

RICS Associate Assessment Submission Document

Residential Property Management Associate Pathway

Candidate Name:	Hannah Collins
RICS Membership Number:	1234567
Pathway:	Residential Property Management
Date:	2015

Please indicate and provide details below if you have any of the following disabilities, and wish the assessor to take this into account for your submission:

- | | | | |
|----------------------------|--------------------------|-------------------------------|--------------------------|
| Learning, such as dyslexia | <input type="checkbox"/> | Hearing | <input type="checkbox"/> |
| Access | <input type="checkbox"/> | Speech | <input type="checkbox"/> |
| Visual | <input type="checkbox"/> | Other, please provide details | <input type="checkbox"/> |

All of these must be supported in writing and certified accordingly. The supporting evidence must suggest what reasonable adjustments RICS should take into consideration.

EXAMPLE ONLY - DO NOT COPY!

Contents

Associate Getting Started

Candidate details and Checklist

Summary of Experience – Mandatory Competencies

Summary of Experience – Technical/Supervisory Competencies

Case Study

Continuing professional development (CPD)

Associate Declaration

For Referred Candidates ONLY

Associate Referral Report

EXAMPLE ONLY

Associate Getting Started

Membership of RICS gives you a genuine competitive advantage in your career and is highly regarded by employers and clients around the globe. Becoming an RICS Associate (AssocRICS) provides the opportunity, if you have relevant work experience or qualifications (or a combination of the two), to enhance your status and gain the recognition you deserve.

This documentation must be completed with reference to the Associate candidate guide and your relevant pathway guide.

Introduction

For the Associate Assessment, you are required to complete all the relevant templates within the Associate Submission document to demonstrate your competence for your specific role. You must submit the whole document electronically in a PDF format.

You must provide the following written evidence:

- Summary of experience against required competencies for your chosen pathway
- Case study
- Continuing professional development (CPD)

This document provides the templates you need to complete to provide the assessor with the information, evidence and documents they need to assess you.

Submission contents

This submission document must be completed by all Associate candidates; it is made up of 7 sections. The purpose of each template is outlined below:

Candidate details and checklist

Purpose - to supply basic information about you and to ensure you include all the relevant documents for your Associate Assessment.

Summary of Experience - Mandatory Competencies

Purpose - to confirm you have achieved the defined level of mandatory competencies for your chosen pathway. (1000 words in total) You are not required to write Conduct rules, ethics and professional practice because you will demonstrate this by completing the RICS ethics module and test.

Summary of Experience – Technical/Supervisory Competencies

Purpose – to provide a record of the experience you have gained in relation to **SIX** technical competencies for your chosen pathway. (2000 words in total). If you have 10 years or more relevant experience then you have the option to replace two of the technical competencies with two of the supervisor competencies to reflect the fact you have moved to a more management -focussed position. Refer to your pathway guide for further details.

Case Study

Purpose – to illustrate your level of professional practice. The focus of the case study must be on one recent project that enables you to show what involvement you have had in the project, what support you provided and

what decisions you took and why. The project you choose should allow you to demonstrate at least TWO technical competencies. (2500 words in total)

You may attach supporting documents to your case study such as illustrations, calculations or plans.

Continuing professional development (CPD)

Purpose - to capture all the CPD you have completed over the past 12 months. (A minimum of 48 hours). If you are a referred candidate this will need to be updated to reflect the professional development you have completed since your last assessment this should be 4 hours per month since your last took the assessment.

Associate Declaration

Purpose - to confirm you and your mentor have read, agreed and signed the Associate Declaration.

For Referred Candidates ONLY

Associate Referral Report

Purpose – to confirm you have attached a copy of your Associate Referral Report, this is so the Associate Assessors can see the areas that you were told to develop further in your previous assessment.

Please note if you are submitting within 12 months of your last assessment then you only need to amend the competencies you were referred on.

Please ensure you follow the instructions in each section and do not exceed the word count given as this may result in your submission being returned. Please do not include the Associate Getting Started section within your submission.

Candidate details and checklist

1. Candidate details

Candidate Name:	Hannah Collins	
RICS Membership Number:	123456	
Date of Birth:	XXX	
Pathway	Residential Property Management	
Number of years of relevant experience:	XXX	
Do you have relevant qualifications	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
If 'YES' to either of the above, what subject?	Architecture	
Employer/organisation:	XXX	
Counsellor:	XXX	XXX
Month and Year of Assessment:	XXX	2015
Previously Referred at Associate:	No	
Case Study Title :	<i>Development of Residential Compliance Procedures</i>	

2. Checklist

	Candidate - enter 'X' to confirm complete (If you are a referred candidate only indicate the templates that you have updated for re assessment)	RICS (office use only)
Associate Submission		
Candidate Details	<input type="checkbox"/>	
Summary of Experience – Mandatory competencies	<input type="checkbox"/>	
Summary of Experience – Technical competencies	<input type="checkbox"/>	
Case Study	<input type="checkbox"/>	
Continuing professional development (CPD)	<input type="checkbox"/>	

Below to be completed by Referred candidates ONLY

Which technical and mandatory competencies are being reassessed?

