

**REGISTERED SOCIAL LANDLORDS
PANEL BULLETIN**

MAXIMISING INCOME STREAMS IN RSLs

**Issue Number 17
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1 INTRODUCTION

- 1.1 Housing Associations (RSLs) are no different to any other business, the lifeblood of their survival and ability to develop is very much dependant upon receipt of income. Failure to maintain an adequate income flow will put pressure on loan repayments, impact on the level of service to residents through fewer repairs and improvements and potentially result in staff being made redundant. The overall viability of the business becomes threatened which will be of more than passing interest to the funders and the regulators; RSLs have a proud record of financial viability.
- 1.2 However, unlike many businesses, RSLs are limited in their ability to raise additional income or generate additional income. Equally, business plans of RSLs are very much subject to economic factors which fall outside their direct control – for example – increases in interest rates, reductions in inflation, changes to the housing benefit system and increases in VAT. It is therefore important that RSLs, as part of their overall financial strategy, should seek to maximise income. This paper looks at practical ways in which this can be achieved.

2 INCOME SOURCES

- 2.1 The following list is not exhaustive but does highlight areas where associations could improve their income position and how this could be achieved is discussed:
- Rental income and management of rent accounts
 - Service charges/Supporting People Grants
 - Leases
 - Other rents eg land and garages
 - Agency fees
 - Grants
 - Disposal of assets
 - Investment income/cashflow savings
 - VAT
 - Tenant recharges
 - Housing benefit receipts
 - Other debtor accounts
 - Insurance issues.
- 2.2 Improving the income position needs to be put into perspective – if the effort put into collecting or improving the income flow of the RSL is greater than the benefits derived, then clearly this has to be reviewed, at least in the medium to long term even if there are reasons to continue in the short term. A value judgement has to be made about any activity impacting on future income streams.
- 2.3 The line between maximising income and minimising expenditure often becomes blurred and there may be areas within this paper that cross this boundary. Nevertheless all points made should improve the efficiency of the RSL.

3 RENTAL INCOME AND MANAGEMENT OF RENT ACCOUNTS

- 3.1 Rental income is by far the major source of income to RSLs. The ability to generate additional income

through rent increases is limited, primarily as a result of:

- The limitation placed on rent increases by the Housing Corporation (Welsh Assembly Government in Wales).
- The need for RSLs to comply with the Housing Corporation's Rent Restructuring requirements.

However, there are many areas where associations can "leak" rental income, including:

- Poor procedures for the recovery of arrears.
- Slow turn around of void properties.
- Lack of policies to deal with difficult to let properties or properties seen to be in less desirable areas.
- High turnover of stock.
- Restrictions as to how tenants can pay their rents.
- Lack of support and advice to tenants on Housing Benefit.

3.2 Rental income comes from two main sources – the tenant and the local authority through housing benefit. Issues surrounding housing benefit are dealt with as a separate section of this bulletin.

3.3 *Timely Collection of Rent*

It goes without saying that this is a key area and the timely paying of rent should be encouraged - the following practical examples have all proved helpful:

- Direct Debit - by far the most cost effective collection method in that it is cheap to administer (provided a sufficient number of tenants sign up) and the income flows to the RSLs are regular. Changes to payments, which can happen frequently for example due to changes in benefit entitlement, are under the control of the RSL. Incentives for tenants to sign up to Direct Debit can be considered but the cost effectiveness of these must be established. RSLs should consider promoting Direct Debit to tenants at the time the new tenancy is let.
- Standing Orders - these have similar benefits to Direct Debit but any changes to payments have to be made by the tenant, which could result in arrears accruing whilst changes are made.
- Tenant Payment Cards - use of tenant payment cards can allow tenants to pay at various outlets such as Post Offices and local shops, payments are through Giro Bank. The cost of collection of this method is higher and there is usually a delay between income being collected by the agency and receipt by the RSL. However, income can be maximised through periodically reviewing the cost of collection and the frequency in which payments are passed on. This can be achieved by benchmarking with other RSLs who use similar collection methods.
- Debit and Credit Cards - the use of debit and credit cards is becoming more common and there are distinct advantages in that payments can be made over the telephone or internet. This can be a valuable method of collection when recovering arrears and it allows tenants to manage their own affairs. In addition, as a cashless system it also provides security. Some RSLs may however feel that the use of credit cards in particular encourages tenants into debt in other areas. This is a judgement for each RSL, but credit card collections

