



CAMPBELL
TICKELL



ONLINE SERVICES & TRAINING

Bespoke online training, workshops, seminars and masterclasses for your team

About this brochure

While there are clear differences between on and offline training and service delivery, we know a great deal can be achieved online.

Our team have extensive experience of running workshops, seminars, training and masterclasses in online settings.

This brochure gives you a flavour of the range of topics that we can deliver. They can all be tailored to suit your organisation's needs.

Find out how we can help:

Email: info@campbelltickell.com **Call:** +44(0)208 830 6777

Visit: campbelltickell.com/our-services/online-services/



Reimagining



Resilience



Recovery

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1 New World

The wider world

This session will provide the backdrop for reviewing your organisation's future strategy. Configured to address the prevailing challenges in your sector, it will touch on the wider international and national environments, and cover such elements as the economy, government policy, risk, regulation, service delivery and customer expectations. It will look both back and forwards in a digestible and manageable format.

The future of culture at work

In 2020 most of us began to work from home, and we took our organisational culture with us: with many reporting increased productivity, better wellbeing and a positive impact on the environment; others though have experienced loneliness and a feeling of being remote. We're now starting to think about how we will work in the future. What has the impact been on our culture? Will staff still work well together when we're now used to working apart? And if we stay remote, how do new employees get a sense of our organisational culture when they've never been immersed in it?

Chairing meetings online

Online meetings are not just the same as gathering round a table. They have a different rhythm, new disciplines and different outcomes. The art of chairing online demands new techniques and skills, while participants have to develop new behaviours. Governance during and after the pandemic has changed. New board cultures are emerging, and there is an opportunity to shape those positively. By working together, and sharing our experiences, we can Zoom into that future with confidence.



Digital transformation

The housing sector has been a slow adopter of digital customer journeys but interest is at an all-time high.

This workshop considers how a housing organisation can make in-roads and, mirroring experience of service delivery during the pandemic, get key customer journeys up and running quickly.

Resident engagement - meeting new expectations

The way that commercial organisations engage with and understand the needs of their customers has changed fundamentally since the arrival of the internet. COVID-19 has proven the ability of housing organisations' to take service delivery online at speed. What does a modern take on resident engagement look like? How can you widen your pool of engaged customers? How can you marshal and analyse data better to understand your customers?

This workshop will explore questions such as: why it's important to engage with customers; how to maximise different forms of engagement – including remote and in-person arrangements; and how to move beyond engagement to support active involvement.



The speakers were knowledgeable and thought provoking and the workshop offered positive and practical options to improving approaches to governance and engagement.

— Participant at CT Residents Masterclass



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Remote leadership series

We can also offer the following remote leadership workshops:

1. Online interview practice
2. Dealing with performance issues virtually
3. Remote induction for new staff
4. Considerate communication
5. Managing staff remotely

2 Governance, Regulation & Strategy

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Understanding the National Housing Federation Code 2020 (England)

The new 2020 NHF Code is substantially different to previous versions and is intended to set stretching expectations. We know it inside out, and can offer support ranging from an assessment of compliance with the new code, through to training on its content or facilitated discussion of the specific themes and their implications for the work of boards.

Scenario planning exercise (full day) / introduction to scenario planning (2 hrs):

Scenario planning is a well established technique for exploring the future. It can be used by teams, boards or whole organisations as part of their planning process.

At its simplest, the idea is to establish three or four narratives, ranging from positive to adverse. Then to investigate what each of the scenarios means for an organisation, its tenants, workforce and other stakeholders. And finally to establish what actions or preparations would be sensible to seize any opportunities and mitigate risks. This session will equip attendees to prepare and run their own scenario events on whatever scale they wish.





I found the masterclass both instructive and thought provoking. I particularly enjoyed the interaction with other delegates during the break out session. The CT team set just the right tone and expertly led us through the key points about the new challenges for Board Effectiveness.

—— Participant at CT Board Effectiveness Masterclass



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Preparing for an In-Depth Assessment (England)

To help support registered housing providers in England prepare for in-depth assessment by the Regulator of Social Housing (RSH), we can deliver a briefing session with the board, executive and wider staff teams, either as a stand-alone option or to set the scene for our wider work. This session could range from a 45-minute presentation at a timetabled Board meeting, or a 2.5 hour workshop.

