



**Ben Denton**

*Managing director, Legal & General Affordable Homes*

## Invest and collaborate to scale up housing delivery



As Charles Darwin said: "It is not the strongest or the most intelligent who survive, but those who can best manage change." One question currently doing the rounds is what impact the entry of for-profit registered providers of affordable housing might have on the existing players and the affordable housing market in general.

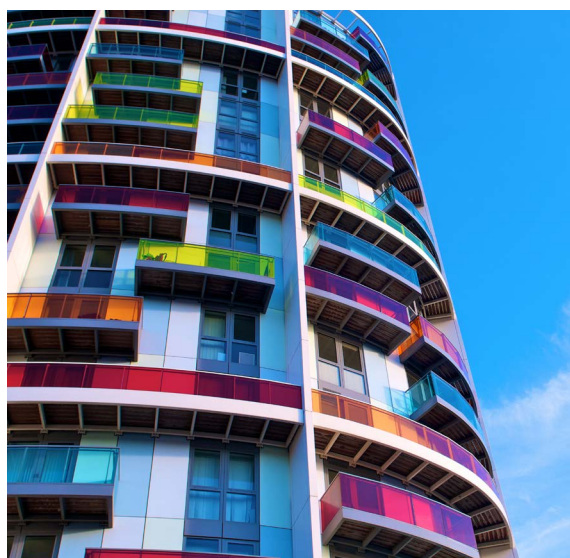
Rob Beiley, from legal firm Trowers & Hamlin, boldly predicted at the Chartered Institute of Housing's South West conference in May, that the advent of for-profit RPs was the greatest change to the affordable housing sector since it embraced borrowing in the 1980s.

### New players

There is no doubt new players from all sorts of backgrounds are entering the market – from institutions holding long-term patient capital, to those backed by private equity. I wouldn't be surprised if Sage, in which Blackstone acquired a stake in January 2018, topped the 'biggest affordable housing developer' when the *Inside Housing* tables are published next year.

The company in this sector that I lead – Legal & General Affordable Homes – also has a bold business plan: we launched in 2018 and aim to deliver 3,000 affordable homes a year by 2022. Between ourselves and Sage, therefore, we could account for 10-15% of affordable housing development in the next two to three years.

The sector and government agree there is a chronic need for more affordable housing. Estimates range from 75,000 to 125,000 – whatever the number, it represents



Getty Images

**Legal & General Affordable Homes plans to deliver 3000 new affordable homes by 2022**

a significant step change from the 50,000 currently being delivered. So, will these new players deliver much-needed additional homes, or merely displace existing activity?

### Long-term funding

The housing sector's current debt-based model is not one that can scale up at the speed needed to address the affordable housing shortfall. Long-term institutional funding, such as Legal & General's, is therefore needed to ensure additional homes are built. We can forecast over 10 or 20 years to identify the affordable provision required at the time, while also accounting for future demand. This large-scale and long-term vision could be a real game-changer for the sector.

As new entrants come into the market there may be a level of displacement. Legal & General's plan, however, is to build a balanced business, delivering additional

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**Andrea Keenoy**  
*Interim housing ombudsman, Housing Ombudsman Service*

## Learning from complaints

## Housing Ombudsman Service

**W**orking on the Housing Ombudsman's Annual Report and Accounts for 2018/19, due to be published by the end of June (at the time of writing), gave us the opportunity to reflect on our performance and achievements over the past financial year.

One thing that really stands out is the 26% increase in demand for formal determinations experienced in-year. This is the highest annual increase since 2013/14, when our remit expanded to cover local authorities. Why might this increase have happened?

### Communication is key

For the complaints that enter our formal remit, we often find that poor communication and expectation management are key factors behind their escalation to us. Better management of these upfront by landlords will increase the likelihood of customer satisfaction with service delivery and complaint handling, as well as preserving the important landlord/tenant relationship.

Part of our role is to support landlords and residents to resolve complaints themselves within the

landlord's complaints procedure. During the last year we've added new tools on our website to help with this – case studies, e-learning and the first in a new series of 'spotlight on' reports. These will share our learning from the complaints we have dealt with over the past 20 years and provide good practice points to help landlords improve their services and complaint handling.

