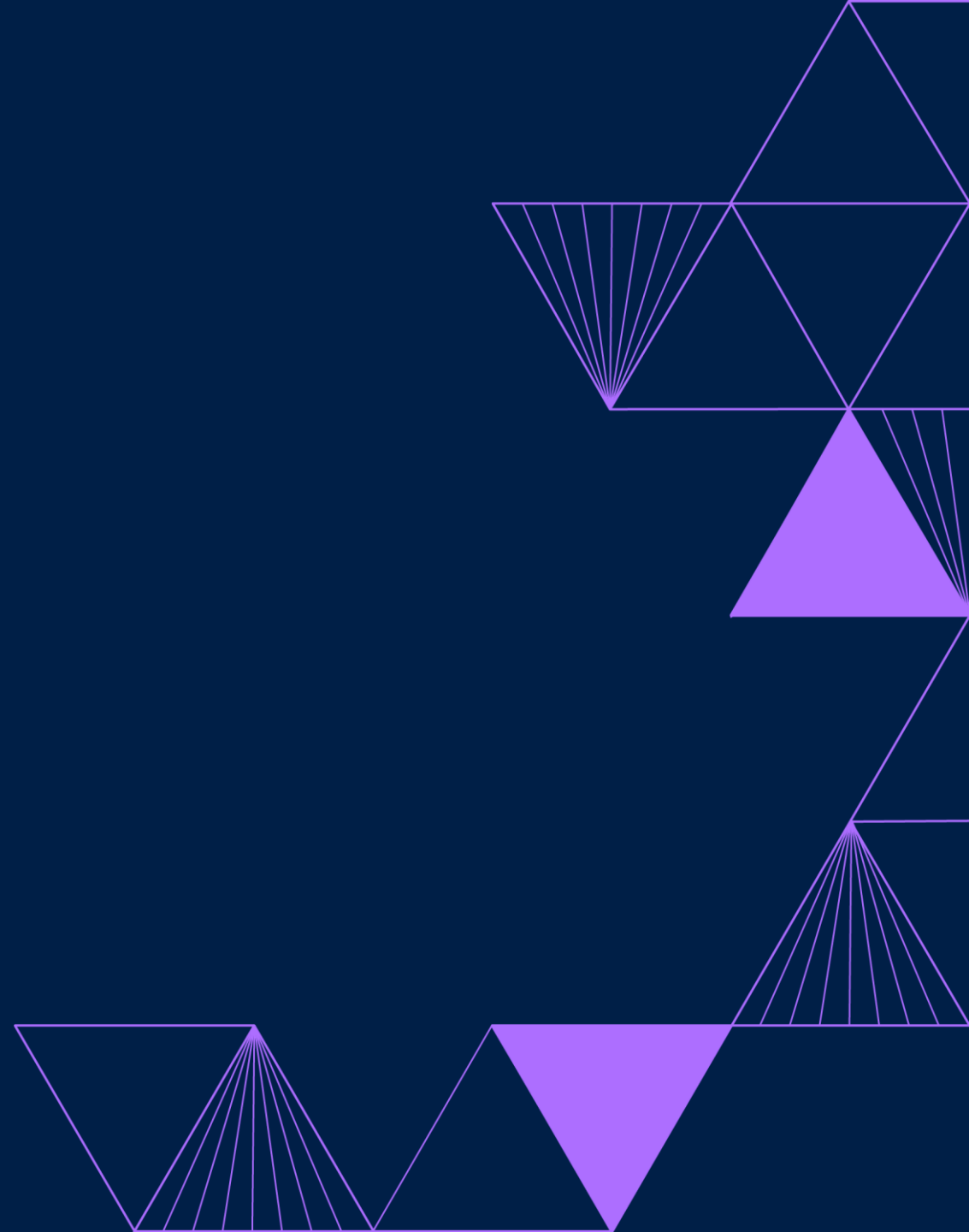




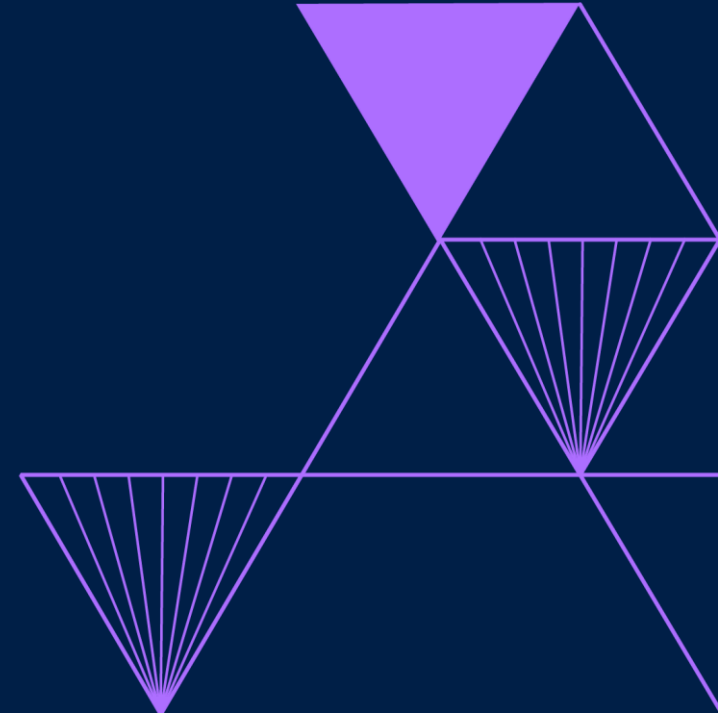
The
Property
Institute

Annual Conference 2025



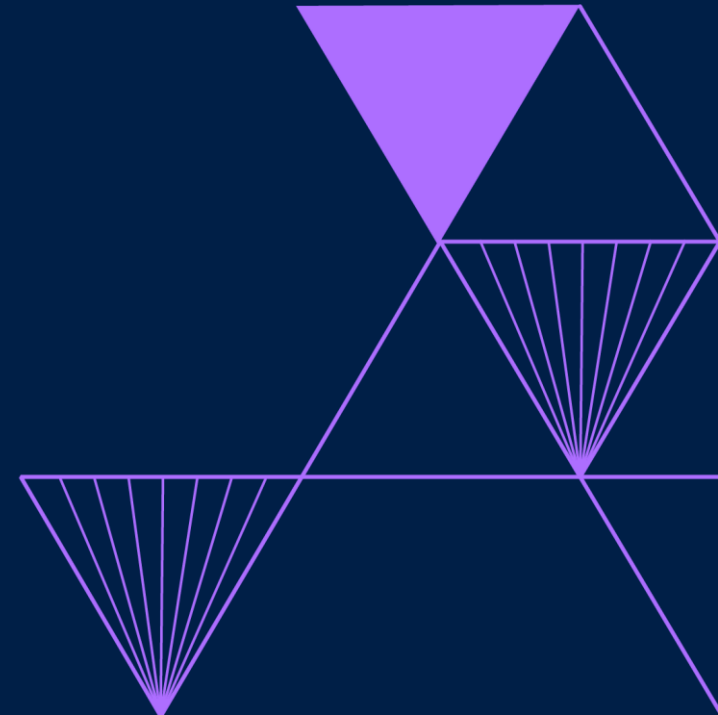
Welcome Introduction

Alan Walker
Moderator



