

Welcome to the latest issue of CT Brief. Aimed at organisations with which we work, the purpose of the bulletin is to keep you informed of work we're doing, trends we see emerging and elements of best practice that come our way.

Focus in this issue: housing providers - not just landlords.

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Measuring-up social landlords

By John Morris



Social landlords are now required to show their worth to stakeholders to a greater extent than in the past. This is particularly so for those who support the historic social purpose of housing associations in the face of creeping commercialisation, which will evidently see a step-change if Ministerial pronouncements at June's Chartered Institute of Housing conference are enacted. Even so, as hybrid organisations with obligations to state, market and community, associations need to demonstrate their value to a range of constituencies, including residents and communities.

Yet demonstrating our economic impact and proving our social value aren't straightforward. Models have mushroomed across housing, many drawn from the third sector and from private sector corporate social responsibility. It is often difficult to choose one approach that fits social housing.

At Trident, since adopting our 'social investment' mission in 2011, we have developed a model through our research partner the Human City Institute (HCI) called 'Measuring-Up'. This synthesises a number of methods that support triangulated assessment of our work. This triangulation, summarised in our recently published social accounts, is pursued in two ways.

First, tenants, partners and staff have been involved extensively, through surveys, interviews, focus groups and participation in a social audit panel to oversee our social accounts, providing three distinct perspectives and in-depth scrutiny. Second, Trident has adopted three yardsticks to

measure our work - our economic impact, the extent of our community investment and the total social value we create - all translated into monetary measures.



A Trident service improvement panel

To avoid over-claiming, which discredits social auditing, we have been conservative in allocating proxy indicators to determine social value and cautious in our calculations of Trident's economic impact via 'ripple' effects in local supply chains. Nevertheless, our social accounts for 2010-12 reveal Trident's contribution to the Midlands' economy over two years as more than £100m, that we employ 850 people directly and 300 indirectly, that we invested over £1.2m in community services and generated at least £7m in social value.

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Attending the National Housing Federation Social Housing Conference on September 18-20? Come and visit us at stand A2.





Measuring-up social landlords

By John Morris



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These broad brush measures have been combined with SROI case studies. For example, Trident's homeless transition fund is assessed as providing £3.20 of social value for every £1 invested. And our money advice services helped 630 tenants over two years, increasing their aggregate income by £209k, with £521k of personal debt sorted, having significant effects on spending power in fragile local economies.

The social audit, carried out independently by HCI, has informed our social investment strategy 2013-18, which seeks to align all Trident's activities and investments to achieve multiple pay-offs for tenants and communities. We are embedding VFM within a social investment ethic using '£-Stretch' protocols to obtain more from every pound we spend: by creating jobs for tenants, establishing apprenticeships and obtaining 'green pay-offs' from our repairs expenditure for example.

The strategy emphasises action around tenants' stated priorities - the 'Five Fs': food, fuel, furniture, finance, futures. The 'Five Fs' will help ameliorate the fallout from austerity and welfare reform which have hit Trident's tenants hard. Social investment KPIs have also been established to measure the strategy's success.

We believe the approach we have adopted enables an independent, 360 degree, in-depth assessment of our impact as a group of housing associations, charities and social enterprises, to satisfy the information requirements of all our stakeholders.

John Morris, Chief Executive, Trident Social Investment Group.

Download Trident's Social Accounts and Social Investment Strategy at:
www.tridentsocialinvestmentgroup.com

CT Online



You can now keep up to date with all CT news, events and job vacancies by following us on Twitter **@campbelltickell1** (note that the last 'L' is the number 1)

If you haven't already, why not also join our LinkedIn Group for all of the above, topical discussions and industry news?

Visit: <http://tinyurl.com/ct-linkedingroup>

CT Favourites Gallery

A collection of images from Irish Centre Housing's recent hostel redevelopment, Conway House. The building comprises 60 en-suite rooms for single homeless people.





Business transformation - from resilience to readiness

By Yvonne Lowe

Since the demise of the Housing Corporation, the housing sector has been in a period of constant change. Long gone are the days of being able to continue with a business as usual approach; in a sector that had been for a long time in a relatively stable operating environment there is a sense that everything is now temporary and that change is the only constant.

The notion of challenging performance and costs through benchmarking, developing performance frameworks to monitor the achievement of key business objectives, and 'sweating' their assets to enable development and growth is now common practice. More recently however the harsh financial climate has forced managers to cut services, make staff redundant and get tough with staff issues that drain resources, such as absenteeism.