- should not be discounted without proper consideration.
- Internet Payments – are becoming more common, particularly with the continuing growth in access to the internet. Clearly the RSL does need to have a secure site to prevent unauthorised access to tenants' personal payment details. However, the system is cheap to operate and provides tenants with the option of paying rent 24/7. To achieve this, the RSL will have to accept payments by debit and credit cards.
 - Cash or Cheque Payments – irrespective of the non-cash based methods of payment, RSLs should still offer cash or cheque methods of payments. Although there are risks associated with cash in particular, not all tenants will have bank accounts, nor will they wish to have debit and credit cards.

3.4 *Maximising Tenants' Payments*

Many RSLs will wish to provide incentives to tenants to ensure that the payments due are made. This can be done in many ways and ranges from rent free weeks at Christmas, to discounted shopping vouchers, to different standards of service provision for tenants who pay regularly. The cost of such incentives must be carefully considered as the potential savings to the RSL could be simply the cashflow benefit of receiving rents earlier than otherwise.

3.5 *Management of Arrears*

3.5.1 The best method to reduce arrears is to prevent them arising in the first place. The following options can be considered as part of prevention:

- Ensure tenants complete a Housing Benefit form at the point of sign up.
- Encourage tenants with bank accounts to sign a Direct Debit mandate.
- Arrange for Housing Officers to visit quickly any new tenant who falls into arrears.
- Establish Starter Tenancy arrangements that enable the monitoring of new tenants.

3.5.2 Arrears fall into two main categories – current tenant arrears and former tenant arrears. The key to managing arrears is to have robust, timely and well-documented procedures. Areas to be considered when seeking to minimise current tenant arrears are:

- Ensure income is promptly posted to the rent account otherwise tenants will be shown in arrears and arrears figures will be overstated.
- Send out reminder letters promptly, as failure to do so could lead to tenants falling further into arrears.
- Use "out of hours" recovery techniques; this could include evening and weekend working for recovery staff.
- Contacting tenants by telephone in the evening can achieve good results.
- Offer a wide range of payment methods, including debit and credit cards.
- Close monitoring of arrangements to clear arrears will pick up non-compliances early in the process.
- Provision of debt counselling advice could help tenants to manage their affairs more efficiently.
- Service Partnership Agreements with Credit Unions which can lend responsibly to tenants at a reduced rate.
- Check that tenants are claiming housing benefits, or other benefits where they are entitled to such payments.

- Offer support/advice surgeries to those individuals in arrears, or those worried about getting into arrears.
- Where RSLs have "rent free" weeks, target these weeks for recovery of arrears.
- Monitor the cost effectiveness of specialist recovery teams.
- Keep staff updated and trained in areas such as benefit changes.

3.5.3 Clearly, the management of arrears needs to be monitored. This can be done in a number of ways, which are aimed at providing managers with information on arrears trends:

- Performance indicators at association, officer and geographical level.
- Timely provision of management information.
- Benchmarking with other RSLs and groups.

