RESIDENTIAL SERVICES
STRATEGIC PLAN
2012 - 2017

Contents

Any queries or requests for additional
information should be addressed to:

Rebekah Allcock
Administrator, Residential Services
The London School of Economics
and Political Science
Houghton Street
London WC2A 2AE

Tel: 020 7955 6786
Email: r.allcock@lse.ac.uk

The London School of Economics and Political Science (LSE) is a vibrant and cosmopolitan community and the opportunity of living and learning with people from all parts of the world is a vital part of the LSE experience.

LSE Residential Services provides accommodation for over 3,500 students across ten halls of residence (two of which are managed by other student providers) all in central London locations. Outside of term time, the division operates a commercial letting operation. Residential Services' principal aim is to provide a first class service, within a sound financial framework which supports and enhances the learning goals of students. Residential Services' aim is that all the Halls should be good value, safe, clean, friendly and enjoyable places to live and study.

In creating and sustaining a positive community for student residents, residential staff play a key role in encouraging positive attitudes and activities within the halls. This area of 'residential life' has developed in recent years and will be central to developing the strategy.

This document relates the School's Strategic Plan to the key priorities of Residential Services in seeking to provide an excellent service to students and other customers. This strategy seeks to set out the priorities and intentions of the Service, as it works with other stakeholders in the School in ensuring that our halls continue to be great places to live.

Professor Paul Kelly
Warden, Central Cluster
Pro Director, Teaching and Learning from Summer 2012

Introduction

Each year, the School publishes a strategic plan that projects intentions and priorities for the next planning period. The current plan, due to be published in October 2011, covers the planning period from 2011-2016 and sets out the School's vision, values and commitments. The strategic plan contains three strategic priorities:

• Teaching and student experience

• Research

• Engagement

In order to deliver the School priorities, responsibility lies with Service Divisions to deliver the essential foundations.

Residential Services form part of those essential foundations upon which the strategic goals of the School can be built. As a major provider of student accommodation in London, our position within the sector will be as a leading and exemplary service provider, being a model of good practice and a significant contributor of both services and revenue generation to the School.

Second to course selection, choosing a place to live plays a central part in any student's experience at LSE as it supports their intellectual life and their practical needs. Serving the LSE communities first remains the core commitment of Residential Services; this commitment underpins our strategic plan.

Future projects that signify growth, renewal, investment and commitment to the improvement of the LSE student experience include:

• The development of a Residential Life strategy

• The proposed redevelopment of Bankside House and improving space where students can meet, study and relax

• Exploring new and different partnerships with leading organisations in the student accommodation sector such as Sanctuary housing, CRM, Club Quarters and Urbanest

• Exploring partnership with Urbanest for a development in Kings Cross

Our Strategic Aim

Residential Services' aim is to professionally manage resources, in line with the School's strategic aims. It will provide a broad range of services to meet student needs and it will provide a welcoming and supportive community in residential accommodation, enabling academic development in a safe, clean and enriching environment.

6 Strategic Priorities for Growth and Improvement

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

- Increase provision to allow accommodation to be offered to each new student in their first year

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

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

- 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

- Support the School's environmental aims, especially a commitment to the School's Carbon Management Plan

By setting out our priorities, our strategic plan aims to make clear what we plan to do, how we plan to do it and when and how we will measure our performance and achievements.

Equality and Diversity

The School will promote equality of opportunity for students and staff from all social, cultural and economic backgrounds and ensure freedom from discrimination on the basis of disability, gender, race, age, religion or belief, and sexual orientation. We will support inter-faith and inter-cultural dialogue and understanding and engage all students in playing a full and active role in wider engagement with society. The values and principles to bear in mind when living in halls are set out in the halls student handbook: **lse.ac.uk/intranet/LSEServices/residentialServices/ pdf/HallsHandbook.pdf**

A Clear Strategy

By setting out our strategic priorities, Residential Services aim to give a clear focus to the next 5 years of activity. This is in line with the School's quality agenda and builds on the achievements of Residential Services over the previous planning period. Supporting the fundamental activity of the School, the operating model of residences is now positioned to continue to make a growing contribution to the School.

