



THE LONDON SCHOOL  
OF ECONOMICS AND  
POLITICAL SCIENCE

# Residential and Catering Services Division

Strategic Plan 2020-2030







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# LSE Residential and Catering Services (RCSD)

RCSD provides a broad range of residential, catering and hospitality services to meet student and staff needs whilst professionally managing resources, providing a first-class service in line with the School’s strategy – LSE 2030.

## Mission

Our mission is to provide an **inclusive home for learning** – a supportive community, enabling academic development in a safe, clean and enriching environment.

## Values

RCSD operates in accordance with the values of the School’s Ethics Code. These are regularly discussed and monitored by the division’s Senior Leadership Team. The table below gives examples how the Ethics Code relates to staff in the division

Ethics Code Principle	How this works within RCSD
<b>Responsibility &amp; Accountability</b>	Providing excellent customer services by taking ownership of our own actions and being transparent in everything we do.
<b>Integrity</b>	Being honest in our dealings with customers and each other.
<b>Collegiality</b>	Working together as a team to build trust and respect between colleagues.
<b>Sustainability</b>	We play our part in leading and supporting the School’s Policy. Have respect for the environment and how we live, by ethical food sourcing and thinking about future generations.
<b>Equality of Respect and Opportunity</b>	Treating everyone with dignity and respect, accepting cultural differences at work.
<b>Intellectual Freedom</b>	Freedom of speech and expression within boundaries of collegiality.

## Vision

Our aim is to make our services the destinations of choice by providing an inclusive and exciting range of accommodation and food offerings that fulfil the diverse needs of our students and staff.

We will be sector leaders in residential and catering services in the UK, providing a professional, distinctive, and innovative customer-focused service.

## Objectives

Our division has three strategic objectives which support the LSE 2030 strategy.

- **Creating a sustainable LSE** – We are committed to providing a world-class campus for our community.
- **Create an inclusive home for learning** – We will foster an environment in halls that promotes a strong sense of community and belonging by connecting students and staff.
- **Building a Sustainable Future** – We will invest in supporting and developing all our staff.

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## How will we achieve our objectives?

**Creating a sustainable LSE** – We are committed to providing a world class campus for our community.

How will we achieve our objective:	Target	Status
Complete the refurbishment of Rosebery Hall.	2021	Refurbishment completed in 2022
Open a new catering outlet in the Marshall Building and provide a range of hospitality options to all parts of the building.	Open in 2021	Beavers Brew Cafe opened in January 2022
Move the 4th Floor Restaurant to a location which will provide an accessible catering hub to improve the student & staff experience.	Open in 2027	
Address the current under-supply of 51-week accommodation contracts by opening a new affordable residence for graduate students.	New hall opening in 2025	Named as Robeson House
Submit proposals for the redevelopment of Bankside House (fully catered hall) to increase the number of student bed spaces.	New hall opening in 2030	
Refurbish Butler's Wharf Residence and Myddelton Wing.	Refurbishment complete by 2026	
Seek to decrease the reliance on long-term nomination agreements. For new third-party agreements we will ensure that pastoral support and reception services are provided by LSE.	2030	
Continue to appraise sites in zone 1 for a hall of residence on 38-week contracts which can also accommodate summer school students.	2030	
Develop cyclical refurbishment schedules for our catering facilities and halls of residences commensurate with delivering a high-quality and contemporary service.	2024	
We will provide more flexible study and social spaces to support community development.	2025	
Continue to ensure that the division is sustainably self-financing by managing our resources and through annual budgeting and ten-year forecasting.	2030	



## How will we achieve our objectives?

**Creating a sustainable LSE** – We are committed to providing a world class campus for our community.

How will we achieve our objective:	Target	Status
Demonstrate fiscal responsibility by benchmarking with other London based institutions to collect and utilise benchmarking data and seek out best practices. We will use benchmarking data to inform the monitoring of objectives in our operational plans.	2030	
Improve our student accommodation booking process and improve the way information is made available to students to support their decisions about halls. We will improve the presentation of information about our halls and fees, making them easier to access.	2024	
Demonstrate efficiency by ensuring that our systems are integrated with other systems in the School to streamline information flows. We will provide a two-way integration between our Property Management System and One Finance, and between our new Student Accommodation System and SITS.	2030	
Streamline our management of customer queries by implementing a Customer Relationship Management (CRM) system in our central customer-facing teams (Residential Services Office / Reservations Teams).	2024	
Innovate and drive significant improvement in our catering and hospitality service, working with partners to provide a high quality, contemporary service which meets our customers' expectations.	2030	
Advance our commitment and drive forward plans for environmental sustainability including phasing out bottled water in hospitality menus, learning from food waste patterns to update food and drink offerings accordingly and fully implementing the policy to phase out plastic cups and other single-use plastics.	2025	
Continue to work closely with colleagues in the School to plan for expansion in Summer School and Executive Education programmes.	2025	