3.5.4 Recovery of former tenants' arrears create slightly different problems in that historically they are difficult debts to recover and in terms of staff time or effort may not seem to be cost effective. However there are a number of ways in which former tenant arrears can be recovered, including:

- Where former tenants' whereabouts are known, consideration should be given to seeking an attachment from any benefit they are claiming.
- Where a tenant has died then the RSL needs to make a claim against any Estate that may exist. This needs to be done sensitively as in many cases there will not be an Estate.
- Use of debt collection agencies or selling the debt to a specialist company.
- Apply to court for money orders/attachment of earnings.
- Look at the cost effectiveness of each case for eviction – for example, court costs, cost of repairs to property, loss of rental whilst a new tenant is found, and chances of recovering the money after eviction. It may be more beneficial to keep the tenant, thereby keeping the debt "live", making it "easier" to collect.
- Keep a historic record of former tenants as they often re-appear at some stage in the future.

3.6 *Management of Voids*

Empty properties cost RSLs money and it is therefore important that void properties are tenanted as quickly as possible. Income can be increased through the following options:

- Establishing a minimum voids standard which makes properties, attractive to new tenants.
- Monitoring reasons for refusing properties to establish trends.
- Enhancing properties in difficult to let areas.
- Establishing void turnaround times with contractors and monitoring against this (partnership arrangements).
- Benchmarking against other RSLs and performance targets for estates and individual officers.
- Working closely with development staff to ensure tenants are in place as soon as properties are handed over.
- Carry out accompanied viewings and arrange for out of hours viewings, for example evenings and weekends.
- Being pro-active eg discount rents for a period in difficult to let properties, decorate the property prior to viewing.
- Identify your possible tenants early, for example when you have received the notice to quit.

- Seek to ensure you have a close working relationship with the local authority on nominations.

3.7 *Importance of Maximising Rental Income*

In simple terms, if an RSL has a turnover of £10m with a voids/bad debts level of 3% then over a 25 year business plan period this will cost circa £11m in lost income; if voids/bad debts are reduced to 2.5% this loss would be reduced to £9m; conversely if the situation deteriorated and this figure went up to 4% then the revenue loss would be circa £14.5m.

4 **SERVICE CHARGES AND SUPPORTING PEOPLE GRANTS**

4.1 RSLs also generate income through Service Charges – these are charges for services which are for the benefit of a smaller number of tenants and which fall outside what could normally be classed as Landlord responsibilities. In these circumstances RSLs should seek to recover the costs of these services. Typical examples of expenditure which forms part of a service charge are – maintenance of communal areas, grounds maintenance, heating and lighting in common areas etc.

4.2 RSLs should seek to follow the same best practice, as set out in section 3 of this bulletin, and in addition should ensure that:

- Service charges are economic charges and they recover fully the cost of providing the service. To do otherwise puts an additional burden on other tenants who do not benefit from these services.
- Service Charges are regularly reviewed, for example is a proportion of administrative time recovered? are insurance premiums included? can you identify the costs of grounds maintenance etc?
- Steps are taken to recover under-recoveries from previous periods.

4.3 Closely linked with Service Charges is the Supporting People Grant, where the main issues to consider are:

- Ensuring that contracts are in place with the sponsoring authorities.
- Understanding and being able to account for the costs covered by the Supporting People Grant. Failure to do this could result in the provision of these services costing more than the grant. Given the current pressure on Supporting People Grants this is a real threat to RSLs who may have to tailor their services to the grant availability.
- Ensuring Supporting People Grants are received on time to aid cash flow – late payments clearly cost RSLs in cash flow terms.
- Maintaining a good working relationship with the Supporting People Teams.

5 **OTHER AREAS OF INCOME**

5.1 *Leases*

Areas to be aware of include:

- Ensuring increases in leasing rents are made at the appropriate time – review clauses may not be for a number of years.
- Ensuring invoices are raised on a timely basis ie when the payment becomes due.
- Ensuring that lease renewal dates are known so that action can be taken.
- Ensuring dates for serving notice periods are known.

- Ensuring there is a good system of debt recovery: in many RSLs recovery of Sundry Debtors may not be a priority.
- Ensuring that adequate arrangements are in place to recover amounts due when the lease changes hands.
- Seeking to have a variety of methods of collection in place, ideally Direct Debits so that control of the situation is retained.