Services to Students

There are three primary purposes for LSE having a broad range of residential provision:

• To encourage people to apply to the LSE

• To reduce the worry, costs, risks and challenges that students face moving to London and finding suitable, well-located accommodation

• To provide a safe and sociable environment for students to live and study, to meet people from different backgrounds and to enhance the students' experience at LSE.

Residential Services has been tasked with expanding the present bed stock to be able to offer a place in LSE residences to the following four cohorts of students:

i)   First year undergraduate students

ii) New first year postgraduate students

iii) General Course students

iv) Every student with a relevant disability

Table 1 outlines the new student registration targets for the period from 2011/12 to 2016/17.

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
UG	1241	1241	1241	1241	1241	1241
GC	300	300	300	300	300	300
PGT	4124	4182	4221	4237	4243	4245
PGR	205	195	197	197	197	197
Total	**5870**	**5918**	**5959**	**5975**	**5981**	**5983**

Table 1 – Registration Targets 2011/12 to 2016/17 (as at 14th April 2011 – LSE Planning Unit)

Services to the School

Having a significant amount of residential provision, Residential Services are able to offer accommodation to an expanding number of Summer School students. We will continue to work closely with the Summer School strategically and operationally to meet their accommodation needs.

Offering temporary and longer-term accommodation for visiting and relocating academic staff is also now within the capacity of Residential Services and will play an increasing role in how Residential Services are able to support different segments of the School community.

Together with the Disability and Wellbeing Service, Residential Services are committed to working to ensure that applicants and students with disabilities are supported to access appropriate accommodation and pastoral support in halls of residence. To this end, a joint statement of aims has been developed which states that services to students with disabilities will be student-centred in approach, and furthermore will aim to prioritise students and improve, to a higher standard, the support that is already in place.

Financial Sustainability

In the 5 years since the 2006/7 financial year, LSE Residential Services have delivered their target of becoming sustainably self-financing. Over the next 5 years we will review the financial parameters for residences to determine whether the "self-financing" goal should remain or whether some different objective might be appropriate given the significant adverse change in the overall economic and public sector funding environment.

Since 1996 the commercial letting operations of LSE residences have operated through a School subsidiary company, LSE Lets Ltd. This arrangement is common across the sector as a means of ensuring the School's exemption from corporation taxation as a charity is protected. As we seek to develop further the contribution to the School from our commercial operations and maximise the opportunities we offer, we will review this arrangement to ensure it remains efficient and sufficiently transparent.

The Residential Services Team

Recruiting and retaining the right workforce that has change capability and flexibility to deliver the strategic priorities is of paramount importance. Engaging with our staff through induction, Personal Development Reviews, development activities and regular communication, demonstrates our commitment to a dynamic staff engagement approach.

Residential Services Management Team

The Residential Services Management Team (RMT) is the primary management group for the service. Its function is to advise and support the Head of Division on a variety of management issues:

- Proposing the residences strategy and delivery mechanisms

- Implementation of strategy

- Recommending policy and objectives through assessment of needs, risks and opportunities

- Evaluating performance against objectives

- Ensuring best use of resources

- Promoting the Division to stakeholders

Key Performance Indicators (KPI's)

By measuring performance, both individual and team, through the routine use of accurate, well-timed management information, the RMT will oversee the delivery of strategic objectives.

Key Performance Indicators (Per hall)	How will this indicator be expressed?	When is this indicator being measured, i.e., frequency?
Term time student occupancy	% of total bed spaces occupied by term	Measured daily and weekly by staff Reviewed monthly by RMT Reported annually
Term time rent collection rate	% of total rent due by term	Measured daily and weekly by staff Reviewed monthly by the RMT Reported annually
Academic accommodation occupancy	% of units occupied	Measured daily and weekly by staff Reviewed monthly by the RMT Reported annually
Vacation occupancy	% of total bed spaces occupied by vacation period broken down by: Students Summer school Visitors Education groups	Measured daily and weekly by staff Reviewed after each vacation period by RMT Reported annually