## How will we achieve our objectives?

**Creating a sustainable LSE** – We are committed to providing a world class campus for our community.

How will we achieve our objective:	Target	Status
LSE Vacations will seek to maximise revenue in vacation periods recognising the break clauses in our current portfolio. We will prepare for the reopening of a new Bankside House by building business before it reopens.	2030	
Identify and pursue technological solutions that can be used to improve our services and foster innovation.	2024	
Work with our colleagues in Estates to move our Facility Management (FM) arrangements towards a customer-supplier relationship, with Estates providing soft and hard FM services based on service agreements specifying quality, quantity, and cost. We will develop clear structures and a service level agreement.	Annually	
Continue with our financial support for students who have limited financial means. We will work with the Students' Union and the Financial Support Office to ensure that funds are awarded to students with limited budgets from a range of backgrounds.	Annually	



**Creating an inclusive home for learning** – We will continue to embrace diversity and foster belonging among our student body.

How will we achieve our objective:	Target	Status
Aim to offer every first-year student a place in halls by acquiring new sites or entering short-term nomination agreements.	2030	
Develop a Residential Life framework to include key student experience pillars and community values linked to the School's strategy. The framework will cover health and wellbeing, academic success, social and community, leadership, sustainability, arts, and culture.	2024	
Establish a new out of hours student support service which will encapsulate wellbeing needs, emergencies, low-level maintenance requests and support other business needs. This service will work closely with third-party accommodation providers, outsourced security services, Estates, and the LSE wellbeing service.	2025	
Develop local civic engagement opportunities for students and staff by establishing long term formal relationships with organisations, charities, and businesses.	2030	
Aim to provide students with better wellbeing support by linking reporting systems across the School. We will also ensure closer partnerships with the wellbeing service, our third-party accommodation providers and external NHS and emergency services.	2025	
Aim to provide more initiatives to help with the cost of living such as improving awareness of external bursaries and scholarships, providing free sanitary and toiletry products, discounted meals, free events, and other opportunities.	Annually	
Foster a residential environment that promotes an understanding of safe and unsafe behaviour, while providing a framework that empowers students to create and maintain a respectful and inclusive environment.	2024	
Increase the awareness of sustainable lifestyles, habits and innovation across residences and catering. Our work in this area will reflect the School's sustainability strategies and ensure we are sector leading.	2025	



**Creating an inclusive home for learning** – We will continue to embrace diversity and foster belonging among our student body.

How will we achieve our objective:	Target	Status
Assess the residential experience of students and utilise results to bring meaningful change. We will pay attention to satisfaction in our third-party managed halls.	Annually via the student satisfaction survey	
Ensure our halls are supportive, engaging and enabling environments for students with disabilities and/or mental health needs. Working with the Disability and Wellbeing Office, we will conduct a review of our processes, facilities, and communications for students with disabilities, from application through to check-out. We will devise and implement an action plan to address any gaps identified.	2026	



**Investing in our community** – We will invest in supporting and developing all our staff.

How will we achieve our objective:	Target	Status
Recruit and retain experienced and diverse staff and monitor progress via the triennial staff surveys.	2030	
Provide appropriate training for RCSD staff via an annual divisional training plan. This will include joint training with our third-party providers.	2025	
Develop a standard on-boarding process for new employees in RCSD produced in booklet form and updated annually.	2020	Completed
Maintain departmental awareness and understanding about internal resources such as procedures and processes by publishing all divisional procedures on the intranet.	2024	
Be resilient to the changing work environment by employing deliberate and effective communication strategies to improve divisional effectiveness, including celebrations of our successes	2023	
Empower staff to network with peers to enhance learning and knowledge of best practice by participating in professional associations for university accommodation and catering staff (ASRA, CUBO, TUCO, ACUHO-I).	Annually at conferences	
Establish a set of guidelines and standards for our communications and create an online forum for Residential Services staff to share best practices to foster a transparent, inclusive, and direct communication environment.	2024	

# Service Charter – Our Service Promise

Our Service Charter outlines the standards of service that you can expect from us and says how we will deliver them.

## **LSE Residential Services is committed to:**

- Providing accommodation priced to suit a range of preferences, needs, and budgets.
- Maintaining accommodation in good order to provide a safe, secure and clean-living environment.
- Providing accommodation in close proximity and has good transport links to the School.
- Providing clear and accurate information about prices, facilities, and services.
- Allocating bed spaces fairly and as close to a student's preferences as availability permits.
- Prioritising students with disabilities for LSE accommodation.
- Providing pastoral support for student residents as part of our Residential Life programme.
- Contributing to the LSE Environmental Policy and supporting the School in protecting the environment.
- Meeting the Universities UK/ Guild HE Code of Practice for the Management of Student Housing.

