



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Residential Services

ANNUAL REPORT • 2014/15





LSE and London from above
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INTRODUCTION FROM IAN SPENCER, DIRECTOR OF RESIDENTIAL SERVICES



I am pleased to introduce the Residential Services Annual Report 2014/15.

LSE Residential Services provides accommodation services to LSE students, staff, visiting academics and vacation visitors. Our aim is to professionally manage resources in line with the School's strategic aims. We are committed to providing a high quality service that is accessible to all our customers, in a safe, secure, friendly, clean and customer focused environment.

Living in LSE halls is a central part in any new student's experience. We are

committed to providing accommodation that is priced to suit different preferences, needs and budgets. Maintaining the accommodation in good order and providing a safe, secure and clean living environment remains a key part of the service we offer.

During 2014/15 we continued to make good progress against our six strategic priorities in the Residential Services Strategic Plan 2012-17.

Residential Life

Our student hall committees got off to a flying start during Orientation week in October 2014, welcoming the 2014/15 intake with a wide range of social activities from guided walks around London, TfL bike rides, a picnic in Hyde Park, treasure hunt, pizza parties as well as introductions to London's nightlife.

Residents at Passfield Hall celebrated 60 years of hall life with a recreation of a photograph from 1954/55 – see page 5.

Increase provision

In 2014/15 we received 6,262 applications and accommodated 4,073 students across our residences.

The early part of 2015 involved LSE staff preparing for the opening of urbanest, Westminster Bridge Place in September 2015. A fantastic central location overlooking Westminster Bridge and the Houses of Parliament, LSE has an exclusive area of the building and it was exciting times seeing the building develop.



Service

Responses to our annual student accommodation satisfaction survey were at an all-time high with 2,358 (59.38 per cent) of our residents taking part and helping us to gather information about their stay in halls. This was a fantastic achievement and the fourth year in a row that Residential Services has improved the response rate to the survey. I'm delighted to report that over 90 per cent of respondents said they were enjoying their stay with us. 86 per cent of respondents would recommend their residence to other students. 79 per cent of respondents felt that their residence offered good value for money, an increase from 74 per cent in 2013/14.

Investment in the refurbishment of our residences continued in 2014/15 with over £3.5m spent on long term maintenance, allowing us to refurbish 36 rooms in High Holborn, the common basement rooms at Butler's Wharf, kitchens in Northumberland, Grosvenor and Bankside Houses, and complete external works at Passfield Hall – a listed building.

Financial sustainability

Our commitment to maintaining financial sustainability is demonstrated in our year end results. Income generated in 2014/15 was £32.5m, an increase of £1.3m (4 per cent) over 2013/14. Commercial trading during our vacation periods grew by 3 per cent despite more rooms being taken by students due to an increase in demand for 40 week contracts which left fewer rooms to sell. Expenditure for 2014/15 was £29.0m, an increase of £0.2m from 2013/14. Overall a fantastic result for the Division.





Workforce

Our commitment to providing a high quality service was demonstrated this year when we were re-accredited for Customer First. We were commended by the assessor for the services we provide. We were also successful in achieving the Investors in People Bronze award where we displayed evidence of a continuous improvement culture, keeping staff focused and challenged. Both awards were significant achievements for the Division reflecting the continued commitment from our staff.

Environment

For our end of term "ReLove reuse scheme" we engaged with the British Heart Foundation, diverting 8.592 tonnes of material from waste to Re-Use. We estimated the donations to the British Heart Foundation to be £16,808.

There were other notable achievements during the year; twice the amount of kWh were saved between 2013/14 and 2014/15, resulting in a saving of £9,087. It was encouraging to see an increase in the number of student sustainability champions, 63 compared to 28 last year. There were many green initiatives throughout the year supported by staff and students.

Our division operates 365 days a year with the help of over 270 dedicated staff. Thank you to all our staff and residents who have contributed to our successes over the past year. Thanks also to Nona Buckley-Irvine, SU General Secretary, Sebastian Bruhn, SU Community and Welfare Officer and members of the Residences User Group for their support and contribution.



*Residences Management Team viewing progress
at Westminster Bridge Place*

I hope the report gives some insight into the work of the Division over the last year and the achievements we have made. There is a lot for us to be proud of; I hope that you agree.



Passfield Hall Residents 2014/15. To see a picture of Residents from 1954/55 please go to page 7



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

Residential Life is supported by a Warden and Subwarden team of 44 people. In each of the halls they are on call every evening, night and weekend providing support, assistance and guidance to ensure the wellbeing of students during their time at the hall. In addition, a number of schemes have continued to run throughout 2014/15 supporting the Residential Life programme in halls.

In the 2014/15 student accommodation satisfaction survey 94 per cent of respondents surveyed felt "Very Safe" or "Quite Safe" in their hall.

The Student Hall Committee and Orientation 2014

Hall Committees organised many events over the Orientation week and throughout 2014/15. The key focus for Orientation 2014 was "inclusivity" and our hall committees sought to offer a variety of events during the week, to meet the needs of our diverse student population. A new initiative was introduced for 2014/15 where students were asked the following question on their application: "If there were activities happening

in your residence, what sort of things would you like to get involved in?" Committee members received anonymised details of applicant's answers which enabled them to tailor events to that year's cohort of students.