### Spotlight on repairs

We chose repairs as the first topic as this is consistently the biggest category of complaint we deal with. It accounts for around one-third of all complaints each year and is an area where small changes could have a big impact. The report is called [Room for improvement: Spotlight on repairs](#) and sets out the main causes of complaints about repairs. These are:

- new lettings;
- responsibility for the repair;
- time taken to carry out repairs;
- record-keeping.

We have included case studies to illustrate the key learning points on each of these elements, and have also provided some good practice



**Repairs account for one-third of all complaints received by the Housing Ombudsman each year**

that will help landlords avoid these pitfalls. These simple and straightforward steps are based around our dispute resolution principles:

- be fair – treat people fairly and follow fair processes;
- put things right;
- learn from outcomes.

### Feedback

We would welcome any feedback on the report or suggestions for future topics. Providing faster, effective redress to residents is something we are all interested in and we should work together to make this a reality.

We will soon be adding some videos to our website to help residents navigate complaints procedures. Landlords may also find these useful reference tools.

To keep up-to-date with all our latest developments, sign up for our quarterly e-newsletter via the landlords section of our website.

Please send any feedback on the spotlight report or suggestions for future topics to [consultations@housing-ombudsman.org.uk](mailto:consultations@housing-ombudsman.org.uk)

**To discuss this article, contact Sue Harvey**

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homes alongside section 106 schemes within a diverse portfolio.

We also see our mission, wherever possible, to collaborate with existing players in the sector, combining Legal & General's financial backing with local delivery capability and high-quality management. Such partnerships could increase the pace of affordable housing delivery, offering a positive step forward for people in housing need, enabling

**"We launched in 2018 and aim to deliver 3,000 affordable homes a year by 2022"**

local authorities to boost provision and housing associations to grow the number of homes under their management.

### Customer service

Other organisations – particularly those with a strong customer service ethos – have also seen the potential of collaborating with Legal & General. We aim to design, test and deploy a new technology-led customer service platform, which will improve outcomes for residents, creating a blueprint

which our management partners can adopt. The building blocks for this are already in the market and this is the area of market evolution, or revolution, that excites me most.

As a collective, we must focus on sustainable, genuine solutions to increase development capacity and improve our service offering. It is time to embrace, not fear, change.

**To discuss this article, contact Jon Slade**

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Maggie Rafalowicz  
Director, Campbell Tickell

## Lessons from regeneration

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**R**egeneration is all about improving the quality of life in an area that has been in decline, without displacing the existing residents and communities – unless they would welcome the opportunity to move on. If there is one thing I have learnt from years of working in regeneration, it's that there often isn't a single community and a single set of views.

Regeneration takes a long time. You need to spend time understanding the physical and financial constraints and opportunities; getting to know the different parts of the community, be they residents, voluntary groups, politicians, statutory services or businesses; and exploring potential funding options.

Given that regeneration takes many years, those options will change with time, governments and market conditions. You need to find partners who will go the distance and deliver a win-win solution for all involved and you need a vision that binds it all together.

*“Residents know better than most about making tough choices when it comes to spending money”*

### Tough choices

Residents understand that decisions are not straight forward – they know better than most about making tough choices when it comes to spending money. They don't want undeliverable promises and glossy brochures. They want and deserve respect, transparency and honesty – even if you are telling them things they might not want to hear – you can get to a stage where there is an understanding and collective ownership of plans to move forward.

### Yorke Drive

Yorke Drive is a 1960s estate in Nottinghamshire, which has suffered from lack of investment. It is close to Newark Parkway station but cut off by inward-looking design and a poor road network. The estate had already gone through a masterplan process, which had stalled with the last financial downturn. Newark and Sherwood Council took advantage of a Ministry of Housing, Communities and Local Government (MHCLG) regeneration fund to see if regeneration could be kick-started.

Campbell Tickell was appointed to produce a new masterplan and financial model. We set up a local project team and began to identify and assemble information, establishing contacts with key players. We produced a consultation and involvement strategy to support the master-planning and planning application process.

