Excellent 2 Good 3 Average 4 Poor

Table 5: LSE Catered halls catering feedback comparison from Annual Student Satisfaction Survey 2015/16 to 2016/17

	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		Living in a catered hall makes it easier for me to maintain a balanced diet	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Bankside House	74%	78%	83%	88%	67%	81%	77%	82%	61%	73%
Carr-Saunders Hall	78%	82%	85%	87%	79%	89%	83%	90%	64%	73%
Passfield Hall	62%	71%	81%	88%	77%	84%	82%	84%	59%	69%
Rosebery Hall	82%	77%	86%	86%	84%	86%	86%	85%	62%	72%
All Catered Residences (Mean)	74%	77%	84%	87%	77%	85%	82%	85%	62%	72%





## 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.

### In 2016/17 LSE Catering:

- Achieved the highest national Food Standard rating of 'Very Good 5 stars' for all the campus outlets.
- Achieved accreditation in our catered halls with the Soil Associations national Food for Life Bronze award which ensure they are feeding students meals that use red tractor assured meats as a minimum and dishes that include no undesirable additives or trans fats and that are at a minimum 75 per cent freshly prepared and use seasonal foods. They are working closely with the Soil Association on the Silver standard. John Barrett visited an Organic Farm in Yorkshire as part of his fact finding for the Hall Catering 'Food For Life' Silver submission.
- Collaborated with student societies resulting in theme days introducing the foods and culture from counties as diverse as Columbia, Chile, Brazil, Mexico, Peru, Pakistan, Argentina, and Britain.
- Introduced a new delivery service to the Towers. We have been granted a dedicated alcohol licence to make use of the new LSE

Life space in the library. Working with the LSE Life team we have provided catering for student career events and student workshops. We have also extended our delivery services to King's Chambers, Queen's House, Parish Hall, 29 LIF.

- Introduced a new supplier, Coffee Union serving Direct Trade coffees from the Mezzanine Café in NAB. The company have high ethical standards and work directly with farmers and growers across the world to help improve their businesses and prosperity of those farmers and growers. They offer advice on how to achieve a better price for the coffee growers by improving the quality of their harvest. We have worked with them to deliver a number of popup events where students have enjoyed learning more about the ethos and coffee making techniques and free tastings of different coffee blends.
- Ran many popular events for students and staff, including summer and winter Street Food Fests. These catered for seasonal food trends and provided students with greater choice of eating and drinking possibilities. In addition to the existing cafes and restaurant facilities the pop ups also created interest

"The catering staff are friendly and incredibly receptive to your requests for different food! They have adapted the menu to include all of our favourites. There is always plenty of food to choose from which enables you to maintain a balanced diet."

UK Undergraduate student, Rosebery Hall

and encouraged a more relaxed experience for the student body following exams. Some popular choices have been Pho Hut Vietnamese soup noodles, chipotle smoked chilli beef, chicken with coriander and lime, English dairy ice-cream, fresh juice iced lollies, speciality coffee carts and a Chinese new year dumpling stall.

- Held Pop up bars on the 8th Floor of NAB which included champagne bars, craft beer evenings, cocktail nights and theme evenings.
- Supported LSE Wellbeing Week by offering free herbal teas and a smoothie making workshop, that were open to all LSE staff.



Coffee with LSE Catering



Staff Dining Room, Old Building



## 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.

To take account of the quieter reading weeks in Michaelmas and Lent Terms LSE Catering have introduced staff training weeks in 2016/17:

- A hugely informative Sustainability training workshop for 50 staff took place to raise awareness of environmental and sustainability issues. There has also been training on Customer Service, Level 2 certificated Food Safety training, fire awareness and manual handling.
- In collaboration with The University Caterers Organising (TUCO) we have held training for catering staff on cost control for food and beverage operations, customer complaint training, presentation skills, coaching and feedback for managers and supervisors and practical trainer skills.
- Management development has included two managers successfully completing the ILM Level 3 awards in leadership development and one manager completing Senior Management Leadership Development programme.
- A huge variety of knowledge of product training has been completed with one manager, Stephen Swarbrick spending an

intensive weeks training in Bologna on coffee knowledge and advanced barista skills. Staff have also attended coffee roasters and visited salad growers, tomato producers, and apple and strawberry farms in Kent. Vegetarian cooking courses have been completed by halls catering managers and also vegetarian tofu training classes. The information obtained from these visits has been used in displays and awareness campaigns for students in halls and main site and for individual staff development and to enhance skills and knowledge.

- Benchmarking has been completed by visits to other university catering outlets.

Staff within catering are members of the professional organisations TUCO (The University Caterers Organisation) CUBO (College and University Business Officers) and the Professional mediators Association (PMA), during the past year staff have attended conferences and training events from these organisations.



Breakfast at LSE Garrick



LSE Catering



Chefs preparing lunch, Fourth Floor Restaurant





## Strategic Priority 4: Environmental Sustainability

Support the School's environmental aims, and deliver a catering environmental strategy with targets and commitments that are reviewed annually and available on our website.

### Sustainability

Sustainable food is high on the agenda. A number of strategies are in place to reduce food waste and to coordinate recycling activities across the School. As a result, in 2016 the LSE ranked 14th in the People and Planet University League and 2nd in London of the Russell Group Universities. It is the 7th year running that the School has achieved a "First Class Award" and one of only six institutions to do so.