Craig Calhoun and the staff, Warden and Hall Committee at Carr-Saunders Hall enjoying an evening meal in March 2015



Some of the many highlights included guided walks to LSE from most halls each morning, “TfL Bike” cycle tours around London, day and night events throughout the week, a picnic in Hyde Park, a self-guided treasure hunt, pizza parties, Olympics at Regent’s Park and weekend “recovery” breakfasts!

Residents and staff at Passfield Hall 60 years on! 1954/55 – 2014/15

As a celebration of the close community at Passfield Hall we recreated a photo taken 60 years ago in the academic year 1954/1955. On a sunny evening in June this year students at Passfield Hall assembled in Gordon Square to recreate this special moment. Good fun was had by all and residents received a digital copy of the photo as a memento of their time at Passfield. A framed copy is now displayed in Passfield Hall.

Peer Supporters

Peer Supporters is a scheme managed by the LSE Counselling Service. Volunteers are trained in listening, questioning and responding skills to ensure they are able to help other students to reach their own solutions and students are encouraged to contact them informally and confidentially. The Peer Supporters are also fully equipped to advise where in the LSE students might get help and support. There were 17 trained Peer Supporters for 2014/15, 11 of which lived in halls of residence. It was the fourth year of the scheme and peer support is now represented in seven halls of residence. All Peer Supporters can be contacted by any student regardless of their year of study, whether they are living in a hall of residence or in private accommodation.



Residences Ambassadors

The Residences Ambassador scheme began in 2013/14 and continued in 2014/15. It aims to reach out to LSE students living in University of London Intercollegiate and some LSE halls, connecting them with the wider LSE network of students and events during September and October.

Following feedback from students, the team of Residence Ambassadors increased to 8 allowing for more events and activities to take place.



*Peer Supporters with LSE Director Craig Calhoun
at the 2015 Peer Supporter Graduation*

Starting two weeks earlier than last year allowed more time for planning. Three of our partner managed halls – King's Cross, Sidney Webb and Lilian Knowles were included in the scheme, to help improve "LSE Identity". The team also finished later in the term to help with committee recruitment in King's Cross, Sidney Webb and Lilian Knowles.

A successful program was organised including some University of London only events, which allowed students to meet other LSE students living near them. Other events were run in collaboration with LSE halls which meant students could expand their LSE social network. Alongside club nights and pub visits a selection of quieter events were offered including a night walk of London, movie night at the Barbican, treasure hunt and sports day in Regent's Park!

A new initiative launched by this year's Ambassadors was "drop in sessions" on the LSE campus. Residences Ambassadors advertised when they would be available so that students could drop in without any prearrangement, to ask questions or get advice about aspects of LSE, halls or London life. This new initiative was successful and students approached the ambassadors about flatmate difficulties, integration problems, as well as for advice on Student's Union societies.



Choose Respect Campaign

During 2014/2015 a poster campaign on the topic of Choose Respect was launched in all halls. This was a series of posters tackling issues from cleanliness in communal areas, flatmate conflict and resolution, quiet hours, looking out for the wellbeing of residents and others, and many more. The purpose of the campaign was and is to encourage students to think carefully about the impact of their behaviour on others and supports the School's commitment to equity, diversity and inclusion. They are displayed in every hall, including third party halls, in poster format and on digital screens. The campaign received a rating of "Good" or "Very Good" from 64 per cent of the respondents in the 2014/15 student accommodation satisfaction survey.

We were pleased to receive many positive comments from residents, including the following:

"A good campaign to remind people to be sensitive to the varying differences between hall mates."

UK, PG Taught, Butler's Wharf



*Residences Ambassador
Team for 2014/15*



Another told us about their experiences;

"Some of these issues were ones I was complaining about to the Warden about my experience in my own flat, or issues I was facing with flatmates. I was glad to see I was not alone thinking these were disruptive and wrong! I think it's a great campaign to spread awareness to residents who may not have learned that these behaviours are wrong while living with others!"

UK, PG Taught, Butler's Wharf





*View from Westminster Bridge Place, by our
Business Development Manager*



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

Our current accommodation policy is to guarantee an offer of accommodation to all first year undergraduates with priority being given to students with disabilities.

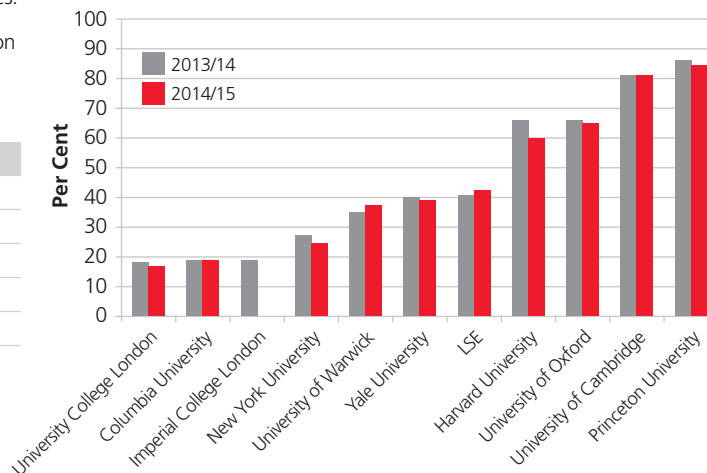
In 2014/15 Residential Services processed 6,262 applications for accommodation and accommodated 4,073 students.