Summary of Experience - Mandatory Competencies

There are eight mandatory competencies – these are the ‘softer’ skills that all responsible practitioners need, regardless of their RICS pathway. Please refer to your Associate pathway guide for the details of the mandatory competencies. These competencies are essential: they demonstrate your ability to work with colleagues, meet client requirements, manage your own work and act with honesty and integrity. Please provide a brief example for each to demonstrate you have met each of them in the relevant box below. You are not required to write about Conduct rules, ethics and professional practice because you will demonstrate it by completing the RICS ethics module and test. **Please note you have a 1000 - word limit in total.**

Mandatory Competencies	Summary of how you meet competency requirements
<p>Client care</p>	<p>I have extensive experience of dealing with both large corporate clients and individual private landlords. Depending on what type of landlord I am working for, I am able to provide a tailored approach to dealing with my clients and build relationships based trust, transparency and excellence of service.</p> <p>I have weekly meetings with my client to report on all aspects of the residential management, including tenancy issues, arrears and maintenance. We also discuss estate wide issues such as externals, upcoming events and development strategies. This frequent face to face contact means that I am able to learn the client's priorities and requirements to enable me to offer a completely bespoke service.</p> <p>I also advise annually on the condition of the residential portfolio by producing a condition report which covers the flats and common areas. Based on this report we then highlight areas for development and programme in internal redecorations as necessary for the following year.</p> <p>Any complaint received is directed to our head of department and dealt with swiftly and under XXX stated complaints handling procedure, which is based on the requirements as per the RICS complaints handling procedure.</p>

<p>Communication and negotiation</p>	<p>I communicate with tenants, contractors, colleagues and my client on a daily basis. All communication, whether by letter, e-mail phone or in person is considered and the most appropriate method is employed. I endeavour to correspond in as clear and concise manner as possible.</p> <p>Negotiation is a significant part of my job when dealing with deposit releases, rent reviews and disputes. I have many years of experience and this means that I can approach negotiations with confidence and achieve the best result for my client. I have currently undertaken a CDP on negotiation skills to ensure that I am competent in this area.</p> <p>When negotiating a tenancy renewal I start by providing advice to my client and outline the preferred, realistic and unacceptable outcomes. Once we have these parameters in place I can take on the negotiation knowing what I can agree without refereeing back to the client. I begin with e-mail and phone correspondence with the tenant and if there is no agreement then I request a meeting. I complete the heads of terms in as much details as possible so that both parties are happy with this and then, once agreed, instruct the landlords solicitors for the legal documentation to be completed.</p>
<p>Conflict avoidance, management and dispute resolution procedures</p>	<p>I am aware of the techniques for dispute resolution such as; mediation, arbitration and adjudication and the role which the First Tier Tribunal plays in the resolution of residential property disputes. If we do encounter an issue which we cannot resolve I advise leaseholders to seek further independent advice and suggest LEASE or the CAB as a first point of call.</p> <p>I recently dealt with a dispute over leaseholders obligations to pay for repairs. It had been ongoing for over a year and I manage to resolve the issue by arranging a meeting with the leaseholder and listening to his grievances. When I explained the section 20 process it transpired that all he required was to see the tender documents as proof that the project had been handled appropriately. These were sent to him and the issue was resolved.</p>
<p>Data management</p>	<p>We have 2 main tools for data management. Firstly there is the Property and Client Database. This includes all properties managed by XXX throughout the UK. It is critical for ensuring queries are directed to the correct person and also for minimising the risk of unintentionally creating a conflict of interest.</p> <p>Reapit is our database for tenancies, contact information, maintenance and documents. It allows us to access a property file to see the current (and historic) tenancy details, maintenance history, access documents specific to the property and raise work order. This allows us to share information and also for one of my colleagues to deal with an issue if I am not available.</p> <p>We respect the confidentiality of our clients and act in accordance with Data protection Act 1998. As a paperless office we have all sensitive documents electronically stored and password protected.</p>
<p>Health and safety</p>	<p>An understanding of the Health & Safety at Work act 1974 and subsequent legislation is imperative when managing property. As we are providing & maintaining services to a tenant we have a responsibility to them with regards to building safety as well as to any contractors working on site.</p> <p>Through additional learning I have increased my knowledge of water hygiene risks and asbestos awareness. I work closely with our facilities management team on the management of the common areas of the buildings.</p> <p>As my role requires me to be out of the office frequently and I meet a variety of unknown people XXX has a lone working procedure and regular workshops</p>

	<p>with the XXXTrust to ensure that we take all precautions to ensure our personal safety.</p>
<p>Sustainability</p>	<p>My client has a Corporate Responsibility Policy and part of this is their commitment to reduce environmental impact. We manage this through various initiatives including energy saving lighting, green roofs, improvements on waste disposal and recycling, and by advising tenants on how to be more sustainable.</p> <p>On a recent refurbishment project I had to ensure that the wood /wood products were from a sustainable well managed source. I did this by confirming they were all FSC certified. I also manage a planned maintenance programme where we replace the least effective 10% of combination boilers on the estate each year to ensure that energy consumption is minimised and that tenants have economically sustainable services.</p> <p>As a company XXX also has local, national and global initiatives in place to reduce our energy and natural resource consumption for our clients.</p>
<p>Teamworking</p>	<p>I work as part of the estate team on two large portfolios under the same ownership, but with different client teams. This allows me to work with a variety of specialists comprising of colleagues from XXX, the client and their consultants including project managers, architects, contractors and planners.</p> <p>We have regular meetings and I update the team on our specific areas of responsibility. I am lucky to have a variety of professionals on hand that I can seek advice from and we have a very good working relationship.</p> <p>When working as part of a team it is imperative to set and meet realistic goals so that each element can work effectively.</p> <p>When we are carrying out externals I am required to serve section 20 notices within a specific time frame so that the programme throughout the estate can be met. Any delays in this process can have an effect of the rest of the programme.</p>