We put together a design and technical consultancy team – architects (HTA), cost, transport, landscape, valuers – and a financial viability appraisal model that considered the overall financial position and scope for cross-subsidy, impact of demolition, rehousing, tenure mix, phasing, cashflow and the housing revenue account. We also consulted with Homes England and MHCLG on potential financial support.

Alongside the technical and financial essentials, we worked closely with residents, getting to know them and collating their views. We set up a residents panel, organised drop-in sessions, survey and feedback mechanisms, and with HTA, held workshops and public exhibitions so residents could contribute to and refine the



Long-awaited regeneration is coming to Yorke Drive estate in Newark, Nottinghamshire. Design and image by HTA Architects

masterplan. We produced monthly newsletters and used social media (Facebook, Twitter, and the council website) to keep the community updated. While not all residents and stakeholders were satisfied, the overwhelming majority were happy with the proposals.

### First steps

Planning has now been approved. The masterplan proposes selective demolition and redevelopment of the existing estate, building up to 320 new homes to modern space standards for rent and sale. As part of the phased approach, replacement homes for those impacted by demolition and enhanced public sport facilities will be delivered in phase one – the first step towards improving quality of life and creating a better and safer place to live.

The next stage has begun and the council is in the midst of selecting a development partner to deliver the masterplan. Importantly, the residents will continue to be involved in this process.

To discuss this article, contact Maggie Rafalowicz

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Zaidee O'Dell

London project manager, Compassionate Neighbours,  
and associate consultant, Campbell Tickell

## Catalysing community action



**A**t a time when the world often feels mad and cruel, it is heart-warming to witness so many people eager to engage with those in their community who need support. It is as if they need the opportunity and permission to do so.

I have spent the past 18 months working with St Joseph's Hospice in east London to deliver a project close to my heart. Compassionate Neighbours is a movement of local people who are enabled and supported to be more compassionate in their local communities. They provide social and emotional support to people towards the end of their life and also share knowledge and experiences of end of life and loss within their community.

### Collective responsibility

The award-winning project was introduced to the hospice 10 years ago. Inspired by the concept of compassionate communities, the programme aims to replicate a similar one in Kerala, India. Underpinned by public health principles, to promote and protect health and well-being, it emphasizes the collective responsibility of society and community.

In 2017 St Joseph's received funding from a Nesta innovation fund to roll out Compassionate Neighbours to seven other hospices across London and the suburbs. It was a privilege to manage this set-up. So how does it work?

In contrast to traditional befriending programmes, few boundaries are placed on the relationship between compassionate neighbours and



the person they support. Instead, volunteers are supported to develop a meaningful reciprocal relationship and engage with one another, as much or as little as feels comfortable. There is no requirement for compassionate neighbours to report on their activity.

### No shortage of volunteers

Communities have warmly embraced the concept. There has been no shortage of people wanting to undertake the two days of experiential training – the youngest just 19 and the oldest 85. At the end of March 2019 there were more than 900 compassionate neighbours across London and almost 500 matched with someone in their community.

Several informal partnerships have been formed in developing projects. One example is St Joseph's and Anchor Hanover Housing Association, which welcomed

compassionate neighbours into a new extra-care scheme in Hackney, east London, where none of the residents knew each other. The compassionate neighbours help to run a social club in the communal lounge and more than half the residents now regularly participate in activities as a result of their encouragement and support. As one estate manager remarked:

"The neighbours have created an amazingly warm atmosphere of ease and inclusiveness. Residents can just sit and chat, meet their physical neighbours, play dominoes or cards or watch a film. One of the neighbours is a gardener and he plants alongside residents."

### Knock-on effects

Sometimes these interactions lead to even more. An 88-year-old man with ill health and a history of hoarding and challenging behaviour lived in the scheme. He was matched with a compassionate neighbour who encouraged him to play his record collection and also encouraged him out of his hoarding behaviours and into socialising. As noted: "For one lonely person in a difficult stage of life, this has had a massive knock-on effect for everyone surrounding him."

Death unites us all but it is rarely talked about. None of us can prevent it but we can prevent the fear and isolation many people experience when faced with it.

The mission of Compassionate Neighbours is to catalyse community action so everyone can create meaningful and reciprocal relationships that sustain them towards the end of their lives.