Table 1: Applications received and students accommodated 2014/15

	Applications	Per cent	Accommodated
1st year undergraduates	1929	76%	1465
General Course/Erasmus	335	93%	310
1st year postgraduate	3194	65%	2088
Continuing students	804	26%	210
Totals	6262	65%	4073

LSE has the highest bed capacity-to-student population in central London universities. Despite LSE's considerable challenges to meet demand for student accommodation, we are currently ranked well amongst our comparator institutions. The graph to the right shows LSE's bed-to-student ratio of roughly 40 per cent in the past two years.

Figure 1: Comparator bed to student ratios 2013/14 and 2014/15





Passfield Hall



STRATEGIC PRIORITY 3: SERVICE

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

Customer Feedback

As a Division we constantly seek feedback from our customers which we use to measure overall performance.

Student Accommodation Satisfaction Survey 2014/15

For the fourth year in a row, Residential Services has improved the response rate from our residents about their stay in our halls. This year, 2,358 residents took the time to respond to our survey. That's **59 per cent** of students living in halls.

Two of the key indicators from the annual survey used by the Division are:

- Would you recommend your residence?

86 per cent of respondents would recommend their residence.

- Does your residence represent good value for money?

79 per cent of respondents felt that their residence represented good value for money.

A new question included in the survey for 2014/15 was: Is your stay enjoyable? We were delighted to learn that over **90 per cent** of respondents were enjoying their stay with us and will be working hard to raise the other halls experiences.

Although we were very happy to see that over 90 per cent of respondents were happy with their experience in halls, there is a difference in experiences of those in LSE managed halls, partner managed halls and intercollegiate halls. Those responding positively in LSE managed halls are 94 per cent and in partner managed halls it falls to 86 per cent and in intercollegiate halls it falls further to 78 per cent. This shows we need to develop our partnerships with other accommodation providers to ensure that the provision for facilities, services and support is consistent across halls, even where the site is not managed by LSE.



90 per cent of respondents enjoyed their stay with us.

86 per cent of respondents would recommend their residence.

79 per cent of respondents felt that their residence represented good value for money.

The Residential Services Office (RSO) was identified as delivering a high level of customer satisfaction. Overall, 75 per cent of respondents told us they were "Very" or "Most" satisfied with the service they received in person, via email or on the phone.

Said of a reception team:

"... competent and prompt service whenever solicited; friendliness and consideration for others' needs..."

PhD student, Grosvenor House

Said of the Rosebery Hall Catering team:

"...they work so hard to ensure that the residents get a wonderful meal after a long day of classes and they just always greet you with the kindest smiles. I just think the absolute world of them all!"

MSc student, Rosebery Hall

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



	Hall	Are you enjoying your stay in residences?				Do you think your residence offers good value for money?				Would you recommend your residence to other students at LSE?			
		2013/2014		2014/2015		2013/2014		2014/2015		2013/2014		2014/2015	
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
LSE Managed Halls	Bankside House	n/a	n/a	91%	9%	74%	26%	74%	26%	89%	11%	87%	13%
	Butler's Wharf Residence	n/a	n/a	94%	6%	86%	14%	88%	12%	89%	11%	92%	8%
	Carr-Saunders Hall	n/a	n/a	95%	5%	91%	9%	90%	10%	91%	9%	94%	6%
	Grosvenor House	n/a	n/a	98%	2%	72%	28%	83%	17%	89%	11%	94%	6%
	High Holborn Residence	n/a	n/a	92%	8%	44%	56%	65%	35%	77%	23%	87%	13%
	Northumberland House	n/a	n/a	94%	6%	77%	23%	86%	14%	93%	7%	90%	10%
	Passfield Hall	n/a	n/a	95%	5%	88%	12%	92%	8%	98%	2%	95%	5%
	Rosebery Hall	n/a	n/a	92%	8%	89%	11%	85%	15%	96%	4%	85%	15%
Third Party Halls	Lilian Knowles House	n/a	n/a	86%	14%	76%	24%	80%	20%	90%	10%	77%	23%
	Sidney Webb House	n/a	n/a	84%	16%	67%	33%	82%	18%	70%	30%	82%	18%
	Unite Stratford ONE	n/a	n/a	88%	12%	n/a	n/a	69%	31%	n/a	n/a	77%	23%
	urbanest King's Cross	n/a	n/a	87%	13%	53%	47%	54%	46%	73%	27%	65%	35%
	Intercollegiate Halls	n/a	n/a	78%	22%	74%	26%	75%	25%	77%	23%	74%	26%
	All Residences	n/a	n/a	91%	9%	74%	26%	79%	21%	86%	14%	86%	14%

Table 2: Student Accommodation Satisfaction Survey 2014/15: Key benchmarking data and 2013/14 comparison



LSE Vacations Feedback

During 2014/15 we undertook a review of our customer feedback surveys for LSE Vacations, which we use to gather feedback from our commercial guests. This has resulted in a reduction in the questions on the surveys and will enable us to focus on areas which will give us more helpful information in the analysis of our services and facilities.