Summary of Experience – Technical/Supervisory Competencies

Your summary of experience should be no more than 2000 - words in total. If you have 10 years or more relevant experience then you have the option to replace two of the technical competencies with two of the supervisor competencies to reflect the fact you have moved to a more management -focussed position. Refer to your pathway guide for further details.

Technical competencies	Summary of Experience
Maintenance management	<p>Maintenance Management is a large part of my job and it covers reactive and planned maintenance within the residential units (including statutory inspections such as gas safety), repairs and redecoration of internal common areas and the external fabric of the building.</p> <p>When arranging reactive maintenance I use <i>Reapit</i> to instruct works, track maintenance, check the frequency of repairs to assess if appliances are beyond economical repair and to manage invoicing.</p> <p>Once a maintenance request is made by the tenant I check the history for the property to see if the item is within its warranty or if there are historic issues. Prior to instructing works I confirm the access arrangements with the tenant and ensure they are happy for me to pass their details on to our contractor. I then send a work order to the contractor showing the address, tenant contacts, access arrangements (where keys are held if applicable) and as much information about the fault as possible. Work orders automatically have any relevant documents attached such as asbestos reports, invoicing details and maximum spends.</p> <p>Once the work is completed I will attend and confirm that they have been carried out to a satisfactory standard. The invoice will be submitted with the reference number which will be matched to the work order and the job closed down.</p> <p>Repairing obligations are outlined in the Landlord and Tenant Act 1985. As managing agent we fulfil the landlord's requirements under this act. Where I have long leaseholders the obligations are outline in the lease.</p> <p>I carry out various property inspections thought the year. The inspection is booked with the tenant in accordance with their lease providing as much notice as possible (typically at least 2 weeks). If I am arranging to meet a tenant I will check online the morning of the inspection to ensure that there are no transport issues.</p>

	<p>I will bring appropriate equipment:</p> <p>Contact details (access arrangements) Tablet with inspection App Camera (if necessary) Copy of previous inspection</p> <p>Once the inspection is completed the report is automatically generated, downloaded and saved on Reapit. I will contact the tenant if there are any issues noted such as, smoke alarms that have been tampered with, sockets that are overloaded or damage caused to the property. Any maintenance issues that the landlord is responsible for will be instructed. A follow up inspection will be booked if necessary.</p>
<p>Property management</p>	<p>All of the properties within the portfolio include a commercial element, a typical example of this would be XXX which has retail on the ground floor and basements with 3 flats above on long leases. I manage the common staircase in the residential areas and the building. There is a commercial manager that deals with the retail lease.</p> <p>I am responsible for running the service charge for the building. We have 2 schedules, one for the whole building and one for the residential only element. I set the budget, monitor income and expenditure and reconcile the service charge at the end of the year.</p> <p>I will arrange the buildings insurance, get the relevant reinstatement valuations carried out and advise all tenants that they are required to get their own contacts insurance.</p> <p>I estimate the budget based on the actual expenditure for the previous year plus any planned works for the following year. I ensure value for money for the tenants by tendering contracts and obtaining multiple quotes for reactive maintenance. The service charge in run in accordance with the RICS code for residential service charges.</p> <p>When major works (or qualifying long term agreements) are required I will serve a section notice for the long leaseholders. This will include:</p> <p>Notice of intention Notification of estimates Notification of award of contract</p> <p>In addition to the service charge I am also responsible for carrying out and maintaining records for health and safety compliance. This will include asbestos surveys, fire risk assessments, health & safety assessments and water hygiene risk assessments (where applicable). I also advise leaseholders of their legal responsibilities in relation to health and safety.</p> <p>I inspect the common parts quarterly. The main issues we encounter are tenants storing items in the common areas but I also check for faults with lighting or fire alarms and any leaks or damage to the decorations.</p>
<p>Property management accounting</p>	<p>I work alongside the commercial property managers on each estate and run the service charge for the 70 buildings which have a residential element. As well as drawing up the budgets we will monitor spending, serve relevant notices and reconcile the accounts.</p> <p>When my client purchased a new building consisting of 12 residential units and 3 commercial units we initially consulted the lease in order to ascertain the</p>

