

CAMPBELL TICKELL

Impact Report 2024



Certified



Corporation

Contents

03 About us

06 A letter from our partners

08 Governance

10 Workers and staff development

12 Stakeholder engagement

16 Volunteering and charitable donations

20 Environmental impact & sustainability initiatives

23 Equity, Diversity, and Inclusion in recruitment

27 Customers

33 Next steps



About us

Supporting excellence - Delivering social purpose

Campbell Tickell (CT) is a multi-disciplinary management and recruitment consultancy focusing primarily on the public and not-for-profit sectors.

Our mission is to support our clients' excellence in governance, resilience, performance and compliance. This enables the better delivery of their social objectives for the people, communities and organisations they serve.

Our impact focus includes:



Sustainability considered throughout all our operations.



Supporting our employees to thrive in an inclusive and equitable environment.



Engaging with stakeholders and communities to create long-lasting, impactful and positive change.



Transparent impact reporting aligned with B Corp values.



Our values



Equality, diversity and inclusion

Campbell Tickell champions equality, diversity, and inclusion within its operations, client connections, and partnerships, embodying social justice in its values.



Truthful and trusted

Our clients tell us we consistently deliver work to a high standard, taking responsibility and owning our actions, and ensuring improvement when necessary.



Sustainability

Campbell Tickell commits to minimising our environmental impact, striving for sustainability, continuous monitoring, reducing our footprint and raising awareness among stakeholders.

A letter from our partners



CT is now 25! This significant milestone coincides with our one year as a B Corp. It's a great time to look back at how far we've come and what's ahead, as outlined in this report.

We've grown from a two-person team in Brent, to a hybrid office in Clerkenwell with 50 full-time staff and 100 associate consultants. A lot has changed over the years, but at our core, we're still focused on doing our best for society and the environment in which our clients operate.

We work across the public, not-for-profit, and voluntary sectors, helping our clients excel in governance, resilience, performance, and compliance. In turn, we aim to support them in delivering their social objectives to the people, communities, and organisations they serve. We're proud to have partnered with over 1,000 organisations, including housing associations, charities, social care providers, local authorities, trade bodies, and regulators.

Becoming a B Corp has helped us reflect on who we are as a company, and we're keen to keep improving. This impact report covers what we've achieved over the past year. Some highlights this year include working on: a housing pathway for people leaving prison; multiple homelessness and housing strategies for councils throughout the UK; a new Code of Governance for for-profit registered providers; to name just a few projects. We're also pushing towards Net Zero with our Carbon Reduction Plan, local sourcing, and sustainable initiatives like a 22-degree office temperature policy.

We've been sharing our thoughts on social , governance and environmental issues through our own bi-monthly publication - the [CT Brief](#), and contributions to a wide range of media platforms. We've engaged stakeholders through team workshops and supported charity partners like HostNation and Médecins Sans Frontières with regular donations. Our staff have also been active in volunteering, helping out at the PramDepot and Urban Growth. Plus, we've focused on equality, diversity, and inclusion with external training, and prioritised staff wellbeing with period positivity, yoga sessions, and check-ins with tea and cake.

We hope you find this an interesting read!

Best wishes,

Greg Campbell, James Tickell, Radojka Miljevic, Gera Patel and David Williams,

Campbell Tickell Partners

Governance

Governance is central to our operations, as we weave Environmental, Social, and Governance principles into our daily operations to promote transparency and accountability. We're committed to these values because they matter to us and guide every decision we make.

Key updates



Equity, Diversity, and Inclusion (EDI)

Through the efforts of our EDI Group (see page 26), we continue to champion equity, diversity, and inclusion. Our training and initiatives ensure that we are fostering a workplace that celebrates every individual.

Inclusive Leadership & Feedback

We launched a Directors/Senior Team Group, which actively seeks feedback from across the company, ensuring policies are shaped by those they impact.

Streamlining

We streamlined our associate onboarding process, not only for new joiners, but also for associate consultants, many of whom have been with us for over 10 years. By actively engaging with them throughout the process, we established clear feedback loops and introduced dedicated support mechanisms, ensuring all new and long-serving associates feel supported and heard.

Workers and staff development

At the heart of our commitment to our people lies a focus on their development, health, and well-being. Our initiatives this year reflect a holistic approach, empowering our team to grow personally and professionally.



Promotions and growth

This year saw several key internal promotions, such as a new Director of Recruitment, as well as new consultant positions; attesting to our belief in nurturing talent from within.

We dedicated multiple days and weeks to staff development, including: leadership and skills training; as well as sector-specific courses; to ensure our staff are equipped with skills for the future.

Wellness initiatives

Our well-being initiatives took greater prominence this year. From 'Tea, Cake, and Chat' sessions with leadership, promoting open communication and mental health support, to workplace period positivity and providing free menstrual care products, our focus has been creating a supportive and inclusive work environment. Employee-led activities included: yoga sessions, a running club, and our beloved CT Bake-off, further contributing to our collective well-being.