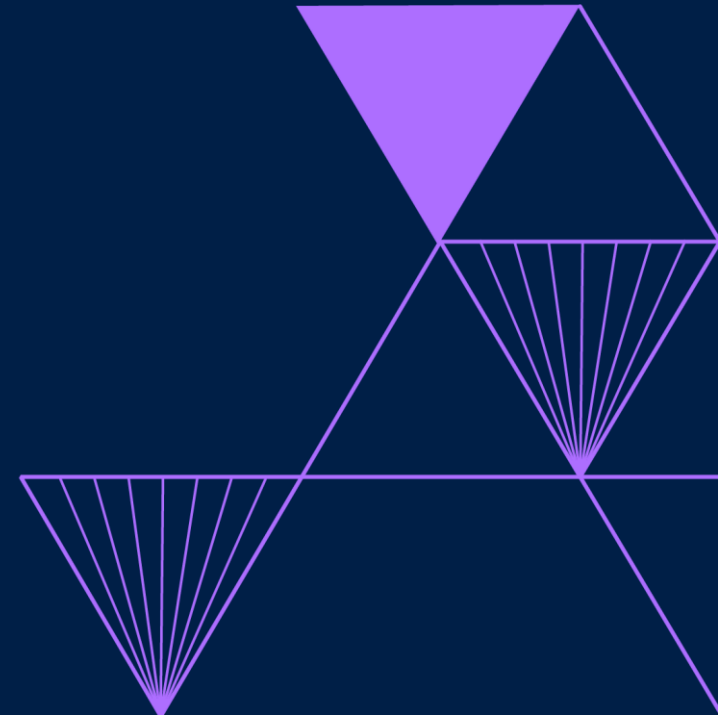
TPI Opening Speech

Baroness Hayter of Kentish Town
Chair, The Property Institute

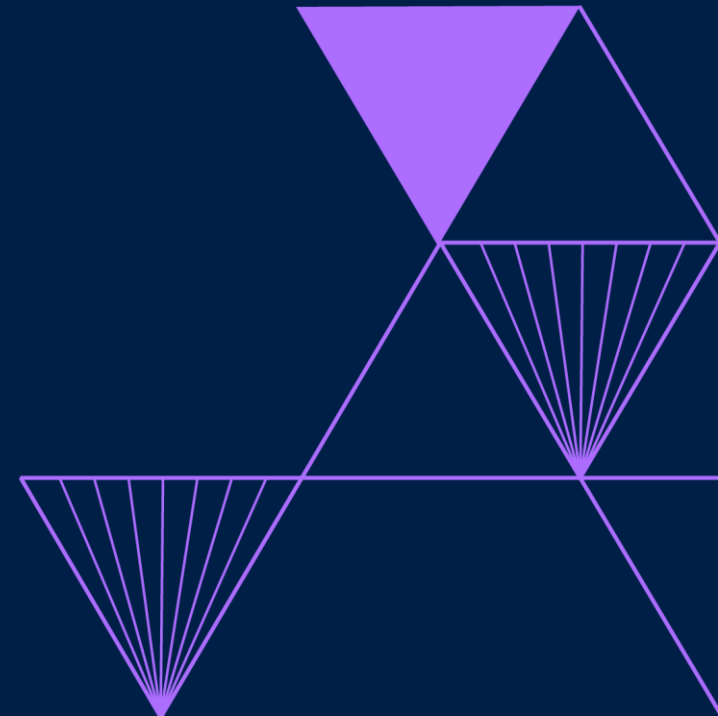


TPI Update

Andrew Bulmer
CEO, The Property Institute



Hello



Quals 4 years away, or now?