	<p>scope of our involvement but also the way in which the service charge, ground rent and insurance were to be charged. The lease will also dictate the apportionment or if it does not specify then we will apportion based on floor areas. Our management fees will also be fixed based on an assessment of the work involved, unless specified otherwise in the lease.</p> <p>Service charge demands are generated automatically by our accounting software, Tramps. These will be posted and e-mailed to the leaseholder along with the Summary of Tenants' Rights and Obligations. I send out the Notice of Demand for Ground Rent between 30 and 60 days prior to the ground rent becoming due.</p> <p>Invoices are coded and at the end of the service charge year these are reviewed individually and the account reconciled. The residents will then be issued with a reconciliation pack showing the expenditure, their contribution and any balancing charge or credit.</p> <p>As our service charges contain both residential and commercial tenants we need to ensure that they receive the correct information regarding the charging of VAT. We issue out budgets gross to the residential tenants and net to the commercial.</p> <p>We aim to be as transparent as possible with our service charges and run them in accordance with the RICS Service Charge Residential Management Code.</p>
<p>Relationship management and dispute handling</p>	<p>As a property manager I am constantly both client and tenant facing. While managing the relationship between these two parties I inevitable deal with areas where disputes can occur. This can be disagreements over deposits, repairs, noise or other more complex lease issues.</p> <p>Where issues over deposits occur they can be referred to the Tenancy Deposit Scheme if necessary. This is a last resort as we would always try and obtain a mutually satisfactory solution.</p> <p>When dealing with service charge disputes this can be more complex. XXX is a block comprising of a ground floor and basement retail unit and 3 flats above. The flats are privately owned and my client has one of these flats which they let out on as AST. They also own the Freehold and have a 1/3 share in the head lease. The head lessees are responsible for the external repairs which had not been done in some time. Due to some obvious disrepair my client, as Freeholder wanted the externals carried out.</p> <p>We encountered some reluctance on the part of the head lessees and It transpired that despite the proportions laid down in the lease they felt that my client had a larger interest in the building and as such should pay 3/5 of the cost of repairs not 1/3.</p> <p>I advised my client of the options available to them and the methods or alternative dispute resolution such as mediation, arbitration and adjudication. Failing an agreement they would need to defer to the First Tier Tribunal for a decision.</p> <p>As we were not making any progress via solicitors I arranged a meeting for all parties in which we addressed a number of their concerns. While we did not manage to resolve the issues permanently we did come to an agreement for the externals and the face to face meeting has improved the relationship.</p>
<p>Landlord and tenant</p>	<p>I deal with residential lease extensions, licences to alter, wayleaves, enquiries for sale and assignments of leasehold flats. Much of the initial work is to read and understand the leases and advise accordingly.</p> <p>A leaseholder at 14 Shorts Gardens approached me regarding some internal</p>

	<p>renovations that he wished to undertake. My first step was to check his lease and discover if any alterations would be permitted. The work did required landlords consent so I advised him of this and that if he wished to proceed he would need to provide various information including plans of the works, a programme of works, listed building consent, details of the contractor, contract sum and duration of works and an undertaking for various fees.</p> <p>Once I had this information and we established that there was no structural alteration I reviewed the works and advised my client accordingly.</p> <p>Had there been any structural alterations I would have advised the client not to proceed until their own structural engineer had approved the drawings as structural alterations are not permitted. As it was just the replacement of fixtures and fittings and some minor alterations to the arrangement of the bathroom a surveyor's approval was all that we recommended.</p> <p>This was a complex project in some respects, because not only was the property listed but it was part of a mixed use block including other residents, offices and retail. Any noise works needed to be carefully managed to minimise the impact on other occupants and a survey of the common parts carried out prior to the works beginning.</p> <p>I also deal with the recovery of landlords cost for repairs. Once major works are identified (such as externals or repairs) I will consult the leases of all tenants that will be affected. I will also ensure that the works are fulfilling the landlords repairing obligations and that the landlord can recover all costs.</p>
<p>Risk management</p>	<p>As part of a new residential property management department I am very aware of the health and safety legislation, regulations and guidelines. There are risk areas identified both within the flats and then in the common areas.</p> <p>We have recently taken on the management of a new build block of flats XXX. The facilities manager will initially compile the information provided by the client or their developer and ensure that all relevant documentation is held digitally on Meridian, our health and safety management system. This particular block has a communal boiler and hot water system so will also require a Water Risk Assessment. In addition to this we will carry out a Fire Risk Assessment before any tenants move into the block.</p> <p>All documents will be inputted with an expiry date (where applicable) and actions remain outstanding until they are completed. We can review the compliance for an individual property or for an entire estate which allows us to see where potential issues are.</p> <p>I carry out quarterly inspections of all common areas to ensure that they are in good order and that there are no potential hazards. The most common issues are that tenants store items in the common areas. If this is the case I will take a photo of the items and send the tenant a letter and an e-mail advising them of the potential risks and giving a deadline for it to be removed. Once the deadline has arrived I ask one of the site team to check and if it is still there the items will be put into a secure storage for the tenant to collect.</p> <p>Any accidents in the building or on the estate are investigated and documented. We have 24 hour security on site to assist with any incidents.</p>

Supervisory competencies	Summary of Experience
Choose your competency	

Choose your competency

Case Study

Submit one case study of no more than **2500** words in total. The focus of the case study must be on one specific project you have been involved in recently. If possible select a project you have worked on in the last 2 years. The project you choose **MUST** allow you to demonstrate at least **TWO** technical competencies from your chosen pathway, and how you used the competency skills

Case study title – XXX

1. Context / Introduction

I have a bachelor's degree and post graduate diploma in Architecture as well as a Masters in City Design & Urban Cultures. I started my career in XXX as a commercial property manager and moved to XXX to take a position as a residential property manager. I initially managed a portfolio of private clients then moved in XXX to XXX where I started managing for large corporate clients and now have a large mixed tenure portfolio.