Stakeholder engagement

We engage actively with our stakeholders to align on shared values and drive forward sustainability goals.

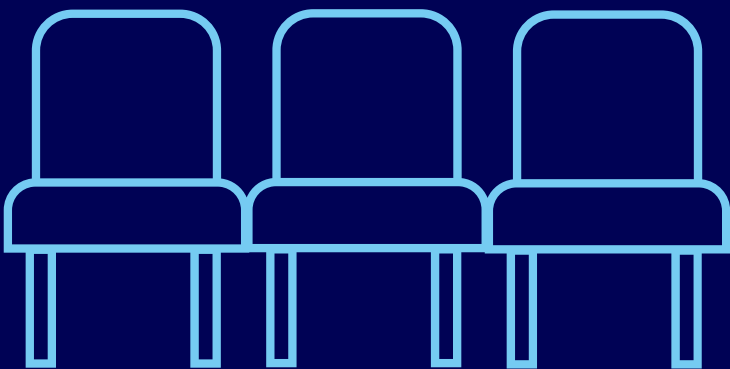


2024 engagement highlights



B Corp Breakfast:

Hosted events to discuss sustainable practices and foster collaboration.



Strategy Day:

A collaborative day focusing on our long-term goals and strategies for positive impact.



Case study

Developing a housing with support pipeline guide

The Local Government Association (LGA) and Partners in Care and Health (PCH) commissioned Campbell Tickell to write new guidance on developing a housing with support pipeline for people with learning disabilities or autism.

The brief

The guide is intended to provide practical advice for adult social care commissioners and council housing departments on how to establish a housing with support pipeline to meet the wide range of aspirations of people with a learning disability or autism.

The main focus of the guide is set on people who are Care Act eligible, as well as people with moderate or low needs who are ineligible for statutory services.

Our approach

We worked on the following:

1. Bringing together a steering group composed of adult social care and housing representatives from different regions. The group met on multiple occasions to review the work undertaken and provide feedback.
2. Forecasting the housing needs for people with learning disability and/or autism. This used population health and local adult social care data, as well as producing a gap analysis, using an annual assessment demand and taking into account the number of placements made to existing housing with support services.
3. Drawing together best practice examples and case studies of how people with learning disabilities and/or autism are being supported to access housing and homelessness services.
4. Explaining different funding sources that councils can use to build or convert housing, and the different types of partnership arrangements that they can develop with registered providers to secure additional funding.

5. Providing examples of councils that are using s106 to secure additional affordable housing units for people with a learning disability and/or autism and those using Community Infrastructure Levy to create accessible infrastructures.



The results

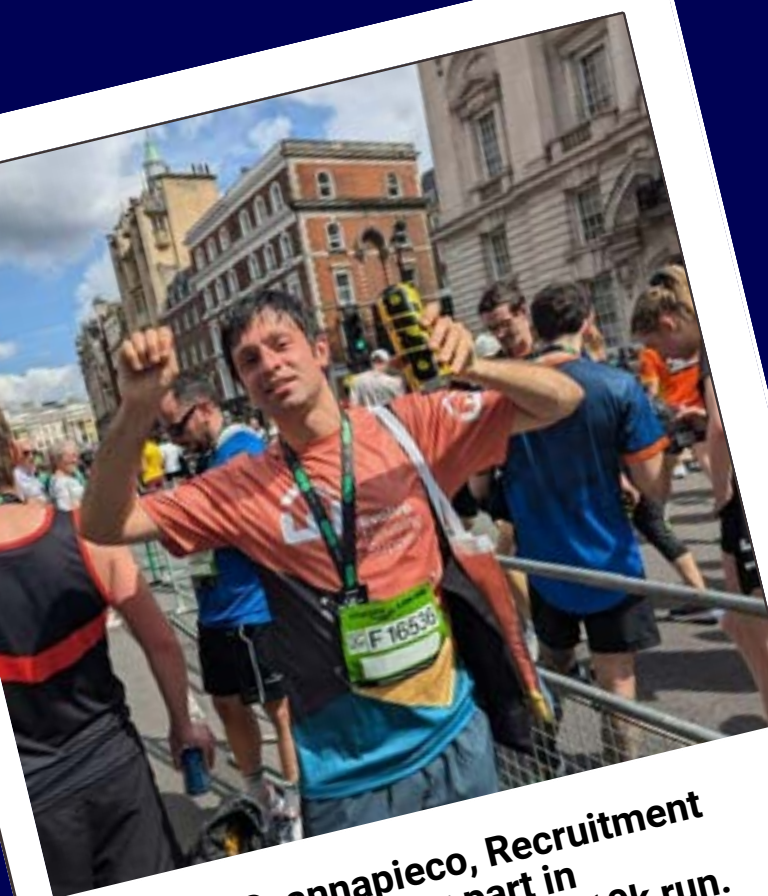
The CT team delivered a fully comprehensive guide adhering to all of the points above.
[Read the full guide](#)

Campbell Tickell also ran an online webinar attended by 100 people to explore the key themes of the guide. Attendees heard directly from the stakeholders who contributed to the some of the case studies.