PEEPs

Maslow

TPI Scotland

Consultations

Commonhold

Competence

Managing
ambiguity

L4 = MTPI

L3 = ATPI

Note to self – must check
TPI monthly updates

Client driven

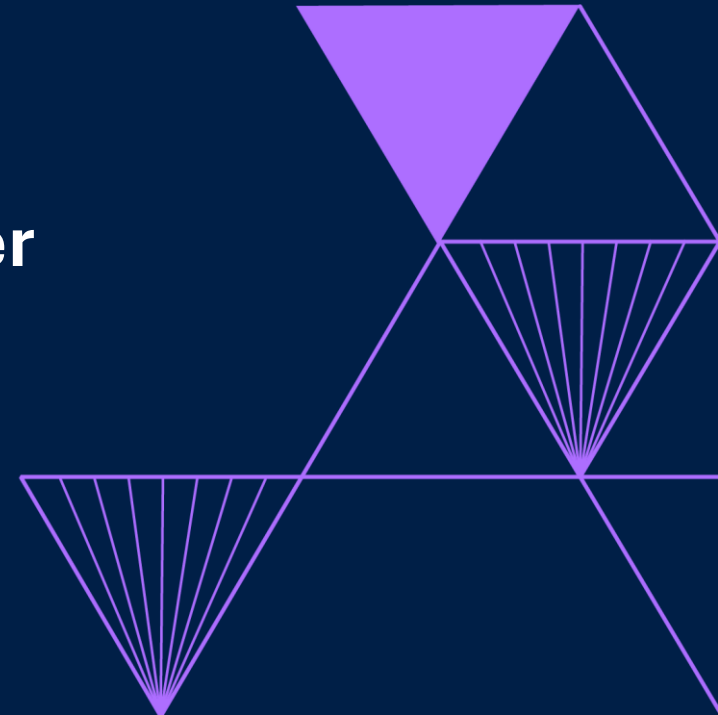
Designated
Professional Body

Service charge
index

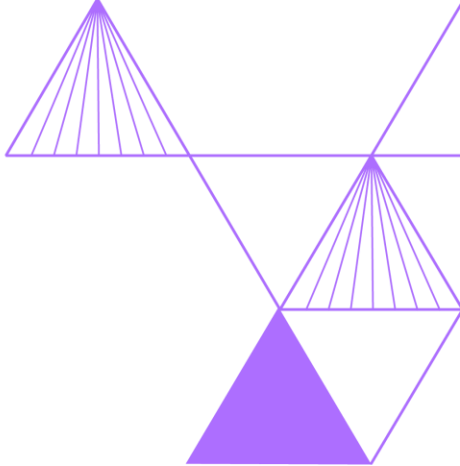
Competence

**Where there is change,
there is opportunity, and
all will be well.**

Andrew Bulmer



Sponsors & Exhibitors



Platinum



Gold



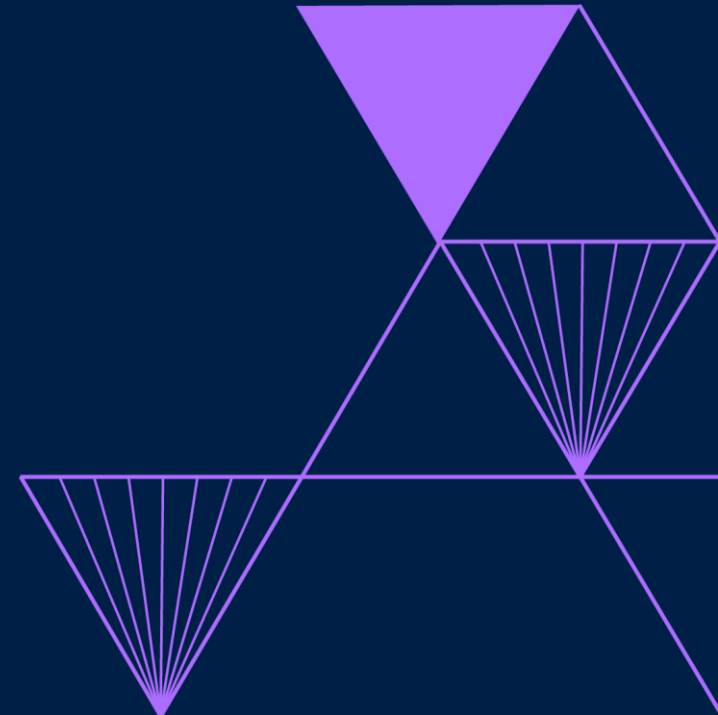
Classic



Preparing For Tomorrow's Standards

Malcolm Perry
Simon Walker
Lawrence Diamond

The Property Institute



Qualifications Mandate: Preparation

Malcolm Perry



Skip Recap



Housing Minister Commits to Strengthening Regulation and Driving Up Standards



Resource

21 November 2024

Last reviewed: 21 November 2024

Share



Ahead of the BBC's 'Leasehold Day' tomorrow, Housing Minister Matthew Pennycook MP has issued a statement on leasehold reform, including 'at minimum' mandating qualifications for property managers and likely regulation of managing agent firms. TPI urges every member to read the entire statement in detail.

What We Know

- Consultation opened on 4th July
- 202 questions
- Closed on 26th September
- England and Wales only.
- Proposes RICS and TPI as designated professional bodies for the regulation of residential property management
- Broadly follows the 2019 Lord Best RoPA regulation principles
- Enacted as legislation of the Leasehold and Freehold Reform Act 2024.

What Did **RoPA** Say?

- Property management activities to be regulated and only performed by licensed professionals
- Firms have a statutory responsibility to ensure staff are qualified or working towards qualifications
- Eligible Level 4 Ofqual accredit qualification required for licensing
- Qualifications must cover technical, customer, safety and ethics
- Possibly Level 3 for 'basic function' roles
- Mandatory CPD regime, requiring professional body members for enforcement.



What Each Qualification Means

Level 2

GCSE

Level 3

A-Level

Level 4

1st year degree

HND

Consultation - Licensed Activities

- a) **Day-to-day liaison with clients**, including voluntary and Recognised Tenants Associations;