In XXX was acquired by the global commercial real estate company XXX. XXX did not have a residential management service line but does have a very established Commercial Asset Services department. As my residential portfolio forms part of a mixed use estate it became part of the existing Asset Services team.

My portfolio consists of 170 flats which are let out on Assured Shorthold Tenancies and 70 buildings which include a combination of different lease types including some complex lease structures (AST's, protected tenants, long leaseholder, head lease etc.)

XXX had no existing compliance framework for the residential element and we established that the commercial parameters with respect to health and safety were not adequate. The objective of this project was to produce a robust residential compliance procedure which could be used on the existing portfolio and new instructions. We identified that as our clients are large corporate landlords they are very risk averse especially with regard to the safety of their tenants and demand a comprehensive approach to health and safety management.

I was actively involved in meetings with consultants to develop the residential strategy and the annual 'health check' & occupier guide for my principle client. I worked with our procurement team in order to tender the 'health check' contract and ensure value for money for my client and compiled and managed the data required. I was ultimately responsible for delivering this project and presenting to the client and the senior health and safety team within XXX.

I am to demonstrate my knowledge and experience of Risk Management and Maintenance Management as well as Property Management, Client Care, Data Management, Teamworking and Health & Safety,

2. The Approach

I have been involved in the project from when the portfolio was brought in to the XXX Asset Serviced in XXX. I was part of a team comprising of the Director of Health and Safety, Associate Director of Residential and various health and safety consultants. We needed to develop a residential health and safety policy which is specific to the flats that are managed with tenants on Assured Shorthold Tenancies. The team were responsible for the following:

- 1) Gathering information*
- 2) Identifying foreseeable risks*
- 3) Commissioning reports and seeking agreement from the client*
- 4) Putting in place control measures to mitigate against risk*
- 5) Management of data produced and ongoing monitoring*

I initially needed to gather the data around what we currently had in place in order to carry out a gap analysis. The old XXX policy was for Gas Safety Certificates and Portable Appliance Tests to be carried out annually and Fixed Wiring Tests every 10 years. The certificates were held in paper files so we scanned them and used Reapit as a management tool for the certificates in the interim. I developed a spreadsheet so that we could easily filter the information and see where there may be issues.

This exercise revealed that there were risk areas which needed to be addressed. While some of the risks are clearly defined such as the failure to complete an annual gas safety check as a criminal offence there are other areas which required more investigation. Where this occurred we drew on existing knowledge of the residential team, the commercial health & safety experts within XXX and sought the advice of specialist consultants.

RISKS, REQUIRMENTS AND RESEARCH

Legionella

We had an initial meeting with Assurity Consulting who carry out commercial Water Risk Assessments for XXX. I outlined the type of occupation of the units and the scope of our responsibility within each property. We agreed that even where the supply is direct from the mains, as we manage the water systems on behalf of the landlord we are required to assess and manage risks.

While they did not have a specific residential risk assessment they would develop a Water Hygiene Assessment using the documents: Legionnaires Disease: The control of Legionella in water systems (L8) and guidance released last year by the Health & Safety Executive, HSG274 Legionnaire's Disease: Technical guidance.

In addition to the one off assessments we would be required to provide advice to our tenants on how they can effectively manage their water systems and any potential risks. I developed an information leaflet that would be incorporate into the new occupier guide.

We also started a flushing programme which involves all vacant units to be flushed weekly. As the risks substantially increase after water being stagnant for 2 weeks our weekly programme does not allow the bacteria to get to harmful levels. This ensures the safety of our contractor and also out new tenants coming into the properties.

Gas Safety

Gas Safety (Installation and Use) Regulations 1998

We reviewed our Gas Safety Management system and were happy that the maintenance of all pipework, appliances and flues that our client owns and provides for the tenants use was checked by a registered Gas Safe engineer annually and the certificates issues and stored in accordance with regulations.

We decided that as these are residential units the installation of carbon monoxide detectors within room where boiler is situated would be mandatory. This would also need to be checked annually and information on maintenance given to the tenants in the occupier guide.

I consulted our boiler engineers and discussed the condition of the boilers on the estates. It was advised that the addition of annual servicing of the gas boilers would ensure that they work to their optimum level, minimise breakdown and maximise energy efficiency.

Fire Safety

Regulatory Reform (Fire Safety) Order 2005

While the safety order does not extend into the demise premises of residential property, as the property manager we deem it appropriate to manage the risks and take general precautions as far as is reasonably practicable to ensure the safety of people within the premises.

In order to develop our residential standards I arranged a site visit for the team with our health and safety consultants (XXX) and two fire door specialists in order for them to get a better understanding of the types of properties that we manage. This site visit took place on XXX and prior to the meeting I compiled a list of 10 properties which I felt best represented the portfolio. I advised all the occupiers of the visit and circulated a timetable for all attending. I ensured that we held keys for all the priorities so that I could guarantee access in order to maximise the benefits of having the specialist advisors available.

The specialist reviewed the entrance doors to each property including: self-closers, intumescent strips and measured gaps around doors. They also checked communal fire alarm systems, internal smoke alarms and heat detectors, means of escape and identified any other risks.