The industry average response rate for external surveys is 10-15 per cent. In comparison to this our response for 2014/15 was:

- Summer 2014 response rate 14.59 per cent (4071 surveys sent out)
- Winter 2014 response rate 17.01 per cent (1446 surveys sent out)
- Easter 2015 response rate 12.19 per cent (1624 surveys sent out)



Our LSE Vacations guests were asked for suggestions in the survey as to how we could improve the booking process, breakfast service and our bedrooms and kitchens. Some of the responses are below:

In response to do you have any suggestions as to how we could improve the breakfast at Rosebery Hall, one guest said:

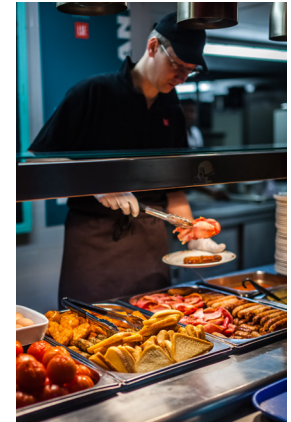
“None – it is excellent and the breakfast staff are so friendly and efficient and star people – they deserve a special recommendation!”

In response to a question on how could we make the booking process easier on our website one guest responded to say:

“n/a - it was very easy, convenient and reliable”

When asked if they had any suggestions as to how we could improve the bedroom and kitchens a guest said:

“I find everything well managed and the staff very efficient.”





Residential Services Complaints and Compliments 2014/15

During 2014/15, Residential Services staff recorded and responded to 289 complaints across the Division. Of the 289 recorded complaints, 210 were stage 1 complaints which were resolved locally, 64 were stage 2 complaints, 11 were stage 3 complaints and 4 were stage 4 complaints.

Facilities were the area where we received the highest number of complaints, receiving 99 (34 per cent) of all the complaints recorded for 2014/15. This was followed by administration which received 42 complaints (15 per cent) and IT systems which received 24 complaints (8 per cent). Over half of the facilities complaints related to water and room issues.

Figure 2: Residential Services Complaints 2014/15 by Number

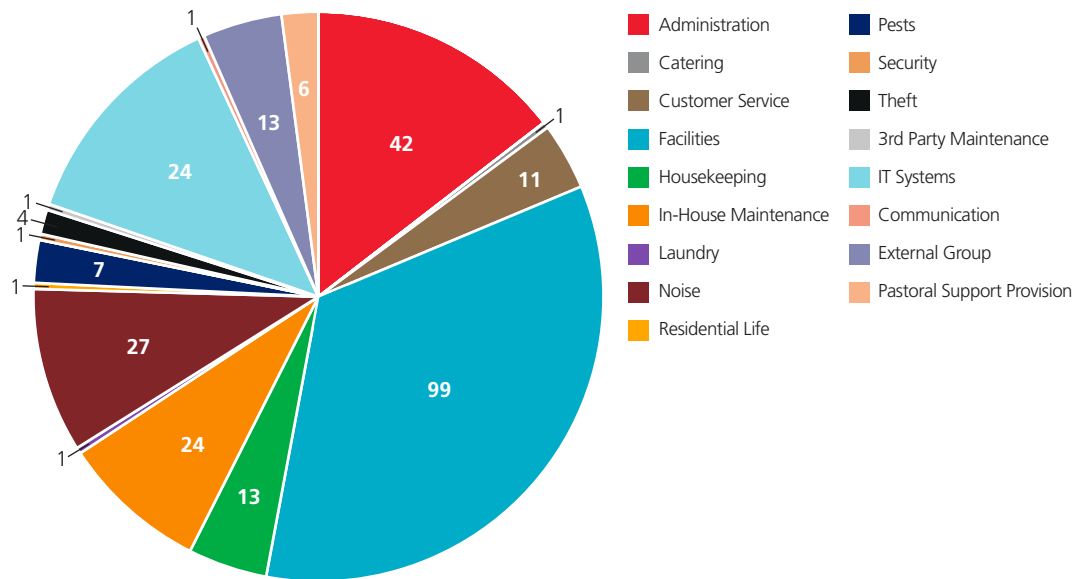
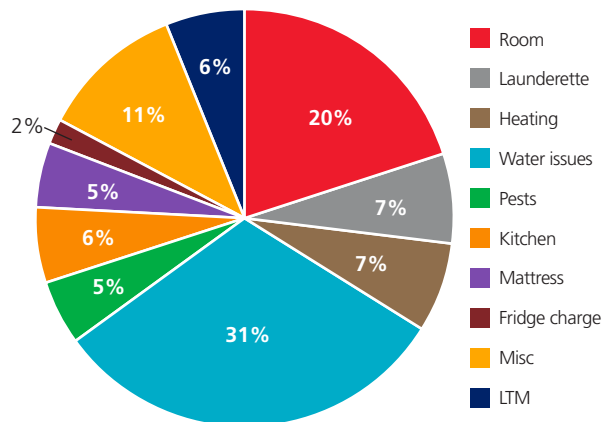