Volunteering and charitable donations

We champion volunteering and charitable initiatives, encouraging our team to make a tangible difference in the communities where we work. We encourage our employees to contribute to the causes they care about, offering both time and resources to make a tangible impact.





Angelo Scannapieco, Recruitment Coordinator, taking part in Evolve Housing + Support 10k run.



Catherine Romney, Policy & Research Manager, running in the Brighton Marathon for Parkinson's UK.



Jon Slade, Director, doing an 800 mile bike ride through Ireland raising money for The Bike Project.

£ 38,385

Donated to a number of organisations, and fundraisers throughout the year.

33%

We volunteered with the PramDepot and Urban Growth, increasing our staff volunteer participation by one third.



Members of the team volunteering at PramDepot.



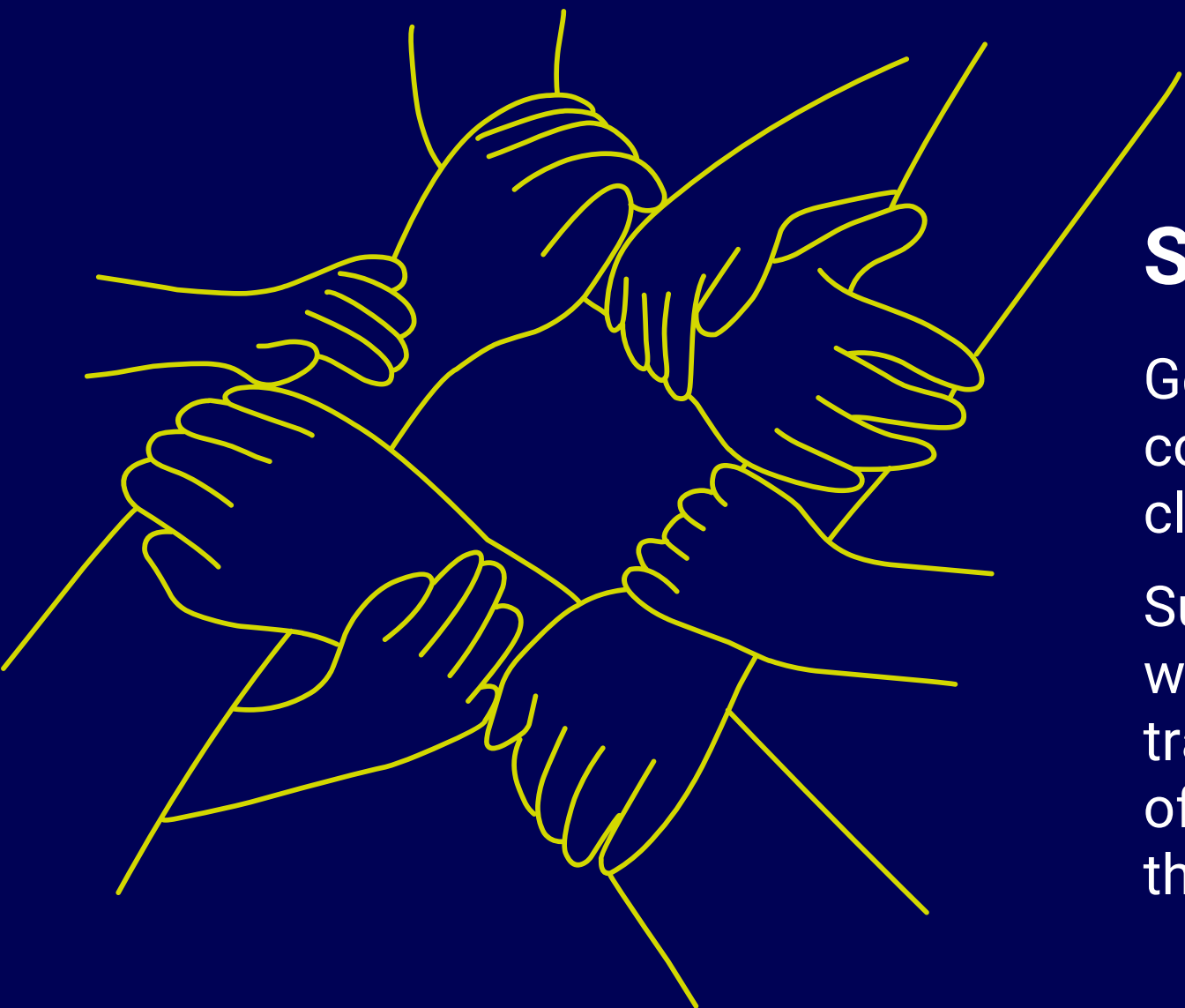
Laila Smith, Recruitment and Compliance Coordinator, taking part in the Race for Life Pretty Muddy for Cancer Research.

400

This year, our team contributed 400 hours of volunteering, supporting various causes, from environmental conservation to local community projects.