To find out more, visit [compassionateneighbours.org](http://compassionateneighbours.org)

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**"For one lonely person in a difficult stage of life, this has had a massive knock-on effect for everyone surrounding him"**



Neil Bolton  
Associate consultant, Campbell Tickell

## Finance, governance, performance: setting standards

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Since its creation in 2014, Ireland's Housing Agency Regulation Office has worked with the Approved Housing Body (AHB) sector to develop a suite of standards that underpins its approach to regulation. After publishing the [Finance Standard](#) in 2015 and the [Governance Standard](#) in 2017, the third and final pillar was the [Performance Standard](#), published in December 2018. Campbell Tickell supported the Regulation Office in developing all three standards. So, what guidance can we offer AHBs on the regulator's approach?

### Opportunity for improvement

Arguably, the Performance Standard introduces the widest range of requirements, building on many of the existing requirements that were contained in the original Voluntary Regulatory Code (VRC).

Far from being a 'tick-box' exercise, the Performance Standard is an opportunity to challenge current policies and practices and to develop new and better ways of working. It should also be a means of ensuring that operations are aligned with the vision and strategic direction of the organisation.



The new Performance Standard sets out the targets Irish AHBs must hit in three core areas

The standard itself is divided into the three core areas of People, Property and Performance, reflecting the core disciplines of all AHBs.

**1 People:** Continuous improvement is a theme throughout the standard. There are real opportunities to radically transform services using the standard as a framework for improvement – particularly in tenant engagement and asset management.

Whereas the VRC requirement was more transactional in terms of people and property, the new standard asks bigger questions. As well as the basic requirements of transparency and accountability, AHBs should ask themselves how they can engage with their tenants to help improve services, increase satisfaction and help improve value for money. As service users, tenants have invaluable insight that may not be immediately obvious to the AHB – how do you capture and best use this?

**2 Property:** AHBs are now developing their first asset management strategies. For many, this is a new discipline. In developing this approach, there is an opportunity to review their current services and to consult tenants to identify their key priorities. The starting point should always be to consider asset management in the context of the organisation's wider strategic aims and mission: what part will asset management play in delivering the vision? The asset management strategy will represent a substantial journey for even the most advanced AHB, offering a route map with

agreed priorities embraced by the whole business.

**3 Performance:** Compliance is another strong theme, particularly in ensuring tenants' health and safety. We are all too aware of the potentially tragic outcomes of compliance failures. Robust policies and procedures must be in place and demonstrated through consistent practice. Whereas the Performance Standard applies to all AHBs, there are elements of proportionality.

The performance element of the standard in particular distinguishes developing AHBs from others. The Regulation Office wants a thriving, growing sector, but the unprecedented current planned increase in house-building must be sustainable. Evidence of impact assessments across all parts of the organisation is key to ensuring an AHB can grow while still improving services for existing tenants. Poor performance in areas such as void turnaround times will only be amplified through growth, unless specifically addressed.

With a diverse sector, there will be no 'one-size-fits-all' response to the new Performance Standard. Although there are core baseline requirements, there are still opportunities for AHBs to embrace the standard and shape their services to meet their own unique needs and ambitions.

*Neil Bolton is part of the Campbell Tickell team that developed the Performance Standard for the Housing Agency Regulation Office.*

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"The Performance Standard is an opportunity to develop new and better ways of working"

iStock



Velocity

# CT20

## FUTURES EVENT

What will the world look like in **20 years' time?**

To celebrate Campbell Tickell's 20th anniversary year, we are excited to announce our Futures event. Join us this October in London for a thought-provoking and interactive discussion with creative thinkers and leaders across the voluntary, public and private sectors to discuss the future of society. Topics to be covered include the future of community, leadership, governance, technology and more!