Out of order (OOO) beds	Number of beds OOO Length of time OOO	Reviewed by RMT monthly
Total revenue generated	In £'s broken down by: Students Summer school Visitors Education groups	Measured daily and weekly by staff Reviewed after each period by RMT Reported annually
Void rate	Total bed spaces empty	Measured daily and weekly by staff Reviewed after each vacation period by RMT Reported annually
Complaints per stage (i.e. 1, 2, 3)	Number of complaints broken down by : Students Summer school Visitors Education groups	Logged daily by staff Reviewed monthly by staff team Reviewed termly by RMT Reported annually by numbers in each stage of the complaint No. of complaints reported to UUK annually
Student term time satisfaction survey	Increase in % return rate Increase in % satisfaction rate	Reviewed annually by RMT Reported annually to Residences Committee Annual action plan Feedback to staff conference
Summer School student satisfaction survey	Increase in % return rate Increase in % satisfaction rate	Reviewed annually by RMT and Summer School Office Reported annually to Residences Committee Feedback to staff conference
Vacation visitor satisfaction survey	Increase in % return rate Increase in % satisfaction rate	Reviewed each vacation period by RMT Feedback to staff conference
Staff satisfaction survey	Increase in % return rate Increase in % satisfaction rate	3 yearly – reviewed by RMT and HR Feedback to DMT Feedback to staff conference in relevant year

In addition to Key Performance Indicators which seek to measure the overall performance of the Division, a number of Performance Indicators will be developed for each operating unit.

Some Performance Indicators will feed into the KPI's; others will be stand alone and will seek to measure the performance of a particular operating unit or hall. Each team will be required to develop their own PI's which will be reviewed by the RMT:

Performance Indicators	How will this indicator be expressed?	When is this indicator being measured, i.e., frequency?
Complimentary beds offered	Number of reservations and number of nights	Reviewed monthly by Service Manager Reported to RMT termly
Out of order beds	% of beds available for sale	Reviewed monthly by Service Manager Reported to RMT termly
Compliance against UUK standards	Checklist indicator	Reviewed monthly by staff team Exception reporting to RMT monthly Annual report to UUK
Days lost through sickness	% of staff hours per week	Reviewed by managers monthly

Service Development Plan

To support and enable the delivery of our 6 strategic priorities, the Residential Services Management Team will submit a Service Development Plan covering:

A. Residential Life Plan

B. IT Plan

C. Sales & Marketing Plan

D. Workforce Plan

E. Communications Plan

F. 10-year Financial Plan

G. Business Continuity Plan

How we will achieve our 6 strategic priorities

Strategic Priority - Residential Life	
DEVELOP A RESIDENTIAL LIFE PROGRAMME TO PROVIDE A VISIBLE, RESPONSIVE AND SUPPORTIVE RESIDENTIAL ENVIRONMENT AND ASSIST THE PERSONAL DEVELOPMENT OF STUDENTS	
How we will achieve this?	**How we will review our achievements?**
1. Commit to an annual programme of events for arrival and orientation; Christmas, Easter and Summer vacations from 11/12 onwards	Attendance figures and annual report on Residential Life to Residences Committee
2. Work to the action plan developed from the SUMS Consulting* report	Evaluation of the action plan within the 3rd year
3. Review Accommodation Office procedures in light of agreed strategy and IT changes	Report to Residences Committee
4. Reassess support service levels and review the range of roles currently in place	Evolving to different support models
5. Seek additional external funding for projects, especially in partnership with the Sustainability Team	Seek and submit funding proposals

*SUMS – Southern Universities Management Services

Strategic Priority - Increase Provision	
INCREASE PROVISION TO ALLOW GUARANTEED ACCOMMODATION TO BE OFFERED TO EACH NEW FULL-TIME STUDENT IN THEIR FIRST YEAR AT THE SCHOOL	
How we will achieve this?	**How we will review our achievements?**
1. Keep under review allocation policy to respond to opportunities to reprioritise student allocation as a result of sector changes	Annual review of allocation policy
2. Co-ordinate a balanced halls provision by size, standard, study-level mix, contract duration, catered/self-catered, residence life activities	Annual review of applications and allocations against existing bed space provision
3. Investigate options to expand our provision of bed spaces from 3415 to 3850	Termly reports to Residences and Estates Strategy Committee's on sites under investigation
4. Continue to manage a mixture of tenures of accommodation: freehold ownership; leasehold; nominations agreement; or any universal structure	Annual review of bed space provision against applications and allocations. Reported to Residences Committee