Figure 3: Types of Facilities Complaints for 2014/15



We have made a number of improvements in response to the feedback we have received including installation of new boiler systems in three of our halls Bankside House, Carr-Saunders and Rosebery. We have improved our training, reduced our fridge charges including a "green incentive", amended our PAT testing procedures and directly sourced and standardised our mattresses. We have encouraged more effective, modern and transparent communication channels such as Facebook and Twitter. One of the areas we have noticed a significant improvement this year compared to last year was at High Holborn where there was a significant reduction in the noise complaints received during the refurbishment programme that took place in 2014/15.

All feedback from our customers is important to us and for 2014/15 we also recorded compliments.

We received 86 compliments throughout the year. Over 58 per cent of these related to customer service.

"I'd like to thank the RSO at LSE for the support and information they have provided over the whole application process."

Prospective Student

"Absolutely fabulous! Our overnight stay has been brilliant – mainly due to the wonderful service from your staff! Facilities clean and more than adequate."

Commercial Guest, Bankside House



"Wonderful timewarm hospitality,
catering and housekeeping."

Summer School Student, High Holborn

"Excellent value for money – strongly recommend."

Commercial Guest, Carr-Saunders Hall

We continue to seek feedback for the service we provide from our complaints process and satisfaction surveys.

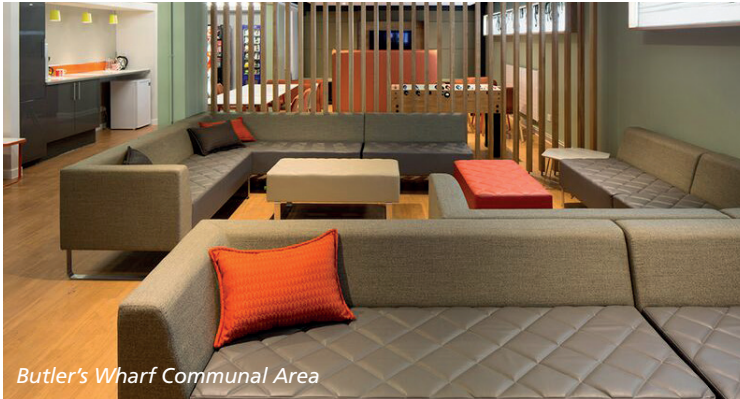
Quality in Tourism

VisitEngland star ratings are awarded based on the quality of our facilities, services and the hospitality we provide. Over the summer we were visited by one of VisitEngland's highly trained and professional quality assessors.

Through gaining accreditation following our official assessment scheme shows that we are committed to quality, giving potential guests a label they can trust and providing clear expectations for all our customers when booking.

The National Quality Assessment Scheme is the largest official star rating scheme in the UK, with over 24,000 participating businesses. Our residences all achieved a 3 star rating this year. An excellent reflection on the hard work our teams put in to providing excellent provision and services for our guests.





Butler's Wharf Communal Area



Butler's Wharf Communal Area

Refurbishment

A total budget in excess of £3.5 million was spent on long term maintenance across LSE sites and working with the Estates Division we have completed a number of improvement projects during 2014/15.

Lifts were refurbished and upgraded at Carr- Saunders, Butler's Wharf, Rosebery and High Holborn. The main building at Passfield underwent a significant renovation of the external façade, including all windows, new roofing, drainage and repainting, bringing it back to its former glory. Grosvenor House too had the exterior cleaned and repairs were made to the windows.

High Holborn refurbished the ninth floor of its residence. A total of 36 rooms (12 per cent of the overall room stock) were renovated between August and December 2014. Improvements were made to lighting, flooring, sanitary ware, and furnishings. Kitchen surfaces were replaced with granite tops, and high level dining areas were introduced with stools to improve the aesthetics and ergonomics of the shared kitchens. Kitchens were refurbished in three of our other residences Northumberland House, Grosvenor House and Bankside House.



Sales and Marketing Team

During 2014/15, our pay-per-click (PPC) revenue increased by 2.6 per cent and we managed to achieve a 48 per cent reduction in the cost of management compared to previous year. We have continued to improve our Social Media presence with 97 per cent more followers on Facebook and 34 per cent more followers on Twitter.

Property Management System

As part of the Division's commitment to provide value for money and to make effective use of technology, we commenced a tender process for our property management system (PMS). The selected PMS is expected to be implemented in the next 12 months and will provide a number of benefits to students and customers including faster service due to increased automation and more self-service options. To support this, we restructured our sales and marketing team to create a centralised reservations office; a move designed to improve customer service.