The session will provide an opportunity for participants to find out more about the IDA process, the areas the RSH will wish to delve into and their own roles in the assessment. For a workshop, we would include interactive working and a chance to practice the types of questions that the RSH might ask.



Learning from problem cases

Every year, several organisations make major blunders, and end up with regulatory difficulties, maybe even facing closure, or assimilation by a larger rescuer. This session is about learning from the mistakes of others, and not becoming one of the next casualties of events. Suitable for housing associations, social care providers, or charities, this session will be tailored to your organisation's circumstances.

The wider world

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Preparing for Approved Housing Body regulation (Ireland)

The statutory regulator for Approved Housing Bodies in Ireland commenced operations in January 2021, and regulation comes into effect one year later. Campbell Tickell worked with the interim regulator to develop all three regulatory standards (finance, governance, performance) under the previous arrangements.

This session – or programme – will help AHBs understand and prepare for the new regime.

Preparing your Local Authority Housing Strategy

Covid-19 has shown us the importance of having healthy, suitable and secure homes. This session will examine how councils can create the right conditions so that housing across all tenures can contribute to building and maintaining healthy and prosperous communities. This will include considering how to assess housing demand, linkages between housing and health and social care, and the role of community and stakeholder consultation.

The future of consumer regulation (England)

Understand the journey of housing consumer regulation over recent years and the new directions: where is it heading and how can you prepare? The Grenfell tragedy – the 2018 Green Paper – The Charter for Social Housing Residents – hearing the resident's voice.

More workshops...

1. Introduction to Board Member responsibilities
2. Making virtual governance work
3. How to become a registered housing association (RSH process) & How to de-register
4. Avoiding common pitfalls: compliance with the Rent Standard



3 Finance, Risk & Assurance

Using stress testing to build resilience

In this session we will draw on our expertise and learning from reviewing over 90+ stress tests, highlighting best practice, traps to avoid and covering:

1. Bringing the 'what-if' analysis alive and keeping it relevant
2. Fully engaging Boards with early involvement and clarity of reporting
3. Linking to performance reporting, golden rules, risk registers and asset & liability registers
4. Moving beyond the wizardry of financial modelling to build collaborative mitigation plans and practical triggers
5. Making best use of Brixx
6. Good (and not-so-good) use of the Bank of England stress test
7. Keeping ahead of rising regulatory expectations

Building an effective risk management framework

The profile of risk management in our sector has never been higher. This session will cover:

1. The role of full Board in managing your risks
2. Why risk can not reside solely with your Risk and Audit Committee
3. Key questions non-technical board members need to ask
4. The characteristics of a structured approach to assurance
5. How to spot if your approach may be masking unmitigated risks

Getting your service charges right

Service charges are a spider's web that touches many parts of a housing business. This session has two parts. Firstly the specification, procurement, delivery and management of a range of services. Secondly the provision and aggregation of costs which then enable the calculation of accurate bills.

From attending, you will understand what a well structured approach looks like and to explore how to improve your areas of challenge.

How to get your rents right

There's no way around the fact that rent setting is complicated. How is your organisation assured that all properties are on the database and that each rent is correct? This workshop addresses the importance of data integrity, systemic integrity and methods to gain assurance.



A challenging and informative session with lots of practical advice and useful tips. Well worth the time spent attending and valuable for Board Members and Officers.