**Date:** 28 October 2019  
**Venue:** RocketSpace, 40 Islington High St, London N1 (Nearest tube: Angel Islington)  
**Timings:** 16.00 – 18.00 followed by drinks & canapes  
**Book your tickets:** [campbelltickell.com/events/ct20futures/](http://campbelltickell.com/events/ct20futures/)  
Early-bird discount until 31 July  
**Enquiries:** [events@campbelltickell.com](mailto:events@campbelltickell.com)

### Our current line-up includes:



Julia Unwin, CBE Chair,  
Independent Inquiry into  
Future of Civil Society



Shamik Dhar Chief  
Economist, BNY Mellon  
Investment Management



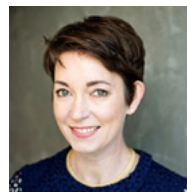
Joanne Roney Chief  
Executive, Manchester  
City Council



Lisa Taylor Executive  
Director, Future of London



Mark Gregory  
Chief Economist, EY



Michelle McEtrick  
Group Brand Director,  
Tesco

And more to be announced soon!



# Case Study

## Revamping the Stockwell 'Hall of Fame'

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**Paul Bragman**  
Associate consultant,  
Campbell Tickell

Network Homes commissioned Campbell Tickell to undertake a community engagement exercise to establish the views of local residents and key stakeholders about the use, design and potential improvement of the space known as the 'Stockwell Hall of Fame'.

The space was originally built as a ball court and over the last decade has become a popular area for graffiti. The space is surrounded by residential blocks and some residents expressed concern about the smell of paint and questioned how else the space could be used.

### Our approach

The objectives of the consultation were to:

- engage key stakeholders in a discussion about the graffiti pen;
- establish the cultural value of the graffiti pen locally;
- assess whether the graffiti pen should be retained;
- if retained, identify how it could be improved as a local community facility;
- identify what the space could be used for, if the graffiti pen was replaced.

We carried out consultations with:

- residents and community groups by door-knocking and conducting street interviews on the Stockwell Park Estate, as well as attending ongoing events and activities of



community groups and residents in the area;

- graffiti artists who use the graffiti pen using social media – including blogs and a Facebook page, which included a [video](#) – and street interviews through semi-structured interview questions;
- key partners and local organisations via email and telephone surveys of local schools, Waltham Estate TMO, North Brixton Big Local Stockwell Community Trust.

We then set up a workshop for residents, graffiti artists and partners to review the consultation outcome and discuss future options.

### Outcomes

The research had strong uptake. Responses were gathered from 167 residents, 51 graffiti artists, and 16 partner organisations, including the police, Big Local, SW9 Community Housing (a subsidiary of Network Homes) and local community groups. Five children from a local primary school also participated in the research in a focus group.

The research found there was consensus that the space was

**A community engagement exercise established how residents wanted to use a former ball court that has become known for its graffiti art**

an opportunity to bring people together and that some practical actions would improve the space. The report made a number of recommendations including:

- replacing the surface of the graffiti pen to promote more community use, including possible use for football and basketball;
- improving drainage so the space does not flood in the rain;
- reinstating lighting until 9pm and improving CCTV of the area;
- encouraging the wider community to run activities within the space;
- encouraging groups and institutions working with young people to use the space for structured community activities (increasing community use and ownership of the space will encourage young people and children to feel safer using it).
- collaborating with stakeholders to manage the graffiti pen effectively and timetabling use of the space;
- exploring how concerns over paint fumes can be addressed.

### Reopening

Following the work, the Stockwell Hall of Fame reopened in May 2019. The revamped space has a mix of facilities for the community to enjoy. The interior walls have been retained for artists to work on and there is a sports court for football and basketball. There is also a new internal podium which can facilitate wider community use, such as showing films.

The space is managed by a subsidiary of Network Homes and various stakeholders have said how delighted they are with the final outcome. More information on the reopening can be found [here](#).

**To find out how we can assist your organisation, contact Maggie Rafalowicz**

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**Jeff Endean**  
 Director, Cast Consultancy

## The future of construction



It is now accepted as fact, that the UK construction industry needs to modernise to build the homes the country needs. Local authorities and housing associations will be agents of this change, with ever more of them incorporating modern methods of construction (MMC) into their home-building programmes.

### The Farmer Review

While there have been many milestones on this journey, the government review of 2016, *Modernise or Die*, which was led by the CEO of Cast, Mark Farmer, was a key moment. Farmer identified 10 symptoms of failure in the traditional construction sector and concluded that delivering the additional 150,000 homes required by the UK annually would be impossible using traditional methods and existing labour supply.