High Holborn 9th floor refurbishment



High Holborn 9th floor refurbishment



Bankside House



STRATEGIC PRIORITY 4: FINANCIAL SUSTAINABILITY

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

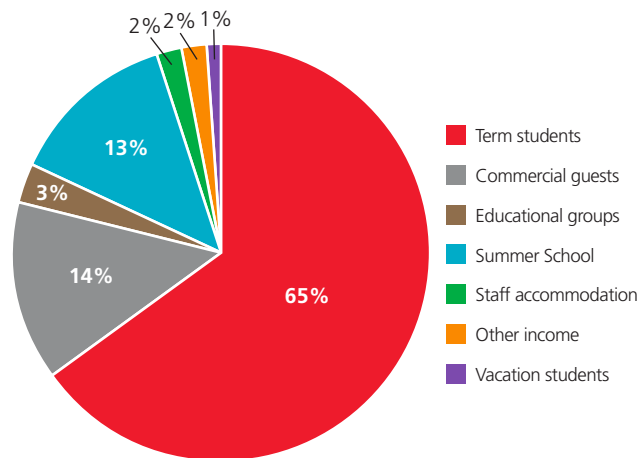
Residential Services had another financially successful year, continuing its objective of being self-financing or financially sustainable.

Rooms are made available for rent to members of the public outside of term time. This enables the School to subsidise students' rents and to offer different contract lengths, making the overall student rents very competitive for central London.

Income

Income generated in 2014/15 was £32.5m, an increase of £1.3m (4 per cent) over 2013/14. Income from term time students increased by £0.9m, due partly to an increase in the number of 40 week contracts taken up by students and partly to Carr-Saunders Hall increasing its meal offering from five to seven days, both of these were in response to student demand.

Figure 4. Residential Services Income by Type 2014/15





Carr-Saunders



High Holborn

Vacation trading

Commercial trading during the vacation periods grew by 3 per cent despite more rooms being taken by students with 40 week contracts (rather than 30 week) and hence leaving fewer rooms to sell in the vacations.

A policy to increase educational group business was successful more than doubling the income from this market segment. This is reflected in the shift from the Commercial Guests market segment to the Educational Groups segment. These groups book earlier leaving fewer rooms to sell to the general public during the vacations. Commercial vacation guests and Educational groups together increased by £279k or 5 per cent over the previous year.

Table 3: LSE Vacations Trading, Market Segment Results 2014/15

Market Segment	£k	2013/14	2014/15	Change £k	Change %
Commercial Guests	£4,878	£4,548	-£330	-7%	
Educational Groups	£464	£1,073	£609	131%	
Summer School	£4,192	£4,238	£46	1%	
Staff Accommodation	£602	£701	£99	16%	
Vacation students	£458	£363	-£95	-21%	
Income total	£10,594	£10,923	£329	3%	

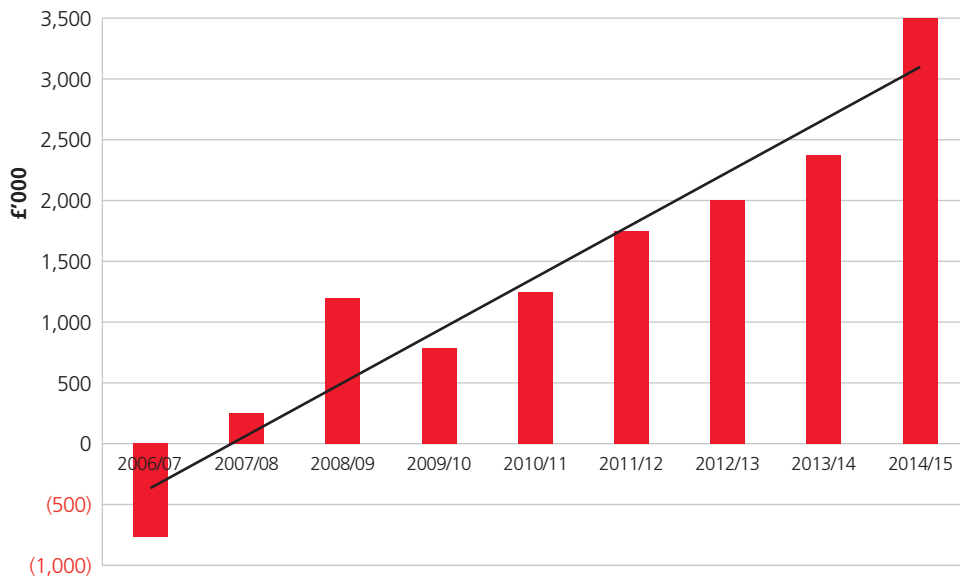


Expenditure

Total expenditure for the year was £29.0m (an increase of £0.2m from 2013/14). This includes investment in long term maintenance and refurbishment of £3.5m. It also includes a contribution towards the capital charge which is paid by the Division to the School for those halls which are owned by the School and for which no commercial rent is paid.

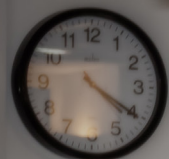
After a deficit in 2006/07 a surplus has been achieved in each of the past eight years. The trend-line shows an increasing surplus which will be invested in future maintenance and development of the residences. An excellent financial performance!