These are indeed challenging times for managers with the pressure to deliver changes and make efficiencies having a significant impact on employee relations; incidents of bullying and harassment is on the increase, with managers getting little support from their organisations. When organisations choose to re-size there are always casualties, but how this is handled not only affects those staff that leave but those that remain who often feel vulnerable and uncertain about their own future. Any transformational change increases the risk of creating more dis-engaged staff which will have an adverse impact on performance with any efficiencies being short-lived or worse still costing the business more

Most, if not all, organisations have a value that states people are their most important resource and go to great lengths and expense to make sure their recruitment processes deliver up exceptional individuals. Yet do the 'leaders' of these people really engage with their staff to get the best out of them, or do they just expect them to get on with the job? Most people come to work well intentioned and only turn sour when their basic needs aren't being met. If people are engaged, they'll go the extra mile, often on their own time. Dis-engaged people will do just what they have to and no more, whilst actively dis-engaged people will do their best to work against the wishes of their manager and the business.



Engaging people is the key to unlock business transformation

When looking to drive improved performance through business transformation, we should be looking to our people to help us achieve this, and this is reliant on having the right management approach. The extent to which people are actively engaged depends largely on the culture of the organisation. Culturally, there may be an inherent 'control and command' approach where leaders and managers assume they have all of the answers. In times past may have been enough to maintain a resilient business. However, this approach does not engage your people. With the challenges being faced by the sector a different approach is needed. It should not focus solely on resilience, but embrace a readiness to deal with change as a routine. Engaging people is the key to unlock business transformation; it drives greater productivity, lower turnover and better quality of work.

Everyone selected into a leadership position has the talent and potential to be an inspiring and effective manager and many can demonstrate the ability to manage the 'results', but the qualities of leaders that organisations must now be seeking and developing is a combination of being results orientated and genuinely concerned about the development of every worker; getting results and developing staff are equally important to achieving business success.

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You have to get the basics right if you want great engagement. The most effective managers are deeply caring, capable of seeing, supporting and adjusting to the differences in people, helping people to build jobs that fit them as an individual while still getting the outcome they need from an organisation perspective. They bring workers together in collaboration, provide clear direction, put good measures in place and accept responsibility for maximising each employee's potential. They understand that the more they do for their people, the more successful they will become; doing what's right for people proves to be right for the organisation.

Unlike learned business management techniques, these qualities are not easily transferred from a classroom to the workplace and it takes time and experience for managers to adapt to become a rounded manager. But with the pace of change, time is at a premium and dedicated mentoring and support for managers is limited or non-existent within the workplace. Without it however, they may never be able to fully develop into what is now required of the manager role, inadvertently

costing the organisation through poor performance, poor quality of work and high staff turnover.

"If you want to be successful, surround yourself with the best people you can find". Used by Honda in past advertising campaigns, I still hold by this statement today. But to be a truly successful and agile business, ready and able to meet the demands of a constantly changing operating environment, you not only need to surround yourself with the best people you can find, you need to engage with them, give them a stake in the business, nurture them and allow them to deliver on your behalf.

Yvonne Lowe is an Associate Consultant with Campbell Tickell.

To discuss how Campbell Tickell can assist you and your organisation to transform, contact Radojka Miljevic on 020 8830 6777 or radojka@campbelltickell.com.

Help in two clicks

Shelter Legal is the essential
online guide for people working
in housing & homelessness.

shelter.org.uk/legal



Shelter



The resilient leader

By Philomena Hayward

I recently participated in a focus group which looked at barriers to being successful in business. One of the topics was resilience. This is a word I have been hearing more and more recently – is it yet another answer to the leadership question or is there something more here that is worth exploring?

Put simply, resilience is the capacity to bounce back from misfortune, disruptive change, and failures. Everyone experiences disappointments and setbacks in their life. Is there something particular about today's world? Globalisation and technological change are creating volatility, uncertainty, chaos and ambiguity. Its impact is compounded by changing job markets and 24/7 communications. Economic uncertainty is creating challenges at both global and individual levels.

This creates stress for leaders and organisations. The speed of the business cycle and risks of the global environment create instability. For individuals, the emotional ups and downs can cause loss of confidence. Amidst such volatility, resilience requires reserves of emotional, mental and physical energy, to get us back to equilibrium, able to pursue our goals rather than give up.

Research by the Clore Duffield Foundation has identified three levels of resilience. The most familiar form is that needed to cope with a situation like being made redundant or negative performance reviews. Toughness and humility are needed to respond constructively. The key is the ability to see beyond current difficulties and know the situation will change.