Pro bono work

Over the last year, we have been involved in a number of pro bono projects, here are a few examples:



CEOs WhatsApp group

CT Partners, James Tickell, and Greg Campbell, facilitated our CEO WhatsApp group over the last year. The group was set up in 2020 during COVID-19 and now has around 250 members.



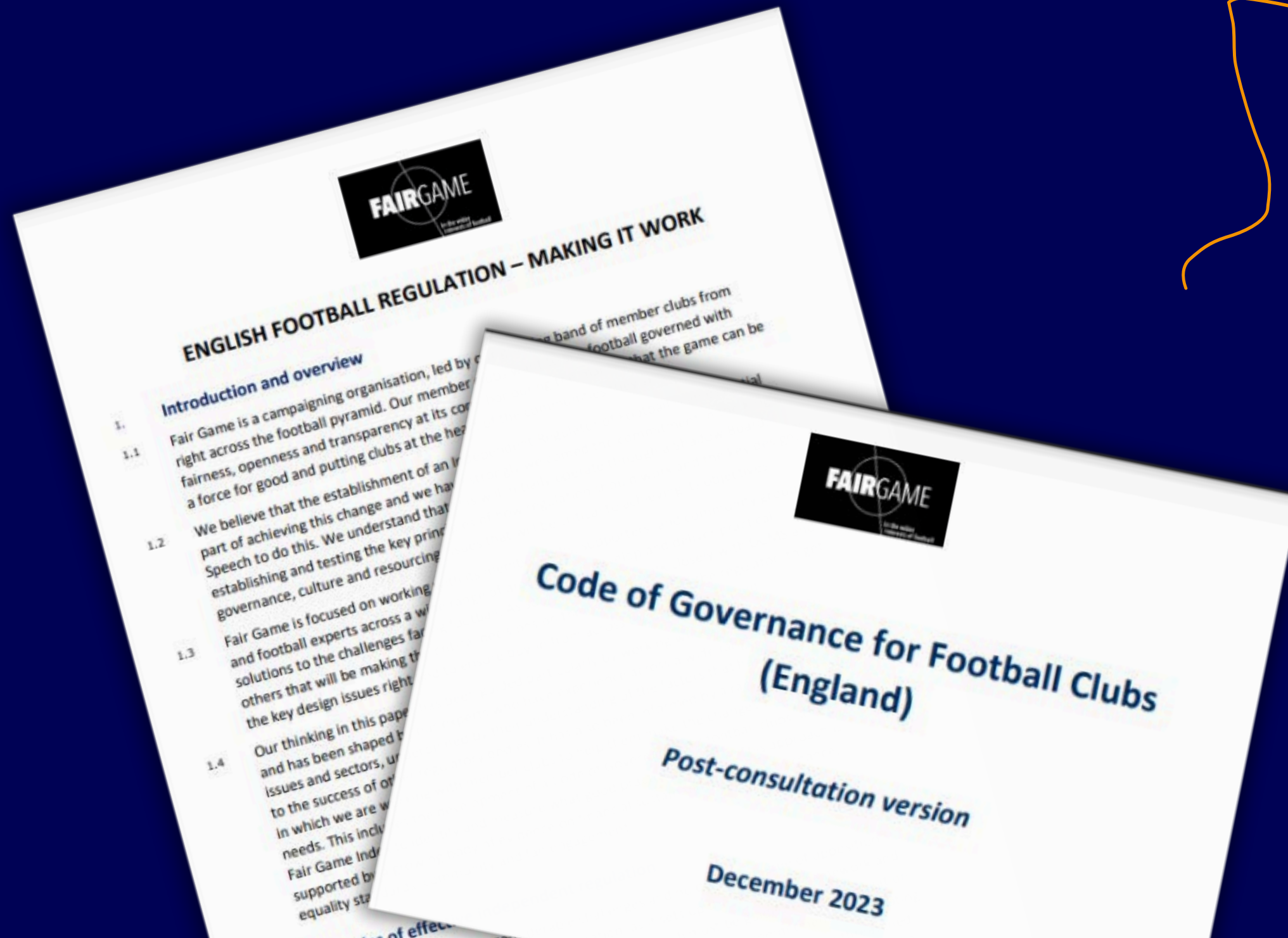
Supporting a charity facing closure

Gera Patel, Partner at Campbell Tickell, provided free consultancy to a charity that was facing imminent closure.

Support was focused on a range of tricky people issues, which she helped resolve. The charity was able to safely transition into a larger charity to ensure the continuation of services to vulnerable young people. This reduced the number of posts that were made redundant.

Fair Game

CT Partners, Greg Campbell, and Radojka Miljevic, provided support to Fair Game, co-authoring their Code of Governance for Football Clubs, and discussion document on effective football regulation.