After the visit we discussed the main areas of concern and the best practice approach to management. The following were identified as areas to be addressed:

- 1) Annual check of fire doors to ensure self-closer is working effectively – landlord to repair if not.*
- 2) Annual check of smoke alarms to ensure that tenants have not deactivated them - landlord to repair if they are not working or change batteries if tenant has not done so and recharge to tenant.*
- 3) Where not currently in place to install mains with battery backup smoke alarms on each floor of the property - These will be in accordance with BS 5839-6 2013 and a landlord cost.*
- 4) Tenants to be advised of their responsibilities with regard to maintenance, testing, evacuation and emergency procedures - Information passed to tenants via the occupier guide to ensure that they are aware of their emergency procedure and that this is being appropriately displayed in the common areas and issued to tenants.*

We discussed Serviced Apartments in depth and while they are deemed to be of higher risk due to the nature of their occupation all our serviced apartment tenancy agreements stipulate a minimum term for sub-letting of 90 days. As an AST could be of this duration we can treat these as regular tenanted properties. Where they operate on a very short term (Apart-Hotels) let for a week or weekend they would need further review.

Electrical Safety

Electricity at Work Regulations 1989

Electrical Equipment (Safety) Regulations 1994

Because there is no mandatory requirement for electrical equipment within a residential unit to be tested but we would be required to ensure that it is safe we needed to source further advice from experts on the appropriate procedure. We received recommendations from consultants (XXX) and sought comparisons from a XXX Council on their procedures. It was decided that 5 yearly fixed wiring tests plus annual visual inspections would be adequate but that we should also provide electrical safety advice to occupiers. As AST tenants the occupiers should not be altering the electrical installations in any way but the advice and visual inspections should ensure this and rectify if necessary.

As the properties within our portfolio are unfurnished and the landlord only provides white goods these would have portable appliance test every 3 years.

Asbestos

Control of Asbestos Regulations 2006

The gap analysis demonstrated that while we had asbestos reported for all common areas we did not have them for the inside of the individual flats. As the use of asbestos in building works has been prohibited since 2000 we needed to identify high risk properties. As the majority of the housing stock is conversions (circa 18th or early 19th century) I gathered information on the refurbishment dates of each property.

Where we were unsure of the construction or refurbishment date we classified these as high risk. Our tenants are not permitted to carry out any building works so they would not be in any immediate danger but as our contractors may do minor works we carried out asbestos Management Surveys. If larger works are undertaken then the contractor would carry out a Refurbishment &/or Demolition Survey.

Blinds

All properties are offered with window dressings which usually includes venetian blinds. I read and understood the new British Standard and relayed this information to the team. Whilst there are three British Standards Institution standards XXX are mainly concerned with ensuring that any new blinds that may be provided meet the requirements of BS EN 13120:2009+A1:2014 'Internal blinds – Performance requirements including safety'. In essence these means that any cords should be checked to ensure that they are attached to the wall or shortened enough to ensure that they do not present a choking/ strangulation risk to young children.

My recommendation was that a visual check annually by a competent person would suffice and also that our standard instruction to suppliers that would be installing blinds in our properties would be to ensure that they comply with the current standards.

Furniture

Furniture and Furnishings (Fire Safety) Regulations 1988 (as amended)

I carried out some research in this area and discovered that the regulation applied only to the supply by a landlord of items containing foam. As carpets and curtains would not be applicable this is not currently a concern. It was highlighted to the client that should they decide to offer furnished apartments in the future then this would need to be considered.

PRESENTATION, APPROVAL AND MOBILISATION

Having identified the risks and gathered the information through assessment, research, consultation and site visits I needed to present the findings to my client. I created a draft occupier guide which encompassed all of the information and advice that needed to be conveyed to the tenants. I also used this opportunity to include further maintenance advice so that the tenants could better maintain their properties and reduce call outs and expenses to the client. It also includes tenancy information so that XXX can continue to improve transparency.

As stakeholder it was important that the client could buy into the project and that the benefits of it were clearly outlined to them. While the safety of their tenants and the maintenance of their property is paramount the increased cost was a factor. By proposing that most of the testing could be carried out as part of an annual 'health check' visit this would minimise disruption to the tenants and also allow us to carryout basic maintenance such as renewing sealant and checking plumbing to reduce call outs and insurance claims due to escape of water. I proposed that the 'health check' be tendered as a contract to reduce costs and better manage the data.

The client approved the water hygiene assessments for all properties and also for me to tender the 'health check' contract.

I drew up a specification for the 'health check' contract based on the residential procedures developed and discussed it with my colleagues in our procurement team. I provided a list of contractors that I believed would be suitable and the procurement team also provided a short list that they knew had experience in this area.

We carried out a cost comparison and chose 4 contractors to interview. I carried out interviews on XXX and scored all of the contractors based on set criteria. We did not focus solely on cost as my client is very conscious of service and delivery capability. Once the data was compiled by the procurement team I presented this to my client personally in order to give a better understanding of the differences in cost and the service that each could provide.

I have been given authorisation to proceed with the contact and the contractor that I had recommended. We are currently in the process of transferring the data from our system to the contractor in order for them to begin mobilisation. We are also proceeding with the occupier guide.