## **LSE Catering Services are committed to:**

- Providing and managing a sociable environment for students and staff to meet, eat and drink together, enabling people from different backgrounds to socialise in accessible surroundings, enhancing the staff and student experience.
- Providing the School with a first-class formal dining service in a professional setting that will allow the School to entertain a diverse range of guests and to assist in its objective to increase philanthropic support for the School.
- Providing healthy, good quality food with vegetarian, vegan and halal options.
- Providing value for money hospitality services to all School buildings. Supporting the activities of Academic Departments, Research Centres, Alumni, Professional Services, Conference & Events, Executive Education, Summer School, LSE Vacations and Student Societies.
- Providing catering in a nurturing environment in our four halls of residence, enabling students to dine together to help build a strong sense of community and develop long lasting friendships.



**To deliver on this commitment, we will:**

- Actively seek customer feedback on the experience of our service, to determine that we are delivering the level of service as promised in our charter.
- Embrace customer feedback and any changes that help shape and improve our services.
- Respond to enquiries, feedback, and complaints quickly and efficiently.
- Treat our customers with respect, courtesy, and consideration, regardless of their age, sexual orientation, religious belief, gender, ability, or race.
- Ensure that our staff are trained to mediate, bringing a quick and successful resolution to all complaints.
- Organise our processes and train our staff in such a way that we meet the Universities UK/Guild HE Code of Practice for the Management of Student Housing.





## About us

In 2024, LSE has twelve halls, four of which are catered, providing an evening meal six nights a week with a brunch at weekends. Total bed space provision is circa 5,000. In addition, we have twelve catering outlets plus two pubs.

### Halls:

Carr Saunders Hall  
Passfield Hall  
Rosebery Hall  
Bankside House  
Butlers Wharf  
High Holborn  
Sidney Webb House  
Westminster Bridge  
Lilian Knowles House  
University of London Halls  
Battersea (opening September 2024)  
Robeson House (opening 2025)

### Catering Services:

We have four restaurants:  
Coopers Restaurant, Staff Dining Room, Fourth Floor Restaurant, Garrick Restaurant.

Eight cafes:

The Shaw Café, Café 54, The Beavers Brew, The Bean Counter, Plaza Café, The Beveridge Café, The Garrick Café, Staff Common Room.

Two bars:

The George IV and the White Horse

Four catered halls:

Bankside, Carr Saunders, Passfield and Rosebery

We provide hospitality services to the School ranging from beverages, breakfasts, lunches, afternoon teas, receptions, buffet suppers and fine dining.

We support academic departments, research centres, alumni, professional services teams, conferences and events, Executive Education, Summer School, LSE Vacations, and student societies.



**Central Office:** The office processes, tracks, reports, and reconciles all financial activity within the division. The Central Office ensures that our business practices are transparent, consistent and in compliance with LSE standards.

The office is also responsible for the division's marketing and communications including managing, strategising and implementation. In conjunction with the LSE Communications division, it develops and distributes information to keep the various and diverse audiences informed and educated about the RCSD.

**Faculty Accommodation:** Offers serviced apartments in central London for academic staff looking for short-term accommodation.

The provision consists of three single rooms; eight double rooms (Bankside House); 12 one-bedroom flats; five two-bedroom and one three-bedroom flat. We also offer a relocation service which provides relocation support and advice to LSE faculty moving to London.

**LSE Vacations** are responsible for non-student term time activities. Via a central reservations team, they sell our bed spaces commercially via our [website](#) and online booking channels – booking.com, Expedia,



Agoda, etc. The major period of selling is in the summer from mid-June to the end of September when circa 3,000 bed nights are available. During Christmas and Easter vacations we have circa 700 bedrooms on sale. The LSE Vacations team manages group bookings and the summer school accommodation sessions as well as conference bookings for **Rosebery Hall** and **Bankside House**.

**Residential Life:** The residential life team works to support and enhance the experience of students living in our accommodation. They work to create a positive living and learning community for students through the provision of social, educational and wellbeing activities, a robust pastoral support system.

**Residential Services Office (RSO):** The RSO is committed to providing exceptional customer services to prospective residents and the current residential community.

The RSO strives to be fair, transparent, and consistent with all procedures and processes. The RSO works with our third-party providers to resolve complaints and improve services to students.



The office also provides advice to students seeking private housing, to ensure they are well informed and supported in this transition.

**Facilities Management:** LSE Estates Division is responsible for the day-to-day facilities management in halls, including cleaning and fire safety, and for coordinating major project work, via our long-term maintenance programme and planned and reactive maintenance.

**Systems:** The systems area is responsible for the day-to-day operations of technology-related issues, user support, and server administration specifically related to all departmental technology, including but not limited to Kinetics, MCR Systems, and TUCO Procure Wizard.



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