Board Member

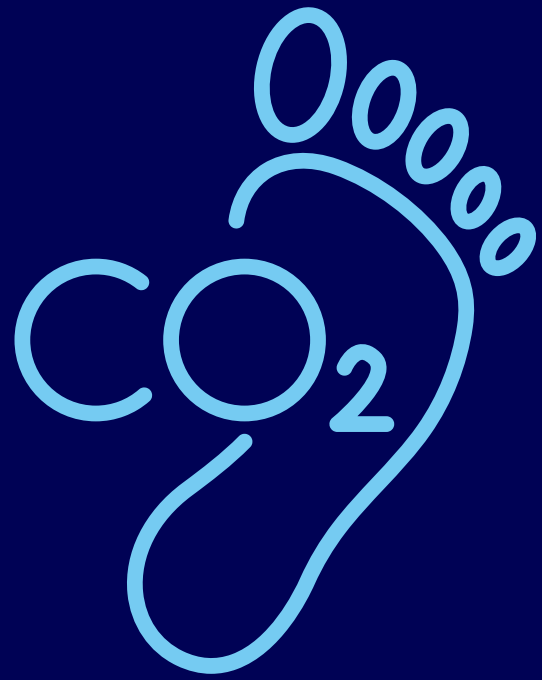
CT Director, Liz Zacharias, is a member of the Board for Hestia Housing and Care and also the Chair of the Performance Review Committee.

Liz has donated 30 hours of her time this year in attending meetings and supporting strategy development and performance management for the organisation.

Environmental impact & sustainability initiatives

We are deeply committed to environmental sustainability, and in 2024, we made significant progress in aligning our operations with our Net Zero goals, reflecting our commitment to environmental stewardship.

Key actions



Carbon measurement and reduction

Partnering with Inhabit, we've made significant strides in tracking and reducing our carbon footprint. This ongoing effort is central to achieving our Net Zero target. We are looking into reducing our digital carbon emissions.



Environmentally friendly operations

We partnered with a cleaning company that uses non-toxic products and significantly changed our recycling initiatives, including switching to First Mile, a fellow B Corp, to further reduce our environmental impact.

Sustainable sourcing

We prioritised local and eco-conscious sourcing, ensuring our vendors, including fellow B Corp certified partners, aligned with our sustainability values.

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Carbon reduction initiatives

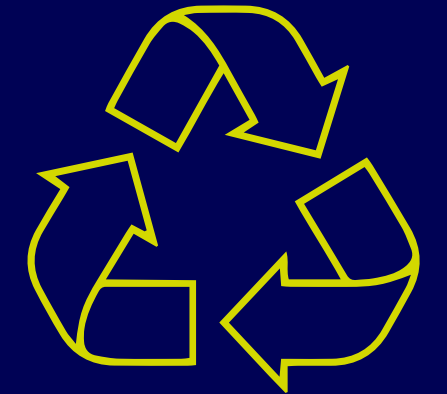
Energy efficiency

We introduced a maximum 22-degree office policy to reduce energy consumption.



Waste reduction and recycling

We implemented a robust recycling programme, including responsible disposal of old IT equipment, reduction of single-use plastics, and minimising paper usage.



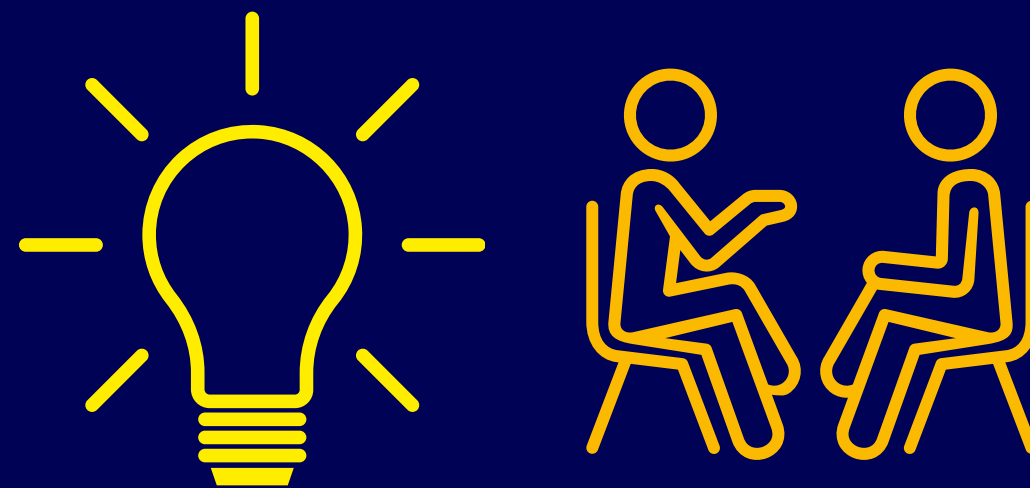
Green commuting and travel

We encouraged employees to adopt greener commuting options through the Cycle to Work and EV car leasing schemes.



Engaging building occupants

We promoted eco-friendly initiatives, such as efficient lighting and recycling practices, collaborating with other organisations sharing our building.



Sharing best practice

We are proud sponsors of the Unlock Net Zero platform, and contribute our insight to promoting sustainability practices within housing and beyond. In September 2024, for instance, we ran [a webinar](#) for board members on sustainability.