3. The result

My presentation to the client got a very positive response and they are now investigation improvements to their residential compliance on portfolios that are not managed by XXX.

The occupier guide has been really well received both internally and externally. It has been used throughout the company during pitches and as an example of our added value to the client and as part of our Residential Compliance Plus.

Through the project we have developed a robust and industry leading Residential Compliance Procedure, we have reduced the risks to our client and our occupiers.

4. Lessons Learned

I gained further knowledge of health & safety legislation and guidelines and how these could be applied to residential property. I built on my existing knowledge and was able to share my experience with other service lines. The experience

of working with the procurement team and going through the rigorous tender process has provided me with better insight into the procedure and how this can benefit the client not only by ensuring value for money but also by thoroughly investigating the service delivery of the contractors.

I have gained experience of presenting to clients and handling complex data.

I found it difficult to drive the project forward when working with more senior members from different teams. It was important to remind them of the differences between commercial and residential and explain in detail the types of properties that we are managing in prime XXX and the tenants which occupy them.

Competencies demonstrated in this case study

Please insert the technical and mandatory competencies demonstrated in this case study.

Technical/Supervisory competencies	Mandatory competencies
1.Maintenance Management	Client Care
2.Risk Management	Data Management
3.Property Management	Health and Safety
4.	Teamworking
5.	
6.	

Total Word Count: = 2542

Continuing professional development (CPD)

Please list the CPD you have completed over the past 12 months. You must refer to a minimum of 48 hours and at least 50% must be dedicated to formal development.

Date	Professional Development	Hours
28/04/2014	<p>Name: Financial Awareness Activity type: Organised Learning Purpose: To understand company accounts Description: Attended group session held at XXX office. Seminar given by external consultant. Learning Outcomes: Better understanding of the different methods of accounting basic knowledge of reading company accounts. Formal or Informal: Formal</p>	8
30/04/2014	<p>Name: Design & Specification of Kitchens & Bathrooms Activity type: Seminar Purpose: XXX Seminar in order to improve knowledge of design Description: Attended Seminar held at XXX Learning Outcomes: Increased knowledge of new products and systems for design of bathrooms & kitchens. Covered domestic, commercial & institutional. Formal or Informal: Formal</p>	2
01/07/2014	<p>Name: Mentee Training Activity type: organised learning Purpose: Introduction to Mentor training scheme arranged through XXX academy. Description: Attended group session outlining what to expect from the scheme and in order to maximise benefit of mentoring scheme. Learning Outcomes: Developed objectives and learned how to structure mentoring meetings in order to beg maximum benefit form scheme. Formal or Informal: Formal</p>	2
29/01/2015	<p>Name: Basic Legal Practices for Block Managers Activity type: Course - ARLA Purpose: Revision of Legal Practices and to keep up to date with current legislation. To understand basic principles and to ensure that the service that we provide is to the highest possible standards. Description: Attended group course arranged by ARLA. Learning Outcomes: More detailed knowledge of legal practices around frequent issues experienced in block management. Specifically around Section 20 and complex lease structures. Formal or Informal: Formal</p>	7
17/11/2014	<p>Name: Energy Procurement Training Activity type: Presentation Purpose: To expand knowledge of energy procurement and internal service lines. Description: Attended seminar given to XXXTeam. Learning Outcomes: Basic knowledge of energy procurement. Formal or Informal: Informal.</p>	1

15/05/2014	<p>Name: Reapit Training Activity type: Organised Learning Purpose: Learning how to use Reapit database, its capabilities and functionality. Description: Attended course held in XXX office with colleagues. Demonstration given by Reapit representative. Learning Outcomes: Knowledge of how to use the programme and capabilities Formal or Informal: Informal</p>	3
30/01/2015	<p>Name: Central London Market Update Activity type: Presentation Purpose: Local market update. Specifically on offices in the XXX and XXX. Description: Attended seminar given to XXX Team. Learning Outcomes: Increased general knowledge of current local, office market. Formal or Informal: Informal.</p>	1.5
26/08/2014	<p>Name: LinkedIn Training Activity type: Organised Learning Purpose: Learning how to use LinkedIn as a marketing tool Description: Attended course held in XXX office with colleagues. Demonstration given by XXX marketing. Learning Outcomes: Further knowledge of use of LinkedIn and expectation of XXX. How to maximise the impact of it as a marketing tool and also make it useful to our clients. Formal or Informal: Informal</p>	1
07/08/2014	<p>Name: Assurity – Legionella Strategy Activity type: Meeting with Consultants Purpose: Developing a residential strategy for the control of Legionella. To be applied to all XXX managed properties. Description: Attended meeting held in XXX office with Water Hygiene consultants & internal head of XXX health and safety. Learning Outcomes: To develop a management strategy to reflect recent guidance notes released by H&S executive. Formal or Informal: Informal</p>	2
21/11/2014	<p>Name: Best Practice in accounting procedures in service charges Activity type: Seminar RICS Purpose: To ensure that I am kept up to date with information on service charge and best practice. Description: Attended Seminar at RICS office in XXX. Learning Outcomes: Details on RICS best practice for service charges. Formal or Informal: Formal</p>	1.5
26/09/2014	<p>Name: Fire Doors & Residential review Activity type: Workshop & site visit with Consultants Purpose: Assessing the current portfolio and understanding the risk areas for Fire safety with the residential units & common areas. Description: Site visit of a selection of properties with the XXX residential portfolio followed by workshop held by consultants XXX. Learning Outcomes: Understanding risk areas and developing an strategy for managing the fire safety risks with the residential portfolio. Formal or Informal: Informal</p>	6
09/10/2014	<p>Name: Disaster Recovery Training – Table top exercise Activity type: Workshop Purpose: To understand risks surrounding disaster events, how XXX should react and to ensure that there is an understanding of procedures. Description: Workshop run by XXX who is the BCP for XXX and XXX Met Police Officer. Covering disaster management, what could</p>	5