### Sustainable Restaurant Association

In 2017 we were re-accredited with a "Two Star – Excellent" rating from the Sustainable Restaurant (SRA) for our four catered halls and three central restaurants. The rating assesses 14 key areas that consider social impacts, environmental and sourcing practices. LSE was the first London University to achieve two stars and our score for central catering puts us in the top 20 per cent for all SRA accredited universities.

### Smart Mugs

We saved around 154,800 disposable cups through the sales and use of our "Keep Cups", based on the mugs being used once a day during term time which is a very conservative estimate. We sold 1032 reusable mugs in 2016/17, a considerable increase from the 600

that were sold in 2015/16. We also introduced a 10p discount for every drink purchased in a reusable mug, encouraging our staff and students to reduce the amount of waste from paper cups.

### Refillable Water Bottles

In 2016/17 we sold 121 refillable water bottles to help reduce bottled water sales. We also charge a 10p levy on all bottles of water purchased which is re-invested in environmental projects through the Sustainable Projects Fund. In 2016/17 this resulted in over £7,000 being raised by LSE Catering to add to the fund, which has helped to finance student and staff led initiatives such as bee hives, green roofing and walls and cycle recycling. To date LSE Catering has raised over £63,850 to help sustainable projects at the LSE through this initiative.

### Foodcycle

We have started a food waste trial with students from Save Food and The FoodCycle Society to reduce our food waste whilst helping the needy. Pre-packaged cafe goods with a short shelf life are collected by students from Café 54 who then distribute the surplus food to vulnerable communities in Lincoln Inn Fields.



Halloween Themed Cocktail Event, New Academic Building

### Green Impact

Two gold rated Green Impact awards were achieved for promoting vegan and vegetarian food offerings in Café 54 and developing additional sustainability training for all catering staff. Both catering teams contributed a lot of effort and hard work to the projects and felt it was a positive involvement and a great success.

### Sustainable Fish

We have eliminated all fish from our menus which are on the Marine Conservation Society's "red" (endangered) list and we are a signatory to Sustains Sustainable Fish City campaign. In 2017 we were pleased to be runners up on a shortlist of three in a national SRA award for serving sustainable fish.

### Feel Good Food Days

Over the past year a lot of work has been done to improve and highlight to customers the food providence and benefits of healthy eating by implementing awareness days across the School with 'Feel Good Food Days' and 'Field to Fork campaigns'.

We have held a large number of 'Feel Good Food Days' promoting healthier diets and the use of pulses and their importance in sustainability, health and food security. During Green Week we promoted the additional vegetarian and vegan food offerings we have introduced and held displays highlighting these diets and tastings and asked customers to complete surveys. From survey results we ran an additional promotion of Healthy Eating as students responded to the survey that they are more influenced by healthy eating considerations in their food choices rather than environmental/ethical/religious factors.





Sustainability at LSE Catering



Salad Bar, Staff Dining Room



#### Fairtrade

Sales of Fairtrade products now account for over 20 per cent of all catering sales. Since June 2014 the bananas on sale in all catering outlets have been 100 per cent Fairtrade and we serve triple accredited (Fairtrade, Organic and Rainforest Alliance) coffee in our five largest outlets. In 2016/17 an LSE Fairtrade Steering Group including students, the LSE Sustainability team and LSE Catering achieved re-accreditation of the Fairtrade University Status. During 2016/17 LSE Catering supported Fairtrade fortnight by focusing on telling the stories of Fairtrade Farmers and relating this to the products served across the campus. LSE Garrick organised a popular coffee tasting of their Fairtrade products and additional materials were produced to explain the economic impact that Fairtrade products can bring to farmers.



Hospitality Dining, LSE Catering





The Bean Counter, 32 LIF



Plaza Café



The Bean Counter, 32 LIF



The Bean Counter, 32 LIF

## 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.

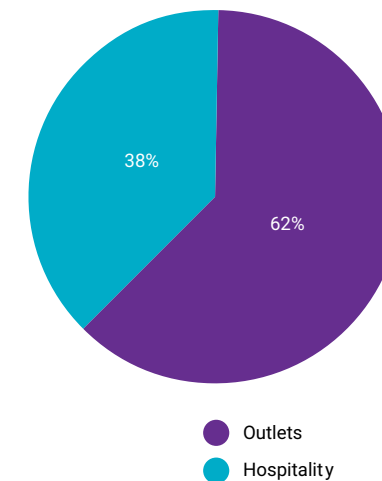
LSE Catering achieved value for money by using Framework Agreements through The University Caterers Organisation (TUCO) saving £357,894 during 2016/17.

LSE Catering achieved its breakeven budget for 2016/17.

**Table 6: Catering Outlets v Hospitality Comparison of Income Share 2015/16 to 2016/17**

	2015/16	2016/17
Outlets	£2,724,989.00 (63.8%)	£2,842,423.00 (62.0%)
Hospitality	£1,546,357.00 (36.20%)	£1,744,980.00 (38.0%)
Total Income	£4,271,346.00	£4,587,403.00

**Figure 6: Catering Outlets and Hospitality Income 2016/17**





LSE

FACULTY  
ACCOMMODATION



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