Equity, Diversity, and Inclusion in recruitment

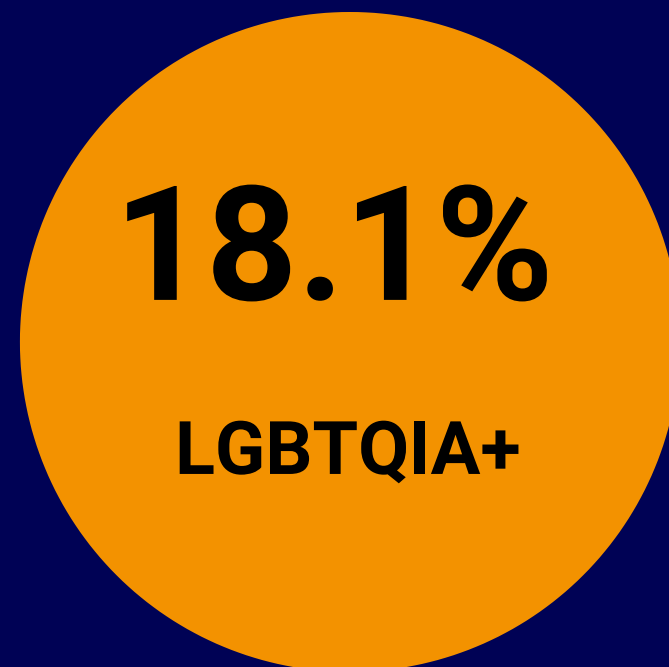
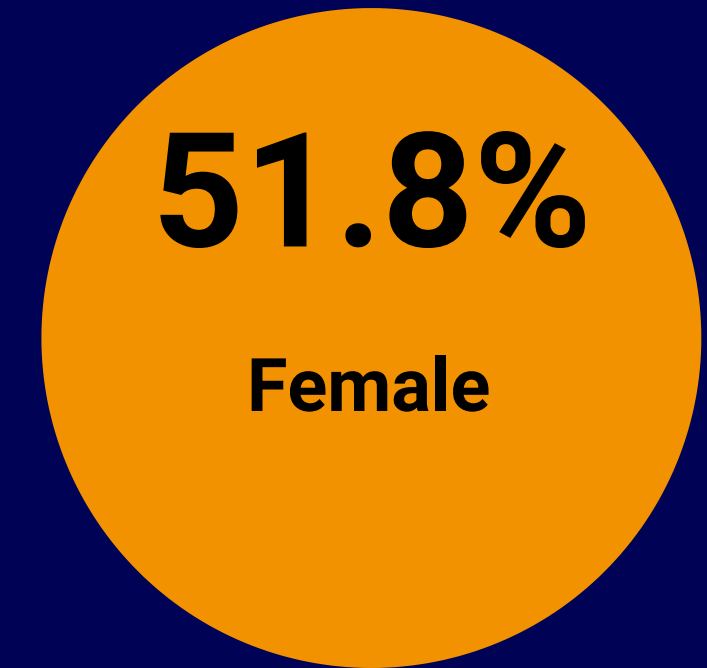
Equity is at the core of our ethos. For us a practice, a commitment to equity frames all of our social value work. But as well as ensuring our recruitment work supports social value, we also strongly believe that fostering an inclusive environment, where diversity is valued, is crucial to business success and impact.

Diversity in recruitment

Our clients typically operate in regulated environments where delivering social value within a commercial framework is crucial.

Our leadership recruitment is vital because the appointments we facilitate must positively impact communities, local economies, families, and neighbourhoods. We take this responsibility seriously as recruitment partners.

By way of example, of 166 Board appointments, for 74 clients, our diversity statistics are as follows:



These clients are working in a sector where the commitment to EDI is strongly intended but not always achieved. Our recruitment work is directly making a positive impact in ensuring the sectors in which we work proactively improve their leadership representation.

Key EDI initiatives

Inclusive recruitment

Guided by principles like the Rooney Rule, we are proud of our diverse workforce, with two-thirds of our senior team women and over 40% of our staff team from ethnic minority backgrounds.

Disability Confident Certification

We are progressing towards Level 2 of this certification, ensuring our recruitment processes remain inclusive and accessible.

EDI in Delivery

Our consultancy services contribute added social value. These services included equal pay audits, discrimination investigations, staff culture surveys, and equality and diversity training.





EDI Group

We launched our EDI Group, which led the charge in developing strategies, overseeing initiatives, and ensuring our policies were aligned with our EDI goals.

Training and awareness

Regular EDI training helps foster a positive workplace culture. This year for instance, we hosted a Neurodiversity Workshop alongside additional training to support our neurodiverse colleagues. We also provided digital accessibility training to colleagues.

Tea and chat Sessions

These sessions, led by CT Partners, provided a space for open discussions on EDI-related topics, fostering understanding and addressing concerns in a supportive environment.

Customers

At the core of our customer relationships is a commitment to ensuring that their experiences align with our sustainability values and deliver exceptional results.