Strategic Priority - Service

DELIVER A HIGHLY EFFECTIVE SERVICE TO THE SCHOOL, OFFERING EXCELLENT VALUE FOR MONEY TO STUDENTS AND THE SCHOOL

How we will achieve this?	How we will review our achievements?
1. Review and improve the catering provision to all customers	Annual review of halls catering following discussion at the Residences User Group and satisfaction surveys Proposals for changes to be presented to the Residences Committee
2. Maintain and expand accommodation and lettings to the academic community client base, eg, visiting researchers, visiting academics, relocating academics, early career researchers	Annual review by RMT Proposals for expansion to Estates Strategy Committee and Finance Committee
3. Develop and improve the advice and guidance for private housing, as well as development of project to launch head lease scheme	Annual review by RMT Proposals to Residences Committee
4. Seek external accreditation, eg, Visit London, IIP, Customer First, Green Tourism, TH Outstanding Student Support Award	Annual review of external accreditations
5. Continue to make effective use of technology to review systems, including e-commerce, system automation and other mechanisms to support business needs	Business case to LISC and annual review by Residences Committee
7. Monitor Key Performance Indicators	See separate matrix on pages 7 and 8 for review periods of KPI's
8. Review services for students with disabilities including: Prioritise students with disabilities to the most suitable accommodation, in line with their preferences Ensure relevant staff in LSE halls receive support and training to respond and be sensitive to the needs of students with disabilities	Annual review by RMT and DWBO Annual report to Residences Committee Annual review by RMT and HR business partner

Strategic Priority - 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

How we will achieve them?	How we will measure our achievements?
1. Benchmark halls against others in central London	Annual review of rent levels and expenditure Agree target for operating surplus per hall Annual report to Finance Committee
2. Review operating structure against others in the sector	Review operating structure in each strategic planning period
3. Set up internal Value for Money reviews for sections within Residential Services, in conjunction with Internal Audit	Agree programme of internal audit reviews Report to Audit Committee Triennial report to UUK
4. Commit to maintenance and refurbishment to maintain and improve the current standard of halls	Annual review of Long Term Maintenance Annual report to Estates Strategy Committee and Finance Committee
5. Review activity in line with value for money principles & affordability for students	Annual review by RMT Annual report to Residences and Finance Committees
6. Improve occupancy levels during the vacation trading period to a smaller number of halls	Weekly sales reports to RMT Annual report to Finance Committee

Strategic Priority - 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

How we will achieve this?	How we will measure our achievements?
1. Over the strategic planning period, produce a training and development plan	Production of annual training plan Review by RMT and HR business partner
2. Ensure every member of staff receives an annual Performance Development Review	Annual report to RMT on completed PDR's Peer review of PDR's Review of PDR against satisfaction surveys
3. Review of HR related procedures	Annual review of procedures by RMT
4. Maintain a commitment to the Service Development Plan using it to guide practice and to review performance as part of the annual monitoring programme	Annual review of Service Development Plan
5. Develop alternative models of staffing to meet fluctuations in demand	Annual review of term time and vacation staffing levels

Strategic Priority - Environmental aims	
SUPPORT THE SCHOOL'S ENVIRONMENTAL AIMS, ESPECIALLY A COMMITMENT TO THE SCHOOL'S CARBON MANAGEMENT PLAN	
How we will achieve this?	**How we will measure our achievements?**
1. Improve re-cycling facilities	Termly report on tonnage to landfill and cost
2. Monitor and review energy/CO_2 and water use and waste to seek an overall reduction in consumption	Weekly figures on usage for gas, electricity and water
3. End of term re-use scheme in each hall	Annual report by each hall
4. Student 'switch off' campaign	Number of students recruited
5. Carbon Management Plan	Termly review of progress on CMP by RMT Annual report to Estates Strategy Committee

Residential Life Strategy

Residential Life aims to provide a visible, responsive and supportive residential environment, where there is coherence and a parity of practice across all of the LSE residences within the Division's halls portfolio.

Recognising and respecting that each student has different needs and expectations, at 4 different stages over the life cycle of their entire experience, and taking action to satisfy needs is key to building an inclusive residential community.