5.2 *Other Rents – Garages and Commercial Properties*

Most commercial properties will be covered under section 5.1, however many RSLs also have garage sites where income can be maximised in the following ways:

- Reviewing whether rents are aligned to local demand; garage rents fall outside rent restructuring and therefore increases are not controlled by inflation.
- Understanding the cost involved in managing garage sites – does the income from rents cover the cost of maintaining; if not should this function be retained? Disposal of garage sites to other organisations could also be considered.
- Having annual or quarterly rental charges in advance – this will secure the rental income and could also reduce management time in monitoring this service as rental incomes are often only small amounts.
- Ensuring a variety of methods of collection are in place such as Direct Debit.
- Recovered arrears are not subject to the same constraints as housing rents and therefore actions such as changing locks can prove to be a cost effective way of regaining possession or encouraging tenants to clear their arrears.

6 AGENCY FEES AND GRANTS

6.1 Many RSLs operate agency agreements, such as Homeless Agencies. It is important in these areas that you take the following steps:

- Ensure that you raise your sundry debtor invoices on a timely basis.
- Monitor payments coming into the RSLs; if there is a penalty clause in the agreement for late payment consider imposing it, or threatening to impose it.
- Ensure that you impose the review clause dates for increases in the agency fee and that this is imposed on time.
- Look at the cost of providing the agency to ensure it is not being operated at a loss; if it is, then consider the justification for continuing to run the agency.

6.2 RSLs receive grant from a number of areas. The primary sources of grants are development grants through the Approved Development Programme (Approved Development Programmes are also currently being developed in Wales). There needs therefore to be sound systems of control in place to ensure that grants are collected on time, at the right rate and for the correct amount. Failure to collect grant monies on time could affect cash flows and cause RSLs to unnecessarily draw down on loan funding. This is a key area as you could be left with receiving investment income that is lower than the cost of borrowing. You therefore need to ensure that there are:

- Procedures in place to trigger the submission of grant claims – this could be done through process mapping but equally staff need to be trained in the importance of this area.
- Follow up procedures to monitor income coming in on time and this needs to be fed into the cash

flow forecasts.

- 6.3 The same issues arise with other grants – for example grants to deliver a service or to support a member of staff. The key issues are around ensuring that you collect that income on a timely basis and that once you have started the recovery process there is a follow up procedure in place to issue reminders.

7 DISPOSAL OF ASSETS

- 7.1 Many RSLs do dispose of assets either by choice or by legislation. This generates a capital receipt, which can be significant. However it must also be remembered that the disposal of an asset often brings with it the loss of rental income to the business plan and this needs to be monitored and managed. Areas where RSLs will generate income through disposals are:

- Right to Buy Sales (RTB).
- Staircasing out under shared ownership.
- Demolition or sale to other parties.
- Sale of assets that are no longer economically viable.
- Social HomeBuy.

- 7.2 In dealing with these issues, there are a number of ways in which RSLs can maximise their income even though they may have a statutory duty to dispose of that asset. For example:

- Ensuring that you operate to the statutory timescale; often RSLs dispose of assets more quickly than they need to. RTB sales are a good example of this. If you dispose of a property two weeks sooner than necessary then you have lost two weeks rent. If this happens on each sale this figure could be significant, particularly for LSVT associations.
- Valuation is another area where RSLs could lose income. It is always best to consider rotating valuers or having a panel so that you can monitor their valuations and look at the trends; if one is valuing lower than the others then this should be challenged.
- Often a disposal will bring with it recycled capital grants (RCG's); there is a statutory period by which RSLs can use the RCG otherwise it has to be returned to the Housing Corporation (Welsh Assembly Government in Wales, Communities Scotland in Scotland). There should be in place a policy for monitoring RCG for fall out to ensure the RSL is making the best use of this income. The levels of RCG can be significant and therefore it is worthy of close attention.