The second type is even more relevant to today's leader. This is the resilience required to drive change or the determination to tackle difficult leadership issues. This is about being proactive rather than reactive. The leader is in the driving seat and needs to handle the fallout from their decision. The third type of resilience is about handling continuous, stressful management challenges - especially relevant in times of significant change and economic pressures.

In order to succeed, the effective leader needs all three kinds of resilience. Arguably leaders are successful because of their setbacks not despite them. Their resilience enables them to move through difficult times. In many cases, we don't see the 'failures', only the end result: Edison tried thousands of materials before succeeding to create the light bulb.



Resilience may be highly personal, but it is a quality that individuals can choose to develop. A report by Organisation Health suggests doing the following - most are activities that effective leaders do as a matter of course:

- Master yourself – being self aware, knowing what you stand for, learning from your experience in terms of what you feel and do;
- Pay attention to your physical and emotional health and wellbeing, indeed aim for peak performance;
- Think about what you want, write it down, imagine achieving your outcome;
- Embrace change – great leaders seek to grow, learn, make a difference and have the resilience to see change through;
- Take the right decisions, not necessarily the easiest ones, especially during periods of pressure;
- Learn from mistakes, reflecting on your experience, then do something different next time;
- Reduce stress and improve effectiveness through relationships built on empathy, openness and trust. Great leaders understand relationships are the route to success;
- Create a lifestyle that reduces and balances work and domestic pressures;
- Use humour; especially laugh at yourself!

Disruptive change is a fact of life. As a leader, there is always the choice to become discouraged and avoid difficulty, or face it head-on. The resilient leader does the latter and develops greater competence and confidence. Resilience is a key attribute of the effective leader in us all.

Philomena Hayward is a Senior Associate Consultant with Campbell Tickell.

To discuss how we can assist your Coaching and Leadership development, contact Radojka Miljevic on 020 8830 6777 or radojka@campbelltickell.com.



Private Rented Sector: the place to be?

By Maggie Rafalowicz

If there is one thing that both the government and the opposition agree about, it is the importance of the Private Rented Sector (PRS). Now larger than the social rented sector, it is set to continue growing. In common with other forms of housing, the key issues are supply, quality and affordability: how to increase the supply of homes and funding; how to address, particularly in the lower end of PRS, poor quality dwellings and management practices; and - as social rent and owner occupation are unachievable for much of the population - how to ensure that PRS is affordable.



Are the rental yields sufficient or should housing providers stick to raising money through homes for sale?

Everyone seems to be getting in on the act: central government with its DCLG PRS Taskforce, housing associations, local authorities, letting agents, private landlords (large and small), institutional investors, researchers. The only group who lack a strong voice in all this is the consumers - the tenants themselves, spread between so many landlords and in different groups: low income households; young professionals - 'Generation Rent'; and older people selling their homes to release equity.

There is growing interest from funders such as institutional investors, private developers, private equity funds, and overseas investors benefiting from

favourable exchange rates. Their requirements are: a guaranteed reasonable yield, professional and commercial operations, simplicity of relationships, exit strategy.

Some housing associations are well on the way to building up large PRS portfolios whereas others are more cautious and considering their input into PRS: is it a cross-subsidy activity or is it an extension of their role in meeting housing need? Are the rental yields sufficient or should they stick to raising money through homes for sale? Do they already have the management expertise or does it require a more commercial approach? Associations want to know more about the regulatory regime and HCA's proposals for ringfencing social housing assets, about funding sources, management practices, legal frameworks and exit strategies.

Local authorities want to see an increase in supply and their ability to access existing PRS stock. Some are considering developing their own PRS. However, most are more concerned with the quality of existing supply and the management practices of both the landlords and letting agents. Concentration of poor quality PRS often results in anti-social behaviour and in coastal towns such as Hastings and Blackpool a significant drop in economic activity. Although local authorities have the powers to deal with unacceptably poor standards (Housing Act 2004), they lack the resources to do so. Many councils are considering introducing licensing schemes and/or their own lettings agencies in order to tackle rogue landlords and agents and improve the quality of provision.

Maggie Rafalowicz is a Senior Consultant with Campbell Tickell. For advice on the market rented sector, contact maggie on 07802 187 867 or maggie.rafalowicz@campbelltickell.com.



Housing Associations and the shrinking state - do more or do less?