— Participant at CT Risk & Assurance Masterclass

Getting your procurement right

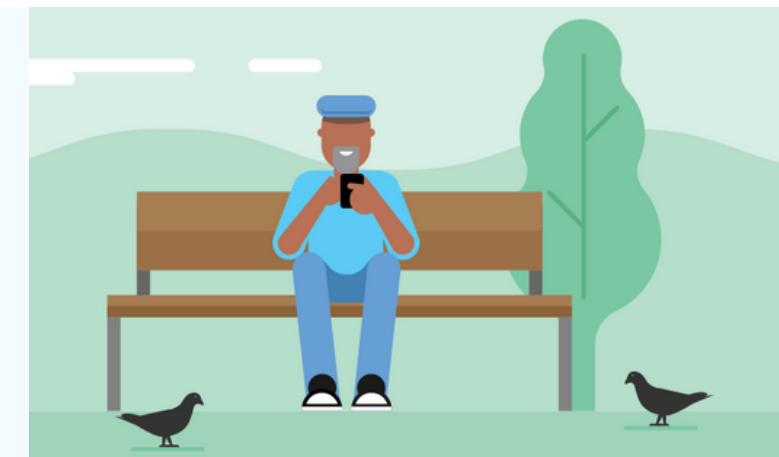
You are planning procurement for goods, works or services. How can you make sure you take all of the critical factors into account, including: what you seek to achieve and how to get your specification right; budgeting realistically and ensuring value for money; building in innovation and how to attract the best from the market; and how to manage the contract effectively once it is in place.

This session will help you answer these questions.

More workshops...

We can also offer the following:

1. Developing effective audit committees
2. Top tips for risk maps and controls



4 Leadership, HR & Recruitment



The CT Masterclasses are very useful, focused sessions on really relevant topics. Expert input from speakers and excellent discussion with peers

— Participant at CT People & Culture Masterclass



Diversity, Equality & Inclusion

Our team can run a number of sessions covering the following:

1. Diversity and inclusion in the workplace
2. Diversity and inclusion in recruitment
3. Diversity and inclusion in the boardroom

Remote leadership series

We can also offer the following remote leadership workshops:

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5 Asset Management, Innovation & Operations

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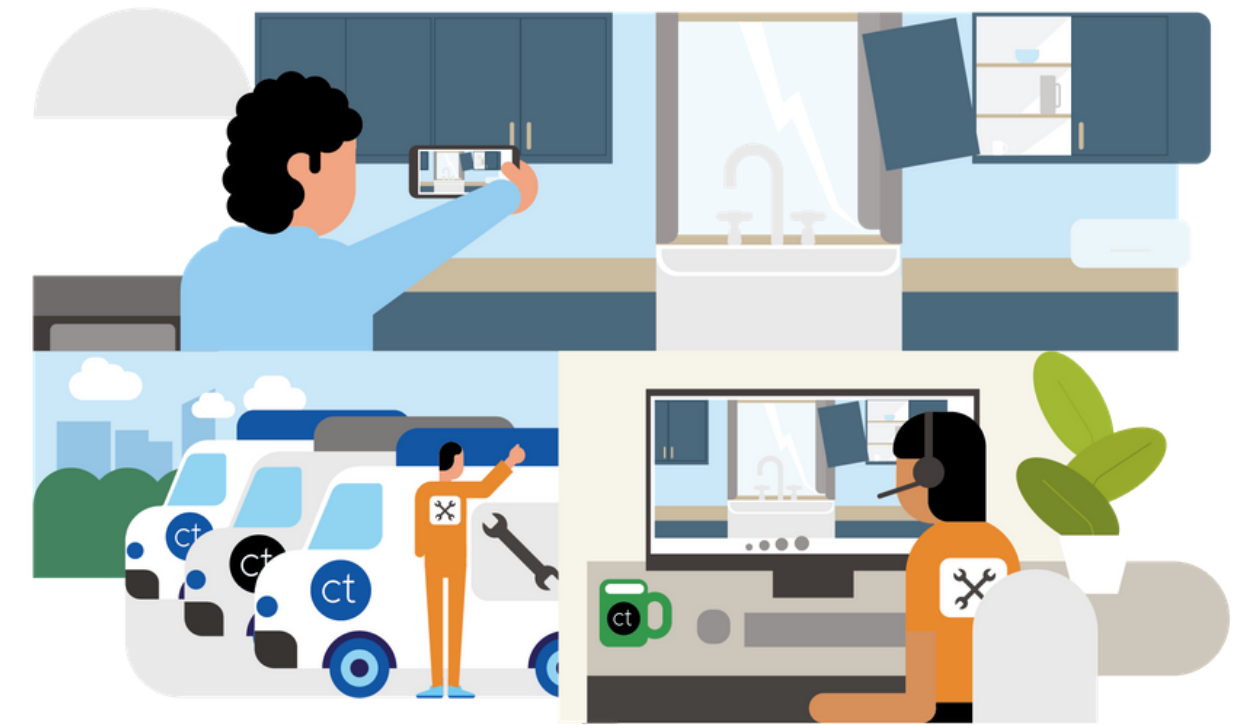
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Digital transformation