8 INVESTMENT INCOME/CASHFLOW SAVINGS

- 8.1 RSLs can seek to maximise income through the management of their investment income and creating cashflow savings. Many RSLs operate at a surplus or from time to time do have excess funds that should be invested. It is therefore important that RSLs should seek to have in place:

- Sound treasury management policies that comply with the CIPFA "Code of Practice on Treasury Management in the Public Service". Within this RSLs should have an investment strategy that indicates the type of investment and the counterparties with which they will invest.
- Some form of benchmarking and monitoring of returns on investments to ensure that the RSL is maximising its income.
- Regular reviews of the cashflows to ensure accurate information on which to base investment decisions. Poor cashflow information can result in money not being invested or drawing down on

loans when this may prove unnecessary.

8.2 Cashflow and investment income can be improved by:

- Seeking to have bank accounts that are linked in order to clear down funds eg funds transferred automatically to interest earning accounts; the opposite should arise by funds being transferred into current accounts where those could become overdrawn and consequently incur costs through use of overdraft facilities.
- With group structures looking to have inter-company investments whereby one group invests surplus funds in another member of the group to prevent or delay drawdown.
- Bringing together within the group surplus funds either to obtain higher interest rates or to make longer-term investments which could yield higher returns.

8.3 Cashflow management and cashflow information is important in seeking to maximise income or minimise borrowing and delaying any drawdowns. However, RSLs should be aware of the risks involved in treasury management and cashflow management should be aimed at minimising them. There are however real costs to RSLs who draw down funds through poor cashflow forecasting when in fact they have surplus funds. Key areas to be considered when looking at cashflow maximisations are:

- Payroll payments – these should be known monthly.
- Contractor/Development payments – these can be significant and large payments – there needs to be close links and procedures with development staff.
- Interest payments on loans – these should be known in advance and be known at the time when the drawdown or roll-over is made.
- Creditor payments should be monitored on a frequent basis and the level of expenditure should be notified once the creditors run has been made.
- Regular payments to the Inland Revenue, Pension Funds; Customs and Excise should be known in advance and recorded.
- Investment income and returned investments amounts and dates should be known.
- Direct Debit amounts and dates on which Direct Debits are called in should be known; this also relates to Standing Orders.
- Income coming in through other collection agencies such as Giro Bank should be notified in advance.
- Housing Benefit payment date runs should be known and that income accounted for.
- Close monitoring of sales should allow notification of RTB or other sales.
- Grant payment dates should be known when the grant submissions are made.

8.4 The basic rule to having good cashflow information and being able to maximise the investment comes through good procedures and notification of likely movements both inwards and outwards to the Treasury Accountant.

8.5 The implications can be assessed by just considering the difference between the borrowing rate and investment income.

8.6 Use of the loan facility in place to best advantage can also be an important factor. For example, if there is a revolving loan facility then this should be used in the initial period as revolving loans can be repaid without affecting the overall loan facility. It is worth remembering that if you draw down non-revolving loan facilities then that facility will be lost if repayments are made.

9 VAT

9.1 VAT payments and taxation planning can impact on maximising income – clearly these are payments that need to be made and they do therefore impact on cashflows. Areas where cashflows and recovery of VAT can be improved include:

- Ensuring that accounting records are sufficient to recover VAT when there is a taxable supply of income.
- Regular reviews of the Partial Exemption calculation to ensure you are recovering a portion of the VAT attributable to central costs.
- Regular professional VAT audits can identify areas where you may be able to recover VAT.
- Reviewing the levels of VAT charged, particularly where lower rates of VAT apply, may result in savings to the RSLs.