By Roz Fox

A recent National Housing Federation report found that the effect of the Under Occupation Penalty [National Housing Foundation (2013) *Bedroom Tax in Merseyside: 100 days on*. <http://www.housing.org.uk/publications/browse/the-bedroom-tax-in-merseyside>] in Merseyside has been immediate and devastating for many tenants who were struggling to make ends meet even before the policy was implemented. Registered Providers throughout the UK have been trying to respond to this and the raft of government policies that have “hit the poorest people hardest” [Oxfam (2012): *The Perfect Storm: Economic stagnation, the rising cost of living, public spending cuts, and the impact on UK poverty policy briefing*]. Following the creation of the North West Pathfinders, housing associations are bracing themselves for the roll-out of Universal Credit, another fundamental change to the welfare system and a big test of joined-up government. Managers and Boards increasingly face reconciling the sometimes contradictory challenges to achieve balance between core business and the



A City West Housing Trust staff member and customer

Associations are well placed as ‘community investors’ [Slatter, P. (2001): *After the crossroads: Housing associations as community investors*. Joseph Rowntree Foundation] given the access to customers, ability to raise funds, and their geographical locations, playing a leading role in helping tenants overcome the challenges and improve the quality of their lives. Many associations are placing more emphasis on money advice alongside income management, linking into voluntary sector provision and credit unions to help support residents and secure income.

There are numerous examples that go beyond a traditional landlord role. City West Housing Trust in Salford is building sheltered housing, partnering with other agencies to support families with multiple needs and creating an in-house Independent Living Service. Bolton at Home are co-delivering regeneration through neighbourhood management with Bolton Council and partners to commission and deliver services and engage local people through community development, arts projects, and Urban Care & Neighbourhood Centres. City South Housing Trust in Manchester are supporting social enterprises and investing in local start-ups. Liverpool Housing Trust, in partnership with NHS Sefton, has built a Healthy Living Centre and delivers a wide range of services to local people.

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HA's are placing more emphasis on providing money advice

ever-present concerns of funders, with helping and supporting customers through often dramatically changing circumstances. Should associations do more in challenging times and take on greater risk, or retreat to a traditional landlord role and focus on asset management?

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I am co-facilitating a session at the National Housing Federation North West Board Member Conference in October to explore the challenges for associations as a result of spending cuts to public, voluntary and community sectors, together with Nigel Wilson from Wythenshawe Community Housing Group. I would be interested to hear how your organisation is meeting these challenges, what opportunities exist, and your views on:

- What role should housing associations play at neighbourhood level to commission, develop and deliver services?
- To what extent should housing associations 'plug the gap' in local services to meet customers' increasing levels of need?

- How much responsibility should associations take on for the economic, social and health aspects of customers' lives?
- How can associations measure the impact of their often intangible but vital work in communities in ways that satisfy the Board and external funders?

Roz is a Lecturer in Public Services at Manchester Metropolitan University and has been a Board Member of City West Housing Trust since 2011.

Contact Roz on LinkedIn or r.fox@mmu.ac.uk.

HouseMark Business Assurance Club

First meeting: 24 October 2013

We know that business assurance is a critical part of any housing organisation's strategic and operational planning. As the sector diversifies and the operating environment becomes more difficult, organisations need to work harder and smarter to maintain business robustness and continuity while meeting compliance and scrutiny requirements.

HouseMark's Business Assurance Club will bring together and support members in meeting these developing challenges.

Our new club is designed to support those working in the important areas of risk, governance and regulation. Campbell Tickell and Trowers & Hamlin Solicitors are involved in the Club with HouseMark so that Club members get access to a wide range of support from organisations experienced in working with the sector in these key areas.

In particular we're seeking to develop and grow thinking, knowledge and capability in organisations which are increasingly involved in managing more complex and commercial operations.

The Club plans to meet three times a year and the first meeting is planned for the 24 October in London (Euston), the programme for that event is being developed at the moment. The next meetings will be in February and June 2014.

Who should join?

The club is aimed at those with both strategic and operational responsibility for their organisation's approach to governance, risk and regulation. We have already had 10 organisations expressing an interest in being members of the Club.

Membership fee

The annual club membership fee is £650 + VAT with membership starting from September 2013.

More information

If you'd like more information about the club, visit www.housemark.co.uk. To sign up, please email Julie Morton at business.support@housemark.co.uk or call 024 7646 0500.





Partnership – making it happen

By Jan Tomlinson



National employment charity Tomorrow's People has its origins in the inner-city unrest across the UK in the early 1980s. Stagnating local economies, high long-term unemployment, poor housing and deteriorating relationships with the authorities were seen as catalysts for the outbreak of riots in many metropolitan centres.

