

Housing chief executives - WhatsApp summary

July – August 2026

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, July – August

Artificial Intelligence

1. Members discussed the use of a housing specific AI tool, with interest in its potential balanced by a cautious approach focused on governance and risk management.
2. Several organisations reported that AI governance and cyber security were becoming Board-level priorities. Several members expressed interest in learning more about AI Governance through a webinar.
3. One member asked how others were resourcing investment in AI, for instance through consultants or additional staff. Responses described using existing resources with some also looking to recruit post-graduates.

KPIs

4. Several members asked about how others are reporting on repairs and maintenance as they wanted to update their format. Some are also in the process of reviewing their current KPIs.

Recruitment and Interim Finance Support

5. One member sought recommendations for an interim Executive Director of Finance and Risk following unexpected long-term sickness absence. Several people recommended their ex-colleagues.

Temperature Regulation and Monitoring

6. One member asked if anyone had any equipment recommendations for monitoring the temperature of homes. Contributors highlighted the value of remote monitoring, reliability of equipment, and the benefits of resident engagement.
7. Also requested was a Heat Network checklist to ensure compliance with regulations.

Car Mileage Policy

8. A member asked others for their organisation's policy on car mileage. One response stated their specific cost-per-mile policy.

Asset Management Systems

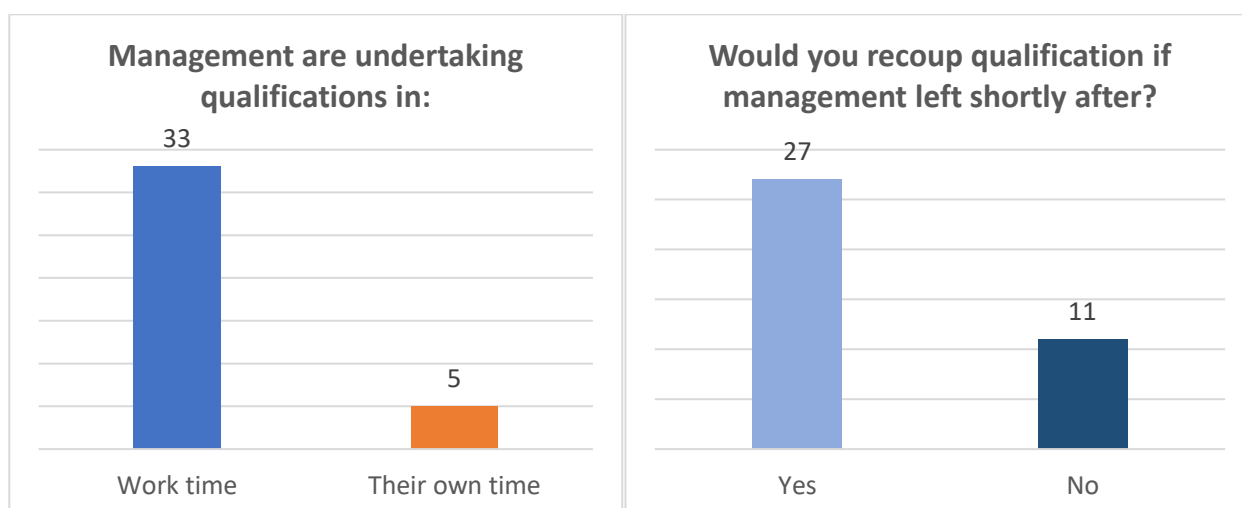
9. There was a discussion in response to a request for asset management software. Many of the suggestions mentioned the importance of data quality, implementation challenges, value for money, and ensuring systems meet specific regulatory requirements such as Welsh housing standards.

Occupational Therapist

10. A discussion on delays in local authority occupational therapist assessments led to sharing examples of alternative approaches. One organisation described a joint venture with a local health partner that jointly funds an occupational therapist and adaptation budget, helping speed up support and reduce hospital discharge delays. Several members expressed interest in learning more about this model.

Professional Qualifications and Competence Standards

11. Members debated how to support staff undertaking qualifications linked to competence and conduct standards. Most organisations allow qualifications to be completed during working time. Some organisations require repayment of costs if staff leave shortly after qualifying, while others do not seek repayment, especially where qualifications are mandatory.
12. Two polls were set up, showing that firstly, most organisations expect staff to undertake qualifications in work time rather than outside of work and secondly, most organisations would look to recoup the cost of qualification if the staff member left shortly after.



Complaints, Service Requests and Resident Contact

13. Members discussed using service request or service recovery processes to resolve concerns before they become formal complaints. One response stated they are looking at this change to make sure requests that are not complaints are not categorised as complaints, while another said they already handle complaints in this way, with a strong first contact resolution rate.
14. A quick poll found that the vast majority of respondents (24 of 26, or 92%) do use service request/recovery at first point of contact.

TSM Services

15. A significant discussion focused on tenant satisfaction surveys and alternative providers. Some providers were mentioned alongside in-house research, with several members describing the positive experience of doing TSMs in-house.
16. Some noted that when moving to digital monitoring of TSMs, more responses are captured but this can lead to a drop in overall satisfaction score.
17. Members noted that selection should consider functionality alongside implementation capacity, data quality, staff adoption, supplier responsiveness and disruption risk. Future developments, including AI-enabled tools, may also affect the market.

People Strategy

18. One member asked others if they had People Strategies that covered wellbeing and culture. One response highlighted the focus of leadership and culture in their strategy.

Board Member Communications

19. Members discussed the best ways to share papers and emails with Board members, generating many responses. There was debate as to whether Board members should be required to use solely the organisation's internal system, with an emphasis on improving practicality for Board members whilst maintaining information security. Most responses stated they either share papers solely on the internal system or are moving toward doing this, while various third-party software was recommended.