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Building Safety

Building safety faces the biggest upheaval in the history of social housing, with new legislation, new regulation and the move to de-carbonisation. This workshop will explore both the upcoming changes and your organisation's state of readiness.



Getting your procurement right

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- What you seek to achieve and how to get your specification right
- Budgeting realistically and ensuring value for money
- Building in innovation and how to attract the best from the market
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Resident engagement - meeting new expectations

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6 Growth & Development

Stock swap and sales strategy

This workshop is designed to equip Executive Teams to decide strategy on stock sale and acquisition, taking account of shaping factors, such as: geography, risk appetite, finance and operational resources.

Preparing your Local Authority Housing Strategy

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Understanding the development environment

How can your organisation achieve your growth plans? What are the risks and pitfalls to avoid? This session will provide a strategic overview of the development process, including:

1. Development strategy
2. Site-finding and land acquisition
3. Planning
4. Valuation
5. Funding
6. Tenure mix
7. Build specification
8. Modern methods of construction
9. Zero carbon development

“

The trainers were outstanding; the whole delivery was brilliant; the delivery was very clear.

— Participant at CT
Leadership Online Course



More workshops...

We can also offer the following workshops in this area including:

1. Developing strategic partnerships
2. Sector consolidation: the overview
3. Mergers & acquisitions

7 Social Care, Supported Housing and Homelessness

Housing options and the Accommodation Pathway

CT developed an innovative Accommodation Pathway Model for two councils rethinking how to prevent homelessness and realign their housing services. The first of its kind in the UK, the model works to deliver a holistic housing service to the whole community regardless of immediate needs. It enables a housing service to become proactive, better manage demand, better target service responses, and benefit from joined-up policies and systems. This workshop will introduce the key elements of our Accommodation Pathway Model:

- A flexible, compliant and sustainable Allocations Policy
- A digitally enabled Accommodation Pathway, which opens realistic choices for those exploring their housing options, while protecting the vulnerable
- A Temporary Accommodation Pathway that can provide flexible capacity, delivered through partnerships
- A Target Operating Model to deliver policy that's robust, fair and compliant
- A Partnership Framework providing targeted support to sustain tenancies, and access to support for individuals to access permanent accommodation
- A Transformation Roadmap to enable rapid deployment; and a comprehensive Performance Framework to drive delivery of the outcomes





Housing First: Key considerations pre-implementation

Housing First is being promoted as the key housing and support solutions for rough sleepers and others with complex needs often related to mental health, drugs and/or alcohol abuse. There is a raft of research projects, pilots, toolkits and a burgeoning evidence base.

This workshop summarises the latest thinking and key issues that anyone involved in commissioning or providing Housing First needs to think about. We will examine:

1. The current evidence base
2. The key factors to take into account when looking to establish a Housing First service
Building in fidelity to the model
3. Working with landlords (private sector and Registered Providers)
4. Developing effective multi-agency partnerships to support your Housing First
5. Service Beyond Pilots - what is needed to get to ongoing Housing First services

How to conduct a Housing Needs Assessment

The Ministry of Housing, Communities and Local Government's National Statement on Supported Housing advises commissioners to develop Needs Assessments to drive commissioning strategies for supported housing and independent living.

This workshop will provide an outline methodology and examine the key factors involved in demand and supply mapping, as well as co-production with people with lived experience. We will:

- Set out a framework for conducting a needs assessment
- Identify possible data sources to use for different client groups
- Look at key assumptions when identifying future needs
- Identify different housing and support models to consider
- Identify different methodologies for ensuring needs assessments are co-produced with people with lived experience

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Building an effective risk management framework

Getting your service charges right

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Getting your procurement right

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