10 TENANT RECHARGES

This traditionally is an area where RSLs do not have a good track record and one which has met with resistance from housing management staff on the basis that it is not cost effective to seek to recover the debt involved. However, RSLs could do more to maximise income in this area, including:

- Consider including an administration charge to partly cover the cost of collection.
- Consider offering a discount for prompt payment.
- Where the work is not of a health and safety nature consider asking the tenants for payments in advance of the work being done.
- Ensure debtor invoices are raised quickly and set a performance target for this.
- Ensure prompt follow up through the recovery procedure.
- Look at the viability of using the small claims court or bailiff services to recover monies due.
- Accept a range of collection methods including debit and credit card where payment can be made over the telephone.
- Link collecting rechargeable repairs in with rent recovery, particularly if home visits are being made.
- Ensure that repairs are not being undertaken that are the tenants' responsibility.
- If debts are to be written off ensure that the appropriate amount of VAT is also recovered.
- Evaluate the benefits of selling the debts to a debt recovery agency.
- Housing management staff to make house calls when in a particular area: they will however need to have appropriate receipt books.
- Review insurance arrangements to establish whether major tenant repairs can be recovered through the insurer or establish whether the tenant has insurance cover.
- Housing management staff should understand the tenancy agreement so that they are aware of the difference between landlord and tenant responsibilities.

11 HOUSING BENEFIT

A considerable amount of RSLs' rents comes through Housing Benefit payments and this is therefore a key area where income should be reviewed to ensure that it is maximised. The following are areas for consideration:

- Ensure tenants fill in a Housing Benefit form at the time of sign up to a new tenancy.
- Establish a good working relationship with the local authority benefits section.
- Train staff in house to understand the benefits systems so that advice can be given to tenants and to allow the local authority to be challenged in areas where they claim that benefits cannot be applied

- or backdated.
- Seek to have benefit payments and information transferred electronically and linked into the housing management systems.
 - Understand individual local authority policies on benefits; there may be differences between authorities.
 - Post benefits promptly to tenants' accounts so that the true arrears position is shown.
 - Monitor changes in tenants' circumstances and follow up quickly, particularly with the elderly or those with social difficulties or tenants who have been on benefit for long periods: something may have been forgotten or missed.
 - Monitor closely the local authority performance and processing times, at certain periods these do slip which results in costs to the RSL through delayed payments – seek interim settlements in such cases – don't be afraid to challenge the local authority on their performance.
 - Although the RSL has certain obligations for overpaid housing benefit when that benefit is paid direct to them, it is not always the case that a local authority can recover that overpayment. For example overpayment may not be recoverable where:
 - the Council, Department for Work and Pensions, Pension Service or Inland Revenue has made a mistake
 - where the RSL has notified the local authority that they suspect an overpayment or suspect that the claimant has committed an offence
 - where an overpayment has been claimed from the RSL, then the local authority can be asked to recover that payment from any ongoing benefit entitlement. Consideration should also be given to recovering overpaid housing benefit by:
 - deductions for other social security benefits
 - civil proceedings.
 - It would be normal practice to add overpaid housing benefits back to the rent account where the claimant is still a tenant of the RSL; otherwise recovery would have to be carried out by issuing a debtor account.
 - Where there are former tenants and their whereabouts are known then deduction from other social security benefits (although only small) can be made.

12 OTHER DEBTORS

The level of other debtors can vary between RSLs, however the issues involved are similar and RSLs must have:

- Prompt arrangements for raising invoices.
- Quick and regular recovery arrangements – reminders must be sent out promptly and on time. The risk to many RSLs is that this is seldom seen as a priority. The longer the debt goes without recovery action being taken, the higher the risk of non-recovery.
- Look to areas such as the small claims court or bailiffs to recover sums due.
- Evaluate the benefit of selling debts to specialist recovery agencies.
- Regularly check that the income being recovered represents at least the cost of the service being provided.
- Ensure VAT is charged/recovered on vatable services at the appropriate rate.

13 INSURANCE ISSUES

- 13.1 RSLs can lose income by not recovering from insurance policies, and they stand the cost themselves.