As Farmer was undertaking his review, I was delivering Lewisham Council's innovative PLACE/Ladywell modular housing scheme for homeless families. Our project was a huge success, providing stable and high-quality accommodation for scores of families and winning numerous awards along the way. Understandably, Lewisham committed to using MMC more in the future by taking the prototyping mindset of Ladywell and mainstreaming it, using MMC to build permanent council homes.

### Barriers to delivery

Despite huge political support for MMC, barriers are common across the sector and this is a partial explanation as to why there are lots of projects, but few large ones. While I was working at Lewisham we experienced numerous barriers to moving from a prototype project to delivering a large programme. These are:

- **design for manufacture** – good



**Lewisham Council's PLACE/Ladywell modular housing scheme for homeless families under construction in 2016**

MMC projects will adopt a 'design for manufacture' mindset from the outset. Given the variety of bespoke manufacturing approaches, it is necessary to partner with a manufacturer very early in the development process. This can make MMC difficult to buy at scale because selecting a manufacturer at the pre-planning stage means making a buying decision, without knowing with certainty what will be built, if anything.

- **logistics** – the logistics of MMC are different. Manufacturers need to know when their production facility will be required but this is difficult to achieve given the uncertainties of the development process.

- **funding and risk profile** – this also differs for MMC. Homes delivered in a factory tie up a lot of capital with one supplier and need to be forward-funded during the manufacture process, rather than paid for in arrears like a traditional build. This introduces new types of supplier risk to the process.

These factors all make the case for lots of smaller projects rather than one big programme.

As we navigated these issues at Lewisham, it was interesting to observe how other organisations, such as Swan Housing Association and Urban Splash, approached similar challenges. By creating 'vertically integrated' delivery models, they brought together land, development, manufacturing and operations. All aspects of the development process were under their direct control, resolving the procurement issue and ability to manage risk to their businesses.

### Investment and growth

Now I am working at Cast, it is fascinating to see how the MMC sector is evolving to answer the above questions. Over the past few months we have seen major investment decisions. For example, Cast helped to support a £75 million investment by Goldman Sachs in the volumetric modular manufacturer Top Hat. We have also seen Homes England and Urban Splash bringing international investment and extensive manufacturing expertise from Japan, in their £90 million deal with Sekisui House. Both examples show how investment and experience will strengthen the sector and make it much easier to commission programmes of MMC development, rather than one-off prototypes.

At the same time, public sector organisations and housing associations are not standing still and waiting for the market to mature, they are actively supporting it to grow. For example, in London the PLACE initiative is bringing together a collaboration of London councils to purchase modular homes, spreading the risk and delivering more in partnership than they could alone. In Gateshead,

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Home Group's Innovation Village is a great example of a housing association creating a live research environment as it develops its long-term approach to developing with MMC.

### Defining MMC

Cast recently led the Ministry of Housing, Communities and Local Government (MHCLG) working group to define the different types of MMC. The working group concluded there are seven different categories, showing the huge scope to drive productivity through manufacturing in a range of ways – in addition to the volumetric modular method we all tend to think of as MMC (see table: The seven categories of MMC).

Looking forward, we expect the sector will continue to grow and evolve, with new entrants offering a wider range of manufactured solutions in each of the seven categories.

We are now seeing flexible models emerge that will bring manufacturing directly onto site. These will target different sites to the volumetric providers, for example collections of smaller sites, or places with awkward access. These approaches also have the potential to radically redefine the social value offer of MMC to local authorities and housing associations, because they would bring the manufacturing and assembly process into local communities, creating local jobs and inclusive growth.

Crucially, these approaches also raise the potential that an even

The seven categories of MMC	Examples
<b>1:</b> Pre-Manufacturing - 3D primary structural systems	Volumetric, factory-built, delivered to the site
<b>2:</b> Pre-Manufacturing - 2D primary structural systems	Flat panel systems, factory-built and assembled on site
<b>3:</b> Pre-Manufacturing - Non systemised structural components	Factory-produced structural timber, steel or concrete
<b>4:</b> Pre-Manufacturing - Additive Manufacturing	3D printing, structural and components
<b>5:</b> Pre-Manufacturing - Non-structural assemblies and sub-assemblies	Factory-built kitchen and bathroom 'pods'
<b>6:</b> Traditional building product-led site labour reduction/productivity improvements	Large-format wall products and roof finishes
<b>7:</b> Site process-led labour reduction/productivity improvements	BIM, virtual reality, robotics and drones

Source: <https://www.gov.uk/government/publications/modern-methods-of-construction-working-group-developing-a-definition-framework>

larger number of public bodies and housing associations will be able to engage with the MMC market to build high-quality new homes.