In adult social care, it's critical to have a good understanding of client demand and needs to plan for the future, and ensure our residents have access to the right accommodation and right level of care.

Campbell Tickell helped us to make sense of our data, future needs and then formulate a detailed and thorough needs assessment of extra care housing for the future. Working with consultants with the experience and knowledge in this area helped us feel assured on the outcomes of the report.

London Borough of Hackney



Key initiatives

In 2023/2024, we made significant strides to enhance communication, feedback, and service quality, ensuring that our clients remain integral to our growth journey.

Website/communication channels

We updated our website to better reflect our values and commitment to accessibility and usability based on stakeholder feedback. The new site has improved search, insights, and customer enquiry and feedback mechanisms.

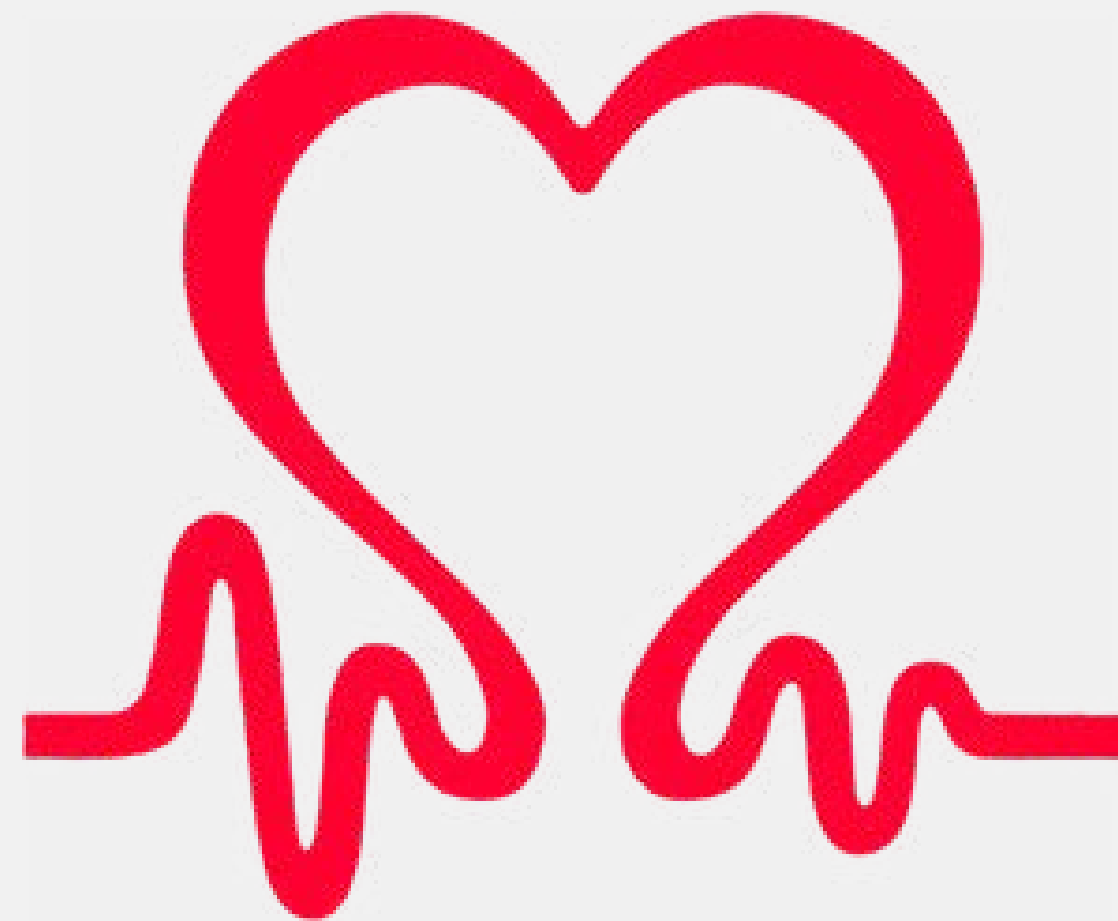
Thought leadership

We actively engage our clients in discussions around innovation, customers, governance, sustainability and much more, by hosting webinars and workshops, and producing topical reports, blogs, videos and resources. These aim to foster collaboration and knowledge-sharing, and encourage our customers to improve their organisational practices.

Client projects and work

Throughout the year, we've worked closely with clients to carry out a wide range of projects to support their needs. These included for example: strategic reports; governance support and board effectiveness reviews to both small and large charities and public sector bodies; homelessness and temporary accommodation strategies, housing needs assessments and housing strategies for councils; merger and partnership support; as well helping social landlords improve their services and quality of their homes for residents and communities.





**British Heart
Foundation**

Case study

The British Heart Foundation Governance Review

The brief

The BHF is one of the most recognisable charities in the UK and the largest independent funder of cardiovascular research. In 2023 the BHF commissioned CT to conduct an external governance review.