The 4 stage student lifecycle is identified as

1. Pre-entry;

2. Induction and orientation;

3. Progression;

4. Achievement.

To support the Residences Strategic aims, Residential Life commits to:

- form an action plan to develop activities to evolve and formalise pastoral support provision and overall student experience against student life cycle model;

- commit to an evaluation of that action plan within the third year of operation;

- review Accommodation Office procedures and plans to implement changes, especially in line with the IT and Systems stated strategy of integrating systems and processes;

- create and evolve student support policy and procedure in line with good practice;

- reassess the professional support service levels pertinent for the delivery of out-of-hours student support at each residence in order to satisfy the operational demands and mitigate any risks to students;

- review the range of roles currently in place, with a view to re-defining responsibilities into new and different models;

- develop closer relationships with both the internal central pastoral and welfare network and with external welfare providers as part of the wider London community, and with LSE SU;

- investigate and pilot a tiered response and reporting to critical incidents;

- improve the collection, analysis and follow up of student feedback from within the Division and from other channels within the School to ensure that the student residential experience matches expectation and especially improve engagement with hard to reach student groups;

- support the expansion of bed stock to be able to offer every first year undergraduate, first year postgraduate, General Course student and student with relevant disabilities a place;

- provide all Residential Life personnel with mandatory Continuing Professional Development opportunities in line with current or evolving roles as an organised annual programme, in tandem with TLC;

- facilitate the smooth operation of Hall Committees and review the incentives proposition for Committee posts;

- contribute to enhanced residential learning and living environment to Estates project work, redevelopment, refurbishment and new and different partnership arrangements;

- contribute to the development and delivery of a Divisional Communication plan for on-going communication with and consultation of applicants and students.

Information Technology Strategy

Technology in Residential Services performs two main tasks:

1. It provides services to students, commercial and other customers;

2. It supports the operations of Residential Services.

Residential Services should understand the future technology requirements of all customers so that the appropriate services can be planned and delivered while ensuring that the operations are efficient, modern, comparable with competitors and facilitate improvements in customer experience.

The aim of Residential Services, working with IT Services, is to provide the appropriate technology to meet and exceed business and client expectations.

This will be done by keeping up-to-date with and developing 'technology offerings' relevant to students that are befitting of a world class university. This will enhance the student's experience whilst studying at the LSE. The offering will be defined and presented as services to the individual student.

Operational Objectives

The aim is to provide a published minimum speed connection to the study bedroom providing access to the internet and the School's network. Base services will include internet telephony and internet services. Supplementary services such as TV and online backups and music services will be evaluated.

Wireless services across halls will be evaluated alongside the present fixed wire service to provide a supplementary method for connecting to the internet and School network resources.

As new and emerging services are introduced School-wide, this may result in the removal of demand for the existing fixed service. Print, copy and scan facilities will remain under review.

Services for commercial guests will be developed to enable LSE vacations to remain competitive in the markets in which it operates. Any services developed for students will be delivered in a way that allows them to be offered to commercial guests either as part of the room charge or as a paid for service.

Technology for Residential Services staff will be developed along these four themes:
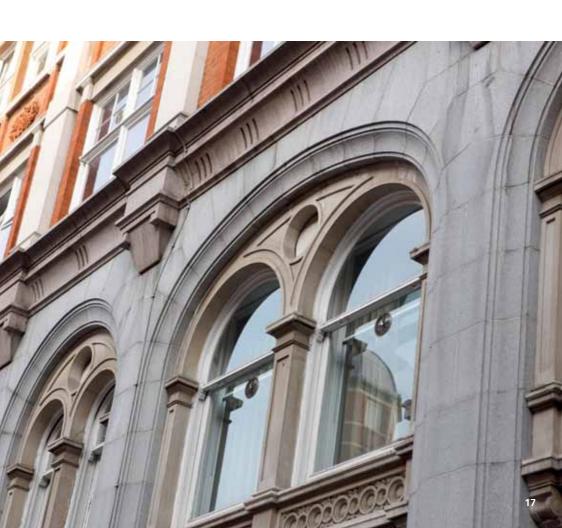
1. to support staff in their work by improving processes

2. to provide self-service options to students and customers

3. to improve service to students and customers

4. to enhance decision making by providing timely management information

In order to achieve these aims Residential Services IT and systems activities will focus on:

A. Further embedding and maximising the benefits of our reservation system, Opera

B. Ensuring the successful initial launch and implementation of Hallpad

C. Integrating Residences systems and processes with other School systems and processes, in particular:

- Course applications and registrations (Registry)
- Facilities planning and management (Estates)
- Staff Records related activity (Human Resources)

D. Defining service standards across halls where possible in areas such as CCTV, key card access, staff attendance, staff monitoring and time sheet processing

E. Developing resilience and minimising risk to technology issues by creating a divisional Disaster Recovery and Business Continuity plan in conjunction with IT Services

F. Identifying the reporting needs of Residential Services management and creating business intelligence and tools to meet these needs

Sales & Marketing Strategy

Students

Our marketing activities will focus on raising the profile of our residences and emphasising the benefits life in a student community, including convenience and value for money.