### Innovation

Modernisation in construction is not just about manufactured homes. The MHCLG categories include space for other innovation, for example in how components can be manufactured smartly to work with new MMC models, and how people and technology can be better organised on-site to drive productivity. These are MMC-related improvements we can all ask for, even on traditional construction projects, as the wider manufacturing market continues to mature.

Overall, it is clear that



Click on the image above to read the Farmer Review

**“Local and regional government, along with housing associations, will be key players in driving the change we need”**

manufacturing will increasingly transform the home-building sector, in the manner urged by the Farmer Review, and local and regional government, along with housing associations, will be key players in driving the change we need.

To discuss this article, contact Maggie Rafalowicz

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## THE DIARY

### CT Risk & Assurance Masterclass

**20 June | Dublin**

CT partners Sue Harvey and Dave Williams, and guest speaker Susanna Lyons, head of regulation at the Housing Agency, will speak on how to manage key risks effectively.

### What have we learned from Grenfell two years on?

**20 June | London**

CT director, Jon Slade will speak at

this Residential Construction Network breakfast panel. He will cover the impact of Grenfell on risk and assurance work with landlords.

### CT Risk & Assurance Masterclass

**21 June | Belfast**

CT's second masterclass features guest speaker Paul Fiddaman, group chief executive of Karbon Homes.

### Chartered Institute of Housing Conference and Exhibition

**25-27 June | Manchester**

Members of CT's senior team will be attending the conference. Please contact [reception@campbelltickell.com](mailto:reception@campbelltickell.com) if you would like to arrange a meeting.

Find out more about all of these events by clicking here: [www.campbelltickell.com](http://www.campbelltickell.com)



**Zina Smith**  
Marketing and communications co-ordinator, Campbell Tickell

## Announcing CT's charity partners for 2019/20

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**E**ach year Campbell Tickell nominates two charity partners to support over the course of a year. One is UK-focused while the other has an international focus. This year we have nominated to support Cardiac Risk in the Young (CRY) and Women for Women International.

Both charities carry out vital work: CRY to reduce the frequency of sudden cardiac deaths in young people in the UK, and Women for Women International to help women rebuild their lives in nine war-torn countries around the world.

Campbell Tickell is delighted to be able to support both charities in achieving these aims through our fundraising activities this year.

To find out more, contact  
**Zina Smith**

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### CRY – Cardiac Risk in the Young



**CRY's vision is to prevent young sudden cardiac deaths and to support affected families. The charity does this through:**

**Support:** The emotional impact of the sudden death of a young person on their family cannot be underestimated. CRY offers emotional and clinical support following a young sudden cardiac death.

**Screening:** Screening to identify young people at risk is cost-effective when conducted correctly. Conditions increasing the risk of sudden cardiac death can be treated, securing a future for those identified. CRY believes

all young people should have the choice to be tested.

**Research:** CRY's research programme

enables comparisons between athletes, ethnicities and gender among the general population. Better understanding of what is normal helps to better identify and treat those at risk.

**Awareness:** Awareness not only helps identify those at risk, but also ensures correct clinical practice when treating a young person with an inherited cardiac condition.



**A teenage boy is tested for cardiac conditions**

For more information, visit [www.c-r-y.org.uk](http://www.c-r-y.org.uk)

### Women for Women International

**Since 1993, Women for Women International has reached almost half a million marginalised women survivors of war, living in some of the world's most dangerous places.**

**Training:** Women enrol on the charity's year-long training programme, during which time they learn how to earn and save money, improve their family's health and make their voices heard at home and in their community.