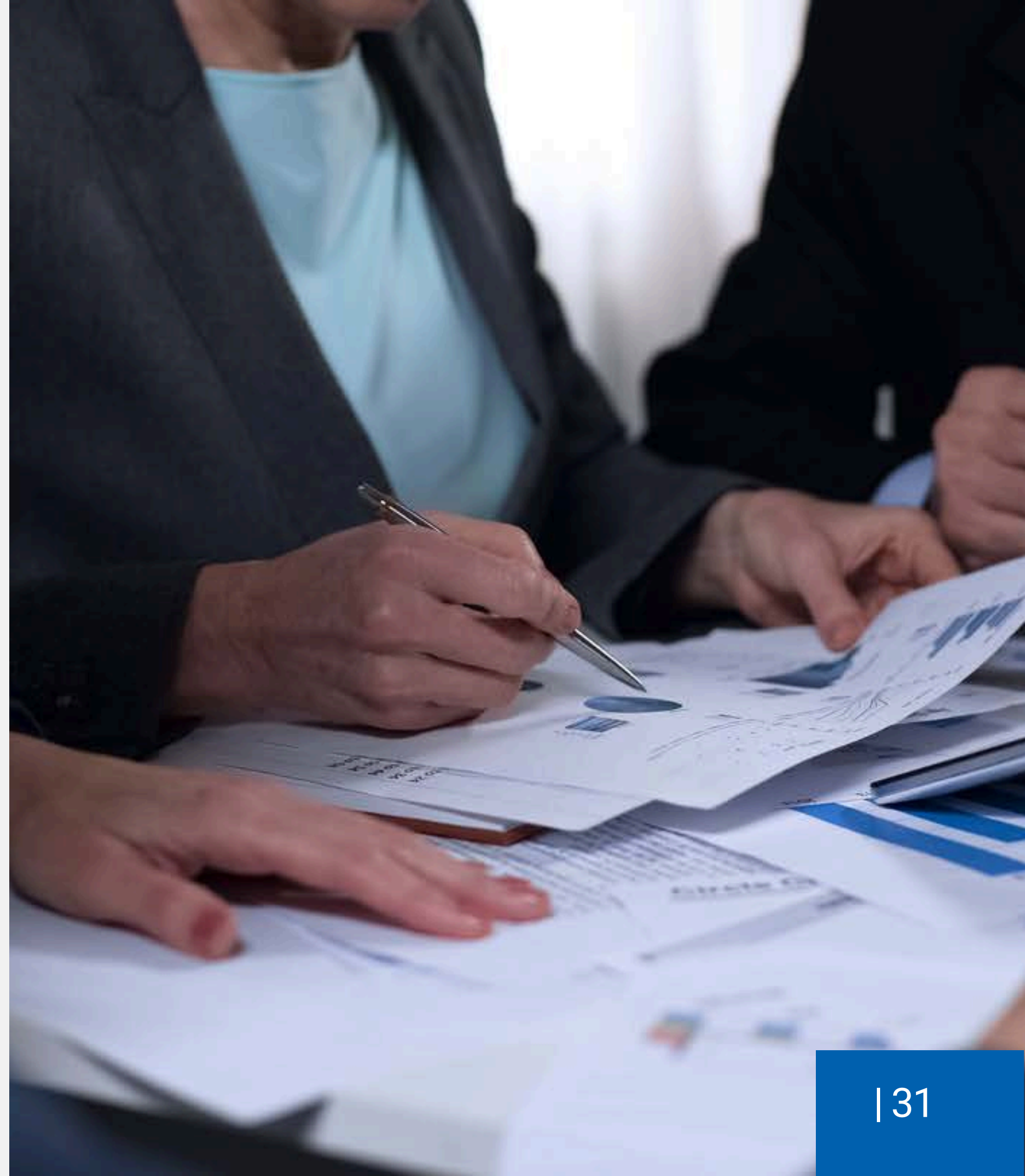
Our approach

Building on a foundation of good governance, the BHF was looking to ensure that its governance was prepared to support its ambitions and approach for the future.

1. Our team met with the BHF at an early stage to understand the charity's context and clarify expectations and outcomes for the project.
2. Undertook all the traditional elements of a governance review.
3. Throughout, our team were in close contact with Chair and CEO as part of the process, to ensure they were fully aware of progress, and that there were no surprises in the final report.

The results

CT was able to assess the strength of the current structure and dynamics, providing assurance to the Board that the governance works well, while outlining what kind of changes might best support BHF's ambitions for the future.





Campbell Tickell delivered an excellent workshop for us on governance and the responsibilities of trustees. They listened to what we wanted and put together a workshop with the right level of content and discussion. I would highly recommend Campbell Tickell, to anyone looking to train Trustees on governance and their responsibilities.

Nottingham Forest Community Trust



Next steps

Looking ahead, we have set out our goals for 2025.

Carrying out another stakeholder engagement survey.

Further developing our Net Zero strategy and reducing our carbon footprint.

2025

Implement an action plan following on from the CultureScan

Increasing our volunteering contributions and deepening our stakeholder engagement.

Ensure our staff feel in control of their finances through free financial support.

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To discuss any issues raised,
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