30 years on, and with the experience of working with over 450,000 people, Tomorrow's People believes that our expertise and skill set is needed more than ever given the current levels of unemployment particularly amongst young people.

Our vision is to break the cycle of unemployment and dependency in deprived communities throughout the UK. We transform lives by 're-skilling' long term unemployed people so that they can get and keep a job. We deliver programmes for adults who are marginalised and face multiple barriers to employment, and programmes aimed at disadvantaged young people, both in urban and rural communities.

We also work in schools with marginalised children of 14 upwards to support their transition into work or training; and we work with families in the community to develop solutions to intergenerational worklessness. Our success is based on partnerships with businesses which support our pre-employment programmes, opening their doors to work experience, job placements, work 'taster' days and, ultimately, employment for the right candidates.

We cannot work in isolation. Since the Charity was set up by GrandMet Trust in 1984, we have developed strong, active relationships with business, community organisations, local authorities and others, where we can all benefit from supporting long-term unemployed people back into work.

How is Tomorrow's People's work relevant to housing?

The recent report 'Responsible Recovery – A social contract for local growth', recognises we need to create solutions that work for local communities - highlighting the long standing challenge of 'regeneration' and suggesting that whilst secure, well maintained and affordable housing is a fundamental, we must look beyond this to support older tenants and young people into work, to deliver positive health impacts and wider community benefit.

The author Julian Dobson comments "the route to a more productive, dynamic and sustainable economy in the UK begins when people can live lives that fulfil their potential and sustain their wellbeing. That will not happen when many are unable to contribute fully to the public good."

As an ex-housing association CEO, I empathise with the challenges facing management and front line staff. Associations are often major stakeholders in local communities, and research shows that social housing tenants are disproportionately represented among the unemployed; further, the current welfare reform with its risks of increased rent arrears and tenancy failure, means housing providers need to consider strategies to tackle worklessness in their communities.



Tomorrow's People - getting Britain working

A healthy society needs local communities to thrive: economically and demographically mixed, where residents can fulfil potential, have dignity and can make choices for themselves and their families; where people have a sense of pride and well being, want to actively contribute to the success and sustainability of their locality.

However, housing providers should not work in isolation, nor 'reinvent the wheel'. Tomorrow's People and similar organisations have considerable experience of developing local employment programmes, and working in partnership with strategic authorities, developers and businesses to ensure inward investment and opportunities for local residents and the wider community.

We have worked with partners on a wide variety of opportunities – from major redevelopments such as Bluewater Shopping Centre or Tate Modern, to individual employers, such as Burberry, Barclays or 3 Mobile, who want to bring unemployed young people into their business.

You can find out more about our work by visiting www.tomorrows-people.co.uk or you can explore opportunities by contacting Jan Tomlinson on 07968 007 613 or jtomlinson@tomorrows-people.co.uk.



Charities and 'political campaigning'

By Rosie Chapman

Arguments about the legitimacy of charities undertaking political campaigning and lobbying have come to the fore with the Transparency of Lobbying, Non-Party Campaigning and Trade Union Administration Bill (the Lobbying Bill).

Charities have a long tradition of campaigning in support of their objectives. The National Council of Voluntary Organisations estimates that two-thirds of charities undertake some type of campaigning activity. Much of this is largely 'apolitical', such as road safety campaigns.

What is contested is the extent to which charities should undertake political campaigning and activities. An organisation which has political purposes cannot be a registered charity. The legal position is that the courts and regulator must assume the law to be correct and so cannot judge the public benefit of an organisation lobbying to change the law.

However, the Charity Commission has also interpreted the legal position as allowing charities to undertake political activities, including trying to change the law or resist a change to the law, providing such activity is:

- not the charity's 'continuing and sole' activity;
- undertaken only to support the delivery of charitable purposes (i.e. means to an end);
- not party political in nature; and
- backed by well-founded research or evidence where claims are made.

This stance has been a source of complaint from a variety of MPs. Their complaints get louder when charities lobby on contentious legislation such as Welfare Reform; and in the run-up to an election.

The Public Administration Select Committee recently considered this issue: "Few want to see funds collected for famine relief spent on political lobbying but few would deny that a political campaign to abolish child trafficking is charitable." However, PASC also recommended that charities should be much more transparent about their spending on political and campaigning activity, and the Government has just announced that it agrees with this. Nonetheless a number of MPs remain convinced that charitable status and political campaigning are incompatible.