We will continue with our goal of maintaining a range of accommodation offerings led by student requirements. We aim to measure this primarily by the level of peer recommendation.

We will place emphasis on timely, accurate and comprehensive communication of information relevant to the student body.

Staff

We will raise the profile of the staff accommodation service, with emphasis on the convenience and provision of service.

Other LSE

We will continue support for alumni and residential conferences organised by various parts of the School.

Non LSE

Letting of rooms to non-student guests has the primary goal of income generation. This essential revenue stream should be seen primarily as supporting student / School activity, enabling the halls to charge competitive rents in central London locations and to provide better facilities than might be the case if we were not trading externally.

We aim to optimise revenue, looking at new areas of business, improving retention of current clients, involving ourselves within membership and affiliate marketing initiatives and to explore thoroughly the potential for increased use of features of our Opera reservation system.

We will continue to improve targeting of our advertising, focussed on improving return on investment and continue to open new channels to market where it is not prohibitively onerous to manage.

Internal communications

It is important that other departments and divisions of the School understand what services we provide and how we are able to support their activities. We aim to facilitate this understanding through regular briefings and updates as well as encouraging active engagement by our staff with initiatives across the School.

Branding

From the look and feel of the buildings, to the information distributed online, we should aim for a level of consistency which is easily recognised and understood. That is not to say that all we do will be the same. The brand should communicate a level of quality and trust in the minimum services which can be expected from the divisional activities.

Data collection and analysis

We aim to consistently collect and analyse data to inform our operational approach and communication processes. Findings will be used internally within the Division and the wider School to emphasize progress in some areas and target potential for improvement in others. Key indicators will include measures of student/customer satisfaction and retention, yield, competitor pricing, occupancy and return on investment.

In particular we will monitor potential changes in student requirements as funding arrangements impact behaviour.

We will seek to benchmark our results in collaboration with other institutions and organisations offering comparable services.

The Opera Property Management System has potential to enhance this area of our operation and investigation of how we might exploit this will be undertaken.

Catering

We will align branding for both catering in halls and central catering services.

Workforce strategy

Residential Services operate 24 hours a day and 7 days a week on 365 days of the year. This operation is delivered by a workforce of over 200 people who are absolutely central to delivering a customer focused service. It is essential that we recruit staff that have empathy with students and our vacation visitors. Above all, we seek staff that are both friendly and helpful and enjoy working as part of a larger team in a busy customer facing environment. In seeking to develop our staff our workforce strategy adopts the 4 strategic priorities of the LSE's HR strategy, "Delivering Excellence Together":

1. To develop excellence in management and leadership, linking people issues clearly to organisational planning	
We will achieve this through:	
Managers who: regularly review their own management skills; pro-actively identify appropriate development events to improve their management skill set; engage HR early in business issues to identify and address the people related aspects.	**Individual staff who:** provide constructive feedback on the management skill of their manager; engage pro-actively and constructively in business change plans and service developments; identify development opportunities for themselves to contribute to strategic goals and change agenda; work constructively with colleagues to continuously improve services.
Managers will: link their Service Development Plans/Department Development Plans (SDPs / DDPs) to staff objectives and the requisite development and training; ensure unit delivery of the School performance management systems and proactively promote appropriate development; plan services to support staff development and minimise late cancellation or partial attendance; discuss with staff before and after development events their key objectives and the achievement of them; seek 360 degree feedback to develop further; develop their coaching and career development skills.	**Individual staff will:** ensure that annual goals and job related development are discussed regularly and constructively; actively participate in business and development planning for themselves and for their unit.

2. To develop Residential Services as a high performing organisation

We will achieve this through:

Managers who: prioritise corporate goals and are accountable for their team's delivery; are skilled in managing teams and individual performance; demonstrate the LSE Knowledge, Skills and Behaviours.