	<p>happen at any of our managed buildings and how the site teams, Surveyors and Senior members of XXX would need to respond to such an event. Legal discussion by XXX, Prosecution Barrister.</p> <p>Learning Outcomes: Understanding of roles and responsibilities in the event of a situation occurring.</p> <p>Formal or Informal: Formal</p>	
02/04/2015	<p>Name: Negotiation Skills</p> <p>Activity type: Organised Learning</p> <p>Purpose:</p> <p>Description: Attended course held in XXX office with colleagues.</p> <p>Learning Outcomes:</p> <p>Formal or Informal: Formal</p>	7
04/02/2015	<p>Name: Service Charge Update</p> <p>Activity type: Organised Learning provided by XXX</p> <p>Purpose: Update on best practice service charge accounting with reference to new RICS guidelines.</p> <p>Description: Attended course held in XXX office with colleagues.</p> <p>Learning Outcomes: Understanding of RICS guidelines and amendments that we can make to the presentation of our current service charge accounts specifically for residential leaseholders.</p> <p>Formal or Informal: Formal</p>	2

Associate Declaration

Application for assessment as an Associate Member of RICS

(This declaration must be signed by the candidate and the counsellor/proposer)

Candidate to complete:

I have read, understand and undertake the following:

- to comply with the RICS Charter, Bye laws and Regulations as they now exist, or as they may in the future be amended and also to comply with such other requirements as Governing Council shall determine;
- to promote the objects of RICS as far as in my power;
- not at any time after ceasing to be a member to use or permit to be used in conjunction with my name, or name of any organisation with which I may at anytime be associated, any designation or expression denoting or suggesting membership or any connection with RICS
- to pay promptly any monies due to RICS, including but not limited to any fee, subscription, levy, arrears, fine or other penalty, or reimbursement in accordance with any scheme of compensation, or in respect of any goods or services commissioned by me from RICS
- To declare any criminal conviction within 30 days
- That should I wish to terminate my membership, to so signify in writing to the Chief Executive

I confirm the following:

- The work I am submitting for assessment is my own work and a true reflection of my experience, qualifications and development.
- I have disclosed any charge or conviction of a criminal offence where the penalty could be imprisonment, unless it is now a spent conviction, as provided in a rehabilitation of offenders Act 1974 or the equivalent in my jurisdiction.
- I have disclosed the full details of any pending disciplinary proceedings or adverse findings made against me by another regulatory body within the last 3 years.
- I have disclosed whether I am undischarged or bankrupt, or within the last 3 years have been subject to any insolvency proceedings or other arrangements with creditors in respect of my debts (such as insolvency voluntary arrangement)

I understand and accept that I am accountable for the truth of this declaration, that RICS reserves the right to interview me, or contact my mentor/proposer or employer as part of the Associate Assessment quality assurance process.

If at any time RICS discovers that I have failed to disclose any of the above or that I have provided false information it has the right to terminate my membership with immediate effect. (with no further obligation to refund any subscriptions or fees)

Candidate

Name (block capitals) _____XXX_____

Membership Number _____XXX_____

Firm Name _____XXX Limited_____

Signature _____

Date _____XXX_____

Counsellor/proposer to complete:

Candidate name _____XXX_____

Candidate membership number _____XXX_____

I, the undersigned, having read and understood the summary of experience, case study and professional development of the candidate. I can verify this is a true and accurate representation of the candidate's own work, training and experience.

All required documentation is present and has been prepared in line with the requirements of the RICS Associate Assessment process. The candidate has met the competencies for his/her chosen pathway as defined by RICS.

I propose and support the above named candidate from professional knowledge of his/her professional competence and achievements as being a fit and proper person to be admitted as an Associate member of RICS.

I understand and accept that I am accountable for the truth of this declaration in support of the above named Associate candidate. I am aware that as part of the assessment quality assurance process, RICS reserves the right to contact me and the company I represent to verify any element of the application. Any false declaration may also result in my professional qualification and standing falling under investigation.

Counsellor

Name (block capitals) _____XXX_____

RICS Membership Number _____XXX_____

Grade of membership held with RICS (if applicable) _____XXX_____

Firm Name _____XXX Limited_____

Signature _____

Date _____XXX_____

Proposer

(Only required if your counsellor is not an Associate Member (of four years of more), a Professional Member, or Fellow of RICS)

Name (block capitals) _____

RICS Membership Number _____

Grade of membership held with RICS _____

Firm Name _____

Signature _____

Date _____

Associate Referral Report

Please attach a copy of your referral report.

EXAMPLE ONLY

EXAMPLE ONLY