

Housing chief executives - WhatsApp summary

November – December 2025

A note to readers

These notes summarise recent discussions on Campbell Tickell's WhatsApp group for Chief Executives of housing associations and ALMOs across all four UK jurisdictions and the Republic of Ireland. A full summary of discussions from the inception of the group is available on request.

This is a closed group, open only to CEOs in housing associations and ALMOs. It currently has around 260 members.

While discussions are confidential and unattributable, members of the group are keen for the content themes and issues to be shared widely to assist with broader understanding.

Please note:

The following digest highlights matters that have been discussed in the group. None of the content should be treated as representing the collective views of the group as such, or be attributed to any of its members. The group is an information-sharing forum and not a policy-making body.

Contact us

If you are a housing CEO who would like to join, please email james.tickell@campbelltickell.com or greg.campbell@campbelltickell.com.

Latest highlights, November – December

Remuneration of Board

1. There was a question about how to get approval from the Charity Commission (CC) to remunerate trustees. Two members emphasised that the Charity Commission is broadly against Board remuneration in many cases, whilst others cautioned that the process can be challenging, and that it is hard to demonstrate to the CC that remuneration is necessary to recruit the best quality.
2. Three members suggested converting to a charitable Community Benefit Society, but others emphasised the benefits of staying as a registered charity. Members observed a recent push for increased Board standards coming predominantly from the Regulator, which they feel, is why Board remuneration is so necessary. In response, charity members shared the challenges they face as a result of RSH and CC priorities around board pay being at odds with each other.

Audit and Risk Committee

3. There was not any consensus on the subject of who should attend Audit and Risk Committee meetings. Some members felt that attendees should comprise mostly or only

FD, CFOs or Executive Team but not CEOs so as to keep the ARC independent; whilst around seventeen others shared that as CEO they attend all audit committees. One member said that all execs should attend ARC but never the Chair.

Salary Increases

4. Members discussed staff salary increases for 2026. Five people said they were planning on 3.8% increases, while one other expressed uncertainty as this discussion was pre-budget.
5. This topic was returned to a few weeks later. Again, most members shared they are opting for 3.8% or 4%. Many have concerns over budgeting but also feel their wages need to catch up with the high inflation of the past few years and keep up with the Living Wage.

Rent Convergence

6. There was a request from one member for insights on what the government is planning regarding Rent Convergence (RC) in the new year. One member expressed a wish for more certainty from government, and fear RC will not be applicable until 27/28.
7. There was a brief discussion about how RC affects the trade-off between HA finances and affordability for tenants.

Net-Zero

8. In response to a question about how to handle net zero commitments specifically for operations, one member shared their experience of working with an external auditing company that tracks their carbon output. Another member shared their HA strategy on net-zero.

Sharing policies, processes and recommendations

9. The group continues to be a place for members to share policies, processes and tools. Policy and process request examples related to: health and safety; compliance; titling and classifying documents; refreshing tenant data.
10. Members also requested recommendations on retrofit companies, IT case management tools, digital transformation tools. Three members were interested if a particular software company would provide a good system for repairs and supply chains, which led to a discussion of members sharing their experiences with this organisation.

Group members also took time to wish others well over the festive period and welcome the New Year.