Individual staff who: demonstrate the LSE values; show commitment to our organisational goals; welcome objective dialogue on their performance; work to maximise team success; identify opportunities for improvement; challenge inappropriate behaviours.

Managers will: prioritise work based on the LSE corporate objectives and communicate successes; enhance their performance management skills and set clear performance goals for their staff; set annual targets to improve their own management performance and seek 360 degree feedback; support staff to identify and attend appropriate development events.

Individual staff will: deepen their understanding of the Schools aims and goals and how their work contributes to that; offer their managers constructive feedback on their management performance; seek feedback from colleagues on their own performance; engage in appropriate development events.

3. To deliver professional, benchmarked HR services to LSE

We will achieve this through:

Managers who: make and implement people decisions in line with LSE HR policy and guidance; promote consistent application of LSE HR policy and guidelines; provide constructive feedback to HR on the performance of HR policies and guidelines; participate with HR in the onward communication and training in HR policies and procedures.

Individual staff who: understand the importance of following agreed School policies and procedures; work closely with colleagues and HR to implement policies and procedures; work within LSE HR policy and guidelines; provide constructive feedback on policies and procedures.

Managers will: utilise HR policy, guidelines and systems to guide people management decisions; work closely with HR in developing and disseminating new processes and guidelines to ensure the business perspective is taken into account; work closely with HR to recognise and identify where standard provision does not meet the need; participate with HR in communication and training on HR policy and procedures.

Staff will: be aware of where to find standard HR policy and guidelines; contribute as requested to the development and implementation of new HR policies and practice; identify and attend training aligned to HR practice; keep their personal data up to date; use the tools and procedures delivered by HR consistently; provide constructive feedback on HR policy and procedures.

4. To promote the equality, diversity, well-being and engagement of staff

We will achieve this through:

Managers who: ensure a safe, supportive and diverse environment and ensure all staff have access to appropriate standards and training; effectively prioritise and set realistic workloads; promote participation, ownership and responsibility in decision making and planning; use people's different backgrounds as an asset; and challenge negative behaviours.

Individual staff who: embrace their responsibilities for maintaining a healthy, safe and inclusive workplace; behave in a way that respects and values others; put LSE values into practice in their daily work.

Managers will: follow health and safety and diversity policies and monitor their team's compliance; set realistic workloads and actively monitor pressures in the workplace; undertake effective communication to ensure staff contribute to and understand key team decisions; draw on individuals different strengths and experience; challenge negative behaviour.

Staff will: ensure they understand and comply with Health and Safety and Diversity standards; seek feedback to assess how well they value, respect and use their colleagues experience and skills.

Implementation and Accountability

Managers will have a responsibility for:

• Ensuring that all staff are aware of and have opportunities to see the relevance of the HR Strategy for their work, behaviour and development plans

• Setting clear agreed goals for their staff to deliver against those goals in the Strategy relevant to their area of work

• Providing constructive feedback to their managers, their peers and their staff on how well they are progressing on delivering the Strategy goals

• Modelling the LSE Knowledge, Skills and Behaviours

Individual LSE staff will have responsibility for:

• Reflecting on and seeking feedback from colleagues on how well they are living up to the Strategy's goals for individual staff

• Providing constructive feedback to their managers and peers on how well they in turn are meeting the Strategy's goals

• Agreeing clear goals with their manager and working towards those goals

LSE Residences

Bankside House
24 Sumner Street
London SE1 9JA

Carr-Saunders Hall
18 -24 Fitzroy Street
London W1T 4BN

High Holborn Residence
178 High Holborn
London WC1V 7AA

Northumberland House
(Edward VII entrance)
8a Northumberland Avenue
London WC2N 5BY

Rosebery Hall
90 Rosebery Avenue
London EC1R 4TY

Butlers Wharf Residence
11 Gainsford Street
London SE1 2NE

Grosvenor House Studios
141 Drury Lane
London WC2B 5TD

Lilian Knowles Residence*
50 Crispin Street
London E1 6HQ

Passfield Hall
1-7 Endsleigh Place
London WC1H 0PW

Sidney Webb House*
159 Great Dover Street
Southwark
London SE1 4WW

*independently owned and managed

LSE

The information in this publication can
be made available in alternative formats.
If required, please contact Residential Services
on +44 (0)20 7955 6786