This can be particularly significant around areas such as vandalism, damage by third parties such as car, damages to property, minor storm or flood issues. It is accepted that an RSL's claims experience will impact on future insurance premiums but this is not a particularly good reason why insured risks should not be recovered from the insurer.

13.2 Areas to be mindful of when dealing with insurance claims:

- Have all costs been recovered, ie can an administration cost or other staff time be recovered?
- Is there an opportunity to claim through a third party eg car damage to buildings or fire damage to property where the tenant is to blame – recovery through their contents insurance. This could be particularly important with, for example, chip pan fires.
- Is the correct amount being recovered from Leaseholders where the RSL has an obligation to insure the property?
- Where VAT is involved do you recover this through the insurance company?
- Work needs to be done promptly and payment claimed quickly from the insurer.
- Do operational staff understand what the RSL insures against? If not, this should be relayed to them on a regular basis.
- Is the finance system set up to record expenditure against individual claims for recovery purposes?
- Ensure you keep proper records as third party claims can very often be challenged, which could save on future premium increases.
- Check that third party claims did occur on your property; this can often be challenged, particularly when claims are submitted on highways or unadopted assets or perhaps on land that belongs to another owner.

14 SUMMARY

This paper is not all embracing but has been built up to give a checklist of what can be done as far as maximising income is concerned; and often this may involve minimising expenditure and improving cash flow. RSLs may view some methods of recovery or collection as not necessarily acceptable and this paper does not offer a view on this. There are however some very basic rules that apply to maximising income streams:

- Ensure systems are in place to identify income sources and methods of recovery.
- Act quickly – the older the debt the more difficult to collect.
- Have performance indicators in place to monitor collections and recovery.
- Have systems in place through, for example, process maps which outline the processes and procedures to be followed.
- Don't be afraid to challenge – it's income you are due.

CIPFA'S RSLs PANEL

The RSLs Panel reports to the Institute's Public Finance and Policy Board. Its areas of interest and activity are:

- Consideration of finance and policy issues relating to registered social landlords.
- The production and dissemination of relevant advice and material on best practice for members and employers on social housing issues.
- Responding to government, professional bodies' and other bodies' consultation and discussion papers.

The Panel meets three times a year. Its meetings consider technical issues in the field of social housing finance, responses on government and others' consultation papers, and Panel projects.

Panel Members

The Panel membership includes practitioners and consultancy firms working in and for RSLs, along with representatives from the National Housing Federation and national regulators. Its current membership consists of;

Anne Turner (Chair)	Orbit Housing Group
Andy Burchell	Parkside Housing Group
Arthur Cockburn	Prospect Community Housing Association
Warren Finney	National Housing Federation
Bob Hartness	Scottish Federation of Housing Associations
Andrew Heywood	Council of Mortgage Lenders
Lakhsbir Jaspal	Accord Housing Group
Mei Lee	Welsh Federation of Housing Associations
Harry Lloyd	Welsh National Assembly
Brian Logan	Bield Housing Association
Patrick McCarthy	Wirral Partnership Homes
Arthur Merchant	RSM Robson Rhodes
Katrina Michael	Mid Wales Housing Association
Deb Reynolds	Adullam Housing Association
Julie Robinson	Whitefriars Homes Ltd
John Squires	Regenda Group
Norman Thomas	Places for People Group
Philip Winter	The Housing Corporation
Roy Yates	Communities Scotland
Secretariat	
Suzanne Dowse (Secretary)	CIPFA
Carole Hicks	CIPFA

FURTHER DETAILS

Details about the RSLs Panel and its activities can be found on the Panel website www.cipfa.org.uk/panels/RSL

COMMENTS

If you have any comments or suggestions regarding this bulletin please contact Suzanne Dowse, Policy Support Officer, CIPFA, 3 Robert Street, London WC2N 6RL (tel 020 7543 5795 or email suzanne.dowse@cipfa.org).