Figure 5: Residential Services Results 2006/07 to 2014/15





Welcome to High Holborn



High Holborn reception team



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 Services employed over 270 people working in campus locations and across eight halls of residence in a range of roles covering operational front and back of house, catering, sales and marketing, systems, residential life and student services. We employ approximately 80 LSE students offering an opportunity to gain valuable work experience.

Customer First Award Reaccreditation

Residential Services was successful in achieving reaccreditation of Customer First in June 2015.

There were many key highlights and feedback from the Assessor highlighting that:

- Residential Services has a culture where everyone feels valued and appreciated for the contribution they make. “Managers across the organisation are instrumental in empowering people in order to improve levels of service. Staff are supported and trusted to do a good job and meet the needs of their role.”

- We demonstrated examples of people being involved in performance improvements for the benefit of students.
- The Division focused on delivering excellence to customers, by making good use of license agreements and service charters to manage student expectations.
- The Division demonstrated its close working relationship with external contractors to deliver quality services. The handling of complaints was also reported as being very strong.

We are pleased to say that there were no areas of non-compliance within the Customer First standard however the Assessor made recommendations for improvement including:

- To gather customer feedback more regularly throughout the year; a specific example was highlighted in respect to maintenance reporting.
- To improve communication, specifically in respect to the Facilities Management restructure.



- To develop a set of values that could be promoted more explicitly and communicated more regularly. To embed these into a more robust proactive training plan.
- To ensure that all staff members have an annual appraisal and to review the use of hourly paid contracts.

We acknowledge the recommendations made by the assessor and the Residences Management Team will be leading on these during 2015/16.



Investors in People (IIP)

Residential and Catering Services were delighted to achieve the Bronze standard along with Finance and Facilities in October 2014 with the report highlighting that we were on our way towards achieving the Silver standard in certain areas.

Some of the key highlights from the report were:

- That department and divisions within have clear and unambiguous goals and KPIs; some are hard others soft. Both types are fully understood by staff.
- That people value LSE as an employer and they are fully committed to its success.
- That there is excellent evidence of a continuous improvement culture, which keeps people focused and challenged.
- That there is a true sense of community supports genuine collegiality within teams, which encourages people to stay.

Some of the key areas for continuous development were:

- That divisional training plans would benefit from clear links to KPIs and goals, which would help robust evaluation.
- That some managers find managing under-performance is not helped by a complex multi-stage process and would rather not get involved (central HR controlled).
- That the "Contribution Award" is an excellent way of recognising staff. However, the criteria would benefit from clearer definition and better communication.
- That some managers find CDRs not easy where their staff have been with them for a long time; some also find it difficult to make space for these sessions.



LSE Vacations, Sales and Marketing Team Restructure

In 2014/15 the Sales and Marketing team was restructured. We created a Central Reservations Team, now based in the Residential Services Office. They also deal with all sales enquiries, group business, reservations and all associated administration as well as marketing functions. We are committed to the provision of a one-stop-shop giving our customers the opportunity to respond to promotional offers, enquire about facilities and ultimately make reservations at our Residences.

The restructure of the Sales and Marketing team and creation of a one-stop-shop will have positive effects on our service and performance, with improvements in:





- Customer Service, with faster response times.
- Managing the inventory and sale channels
- Creating a brand awareness internally and externally of the LSE
- The application of the selling strategy
- The co-ordination with RSO and between Student – Commercial periods.

Training

In line with the Strategic Priority “Workforce”, our focus for 2014/15 was around equipping our front line staff with the skills to improve service to our customers.

During November 2014 and June 2015, eight days of training in “Customer Service” and “Managing Complaints Effectively” were scheduled with over 120 staff in attendance. For the first time, we invited members of Magenta, our Security Staff who work on Reception outside of office hours to attend these courses.

A new two day course titled “Training Skills for Non Trainers” for Managers and Supervisors involved in supervising or managing staff was trialled in January 2015. Whilst demanding for the 12 attendees, the overall feedback was positive and we will look at how this can be extended during the next year.

The annual ASRA conference is the largest student accommodation conference in the UK and Ireland. In April 2015 four of the Residences team attended this year's conference in Newport, South Wales. The programme of events ran over three days and included some excellent speakers from the UK and abroad including the New York University in Abu Dhabi.





Rosebery Hall Garden



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 through the provision of recycling facilities, reuse schemes and raising awareness on waste reduction. We encourage environmentally responsible purchasing practices by all who work within the Division, and who live in the halls of residence. 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.

Our residences had many environmental achievements in 2014/15:

Sustainability Champions

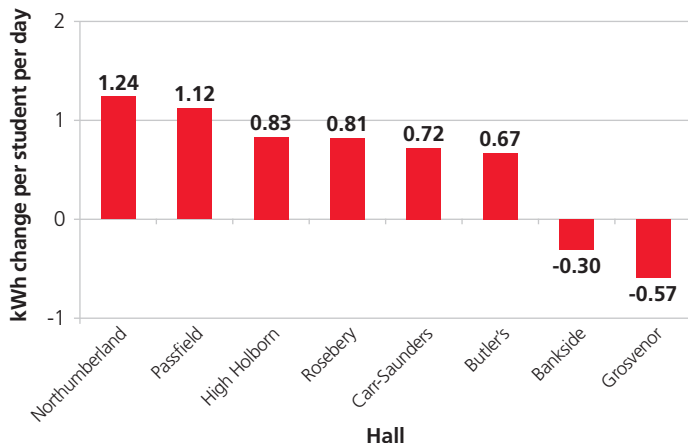
During the 2014/15 "Orientation week" 63 people signed up as being interested in sustainability and attended the Sustainability Team's "Get Involved Event". This was a huge increase in the number for 2013/14. The Sustainability Team demonstrated practical action to take on sustainability in halls, campus and at home.