**Sponsorship:** Campbell Tickell is proud to already sponsor a woman through the charity's training programme. Our 'sister' is called

Simi Bulus and she is from Riyom in Nigeria! Simi is now in her fifth month of training and is learning skills that will help her transform her life.

To read an article on Women for Women International's work published in April's CT Brief, follow this link:

[www.campbelltickell.com](http://www.campbelltickell.com)

For more information on the charity, visit [www.womenforwomen.org](http://www.womenforwomen.org)



**Campbell Tickell's 'sister' Simi Bulus**





Jon Slade and Greg Campbell  
Director and Partner, Campbell Tickell

## Transforming your ALMO's housing management

CAMPBELL  
TICKELL

For many years, efforts to improve performance in housing have focused on service lines: "How do we improve our anti-social behaviour offer; reduce our void turnaround times; and manage rent arrears in the face of universal credit?"

Now the talk is all about transformation: it is the word on everyone's lips. Why? Because all parties – local authorities as shareholder, board, executive team, staff and residents – look at antiquated, non-digital service offers and say, "Really, is this the best we can do?"

It is clear that digital services can offer significant improvement. But that has been true for more than a decade. The difference now is two-fold. First, the gap between retail/commercial and housing sectors – and customer expectations with them – is now enormous. Second, the need to reduce costs. All the stakeholders think, "Surely we can do it better?" And the council, board and executive think, "Surely we can do it cheaper?"

The \$64,000 question is, of course, how best to approach bridging the digital service gap?

### Fit for purpose

The shortest route to an underwhelming outcome is to wrap a

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Housing providers must work out how to bridge the digital service gap

**"A key question is: why have our housing services barely changed in 30 years?"**

digital skin around an old-fashioned service model. Instead, we should focus on the principle of 'fit for purpose'. This is a prompt to start with the question, "What is our purpose?" i.e. what type of landlord do we want to be? Is it about:

- being a bare bones, bricks-and-mortar landlord?
- creating communities?
- supporting our residents in the face of shrinking public services?

Effective digital transformation requires an organisation to define:

- values (what type of landlord are we?);
- scope of service; and
- quality of service.

All of the above need to reflect the current operating environment in order to create a clear framework upon which to build a digital offer.

### ALMOS

It is tempting for an arm's-length management organisation to look at the housing association sector for inspiration. But it is important to recognise that ALMOs have complexities that housing associations do not. For instance:

- they may often be tied into council IT provision and/or support;
- efficiency savings may, wholly or partially, be for the greater good of council finances rather than the specific good of the ALMO's finances;
- the council as sole shareholder will have its own position on digital and transformation, which may or may not support what is best for

the ALMO.

Over many years, service delivery approaches have circled from centralised to decentralised and from generic to specialised. But the underlying model has always been a person-to-person (tenant/housing officer) relationship. The retail/banking/commercial sectors moved long ago to transaction-based service delivery.

### Serving the silent majority

A key question for organisations wanting to transform digitally is: why have our housing services barely changed in 30 years? This takes you into issues of culture and how residents are perceived, and towards a realisation that services have been built primarily around the needs of the most needy 10% of customers rather than the 'silent majority'. This polarity needs to be rebalanced.

There is widespread recognition of the digital opportunity, and there exists the opportunity to improve the accessibility of services, improve the quality of service delivery, and to reduce the cost to serve. But achieving these outcomes requires building a fundamentally different service model, and also requires identifying the cultural factors that have kept existing service models largely unchanged until now.

*This article was first published on the National Federation of ALMOs website for its annual conference.*

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DIGITAL  
HOUSING  
SERVICES



## Regenerating our communities

The lifting of the HRA cap is giving local authorities and ALMOs additional resources to meet housing demand. As the challenges of delivering new homes and regeneration programmes increase, access to suitable expertise and an independent view can make all

the difference. Our experience extends from feasibility studies, establishing joint ventures, project managing regeneration, and analysing development capacity, to facilitating resident engagement, community consultations and supporting bids for major schemes.

**FIND OUT HOW  
WE CAN HELP:**

contact Maggie Rafalowicz on **+44 (0)20 8830 6777**  
or email [maggie.rafalowicz@campbelltickell.com](mailto:maggie.rafalowicz@campbelltickell.com)