So the charity sector was understandably nervous about the Lobbying Bill. Part II of the Bill introduces new rules on 'non-party' campaigning in the year before a general

election. The proposals are intended to strengthen the existing rules that limit what organisations can do to support political parties during an election. The concern was that many charities, as well as campaign groups, might inadvertently be caught by the Bill's broader definition of 'activities for political purposes' and by the reduced limits on expenditure for carrying out such activities. The Electoral Commission in its briefing has said that "the Bill will create significant regulatory uncertainty for organisations that campaign on, or even discuss, public policy issues...and imposes significant new burdens on such organisations."



The charitable view is that the Bill was drafted in a hurry to address party funding and lobbying, and as a way of tormenting Ed Milliband over Labour's political funding and that it was never intended to cover charity work. The less charitable view is that the Bill is a convenient way of stopping charities taking part in national debate before an election.

At the time of writing, the Bill has had its second reading and will now undergo detailed Parliamentary scrutiny, though there are suggestions that the Government may consider making concessions to charities. It will be interesting if concessions can be drafted in such a way that exempts charities, but not so widely drawn as to exempt other groups. That could prove difficult for Parliamentary draftspersons to pull off, especially as the Government has so much political capital invested in the Bill. Expect to hear continued loud voices from charities on this subject, especially as the election looms closer.

Rosie Chapman is a Senior Associate Consultant with Campbell Tickell and was formally Director of Policy and Effectiveness at the Charity Commission.



Social networking: building stronger relationships

By David Evans

David Evans, Web content manager at Bromford Group explains how Bromford are using Social Media to better engage with customers.

Bromford launched into the world of social media about two years ago. Although we had no initial strategy of how we were going to use the channels, we had a passionate belief that it could help improve all manner of relationships. We are now reaping the benefits.

We use social media to engage with our customers. This ranges from posting helpful tips and advice to reacting to queries and concerns. Social media is a great way for customers to communicate with us and we invite them to join us in doing so. We want to create a social community.

Colleagues in our contact team have been given responsibility to monitor and respond to networks like Facebook and Twitter. By helping our customers every day by phone or email, they are best placed to speak to customers through social media.



When we respond to customers in this way, we're open and transparent. We may need to obtain personal details privately, but replies are clear and honest. By encouraging customers to engage with us, we can help reduce call traffic into our contact team. We are able to be commercial, creating value for money savings for our business, and giving our colleagues more time to make the most of every conversation.



Social media also allows us to build a relationship with customers who may not regularly contact us. Those who may be uncomfortable speaking to us through phone or email may find social media an easier way to communicate.

We create, source and push content to customers which they may find useful. Not necessarily Bromford 'stuff' but 'sticky' helpful stuff that makes every day easier for customers. Our customer services team frequently help shape this content.

Our content can also reflect what's happening in real time, helping keep our customers up to date. For example, if our phone lines go down, it only takes a few seconds to post on our social media channels.

Using Twitter, we don't just wait for customers to send us a tweet, we tweet them! Our customers are on a journey and we want to follow it. We can post content to customers depending on their tweet, or just say 'Happy Birthday!' Customers are surprised that not only have we contacted them without a prompt, we also care about them and what they are saying.

This is just a snippet of our social media experience. We want to break down the 'landlord' image and create a social community. Social media isn't just another way of carrying out transactions; it can help shape and form a stronger relationship with customers.

David Evans is Web Content Manager at Bromford Group.

If you would like to discuss how Campbell Tickell can help you increase your social media presence, contact James Gahagan on 020 8830 6777 or james.gahagan@campbelltickell.com.

Attending NHF
Conference
in Birmingham
18–20 September?
Come and visit us at stand A2.

the whole spectrum

The environment for housing and care providers is not getting any easier. And alongside political and financial challenges, there's always the question of where to find high quality advice you can trust. We're already well known for our work in governance and corporate strategy; mergers and partner selection; HR; recruitment; and performance management. Other services we offer, which you may not be aware of, include:

- ⊕ **New business development** – bid writing, modelling, strategy analysis, sourcing opportunities
- ⊕ **Financial and business planning** – viability review, capacity review, business plan validation
- ⊕ **Strategic asset management** – portfolio analysis, stock rationalisation, property disposal
- ⊕ **Resident scrutiny** – audit of resident involvement, development of scrutiny function, resident coaching, training programmes
- ⊕ **Efficiency and value for money** – procurement support, shared services, service review, structure review
- ⊕ **Problem resolution** – investigations, negotiations, mediation
- ⊕ **PR and communications** – stakeholder perception survey, communications strategy, media training