Student Switch-Off

The Student Switch-Off (SSO) campaign is an energy-saving competition between halls, each competing against each other to reduce their energy usage. During 2014/15, 113,583 kWh were saved during the full occupation months of October, November and February; equating to an 8.4 per cent reduction. This was a financial saving of £9,087 (assuming 10p/kWh) or 61 tonnes of CO₂ saved, which is double the amount saved in the previous year. 45 students were trained as Student Switch Off Ambassadors with the task of spreading energy saving behaviour amongst their peers. A total of 364 students took part in the Climate Change Quiz, and 453 students signed up to the "LSE Student Switch Off" Facebook fan page. A great effort with the winning hall for 2014/15, Northumberland Hall, receiving a £250 prize for their common room committee; and a Ben and Jerry's ice cream party!



Figure 5: Residential Services kWh reduction per student per day for each residence



End of term ReLove reuse scheme

The British Heart Foundation were engaged for the first time in 2014/15; replacing London Reuse Network for the collection of Re-Use material within the halls of residence. New marketing material and a different approach to collections, using a singular collection box and in-room bags were initiated by the Residences Sustainability Officer.

A total of 8.592 tonnes of material diverted from the waste stream was collected during the end of term Re-Use (1074 bags in total; including 41 bags from centre building and 45 bags from Saw Swee Hock). The total estimated average value of these donations to the British Heart Foundation is £16,808. This is a great first year campaign with the British Heart Foundation.



Preparing for BHF relove reuse scheme at Carr-Saunders



Soil Association “Food for Life Catering Mark”

Having achieved the Soil Association “Food for Life Catering Mark” last year at Bankside House, Carr-Saunders Hall, Passfield Hall and Rosebery Hall for breakfast and dinner settings. John Barrett, Residences Catering Manager and his team continue to develop and support this initiative.

Fair Trade Fortnight

We actively promoted “Fair Trade Fortnight” at Carr- Saunders with a charity bake sale. Staff baked cakes using fair trade products which were promoted throughout the year. Also had a bake sale at Christmas supporting the Christmas jumper appeal on behalf of “Save the Children”.

Green Impact successes

Thanks to the fantastic efforts from all the green impact teams in Residences for 2014/15 we were presented with a total of eleven Green Impact awards at the Celebration of Sustainability held in the Shaw Library on Thursday 21 May 2015.

Congratulations to the Green Impact teams at Roseberry Hall and Northumberland House who jointly won the prestigious Green Impact Platinum award, (Northumberland House for their work with Westminster Council improving onsite recycling initiatives), to Passfield Hall for the special award for innovation and Northumberland House again for the special award for student engagement.

Butler’s Wharf	Green Impact Bronze Award
Grosvenor House	Bronze Award
High Holborn	Bronze Award
Bankside House	Silver Award
Carr-Saunders	Gold Award
Residential Services	Green Impact Gold Award
Passfield	Green Impact Gold Project Award and Special Award for innovation
Rosebery Hall	Green Impact Platinum Award
Northumberland House	Green Impact Platinum Award and Special Award for student engagement.



At Rosebery Hall, the team were very proud of their sustainability achievements, attaining the platinum award in both 2014 and again in 2015. One of their most successful greening initiatives was "wear a woolly Christmas jumper to work". This was very popular amongst our students and guests, in fact it was so popular, they extended it all the way to Christmas day! Not only did it reduce the carbon foot print, but it also put a smile on everyone's faces.

Residences Action Plans

Progress continues apace on the residences action plans. To date 31 areas have been tackled, with another six currently being progressed. Recent investigations looked at increasing awareness of water saving measures, from using smaller kettles to using coloured dots on taps and ensuring the linen replacement policy is properly implemented in all halls of residence.

RE:FIT

The Mayor of London's RE:FIT scheme is well under way in our residences. The first phase will help to improve building energy performance, reduce CO₂ footprints and make financial savings.

Technologies being implemented include lighting systems upgrades (eg, LED and occupancy detection), Photovoltaic (PV) installations, Heating Ventilation and Air Conditioning insulation and Micro CHP (Combined Heat and Power). Only systems that have proven sustainability credentials, and meet payback period requirements, will be installed.

As part of our long term maintenance plans for the year, we are refurbishing two floors in both Carr-Saunders and High Holborn and we look forward to seeing the results of this. A key piece of work for the Division throughout the coming year will be to develop a Residential Service Bed Space Strategy for 2015 to 2030 to support the School's aims and alongside this a review of our current Divisional Strategic Plan. We look forward to updating you on our progress in the 2015/16 annual report.





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