- b) **Managing property disputes and terminations** - managing disputes between occupiers, dealing with complaints of noise or other anti-social behaviour in breach of leases, dealing with terminations of contracts;
- c) **Handling statutory requests** – for example, dealing with lease extensions or variations, dealing with any breach of covenant.
- d) **Financial obligations** – a wide range of functions including opening bank accounts on trust; preparing service charge estimates and budgets; managing service charge monies and reserve funds; collecting service charge and ground rent contributions; collecting arrears; providing copies of relevant financial documents; processing payments.
- e) **Insurance** – advising, arranging and/or administering buildings insurance policies and renewals and/or handling associated claims; Instructing the preparation of reinstatement cost protection for insurance valuation purposes;
- f) **Building Management** – dealing with repairs, maintenance, renewals and improvements; entering into and managing contracts on behalf of the landlord; complying with statutory requirements (e.g. on major works process); inspections of the common parts and other parts of the building; Engagement with the landlord on management issues;
- g) **Managing fire and health and safety issues** – engaging with people qualified to carry out mandatory health and safety and fire safety inspections, and fire risk assessments;
- h) **Providing sales and purchase information** – including offering vacant properties for let and dealing with pre-contract sales enquiries.
- i) **Carrying out company secretarial services** – including preparing papers for and attending board meetings and Annual General Meetings, maintaining company registers;
- j) **Complying with obligations under the Building Safety Act 2022** (or equivalent future Building Safety legislation in Wales) – engaging with the Accountable Person and other relevant qualified person(s) to ensure relevant documents and procedures are prepared on time (e.g. Building Safety Case, Residents Engagement Strategy, complaints procedure), ensure appropriate surveys are carried out, manage or advise on applications for building assessment certificates, ensure compliance with other relevant obligations.

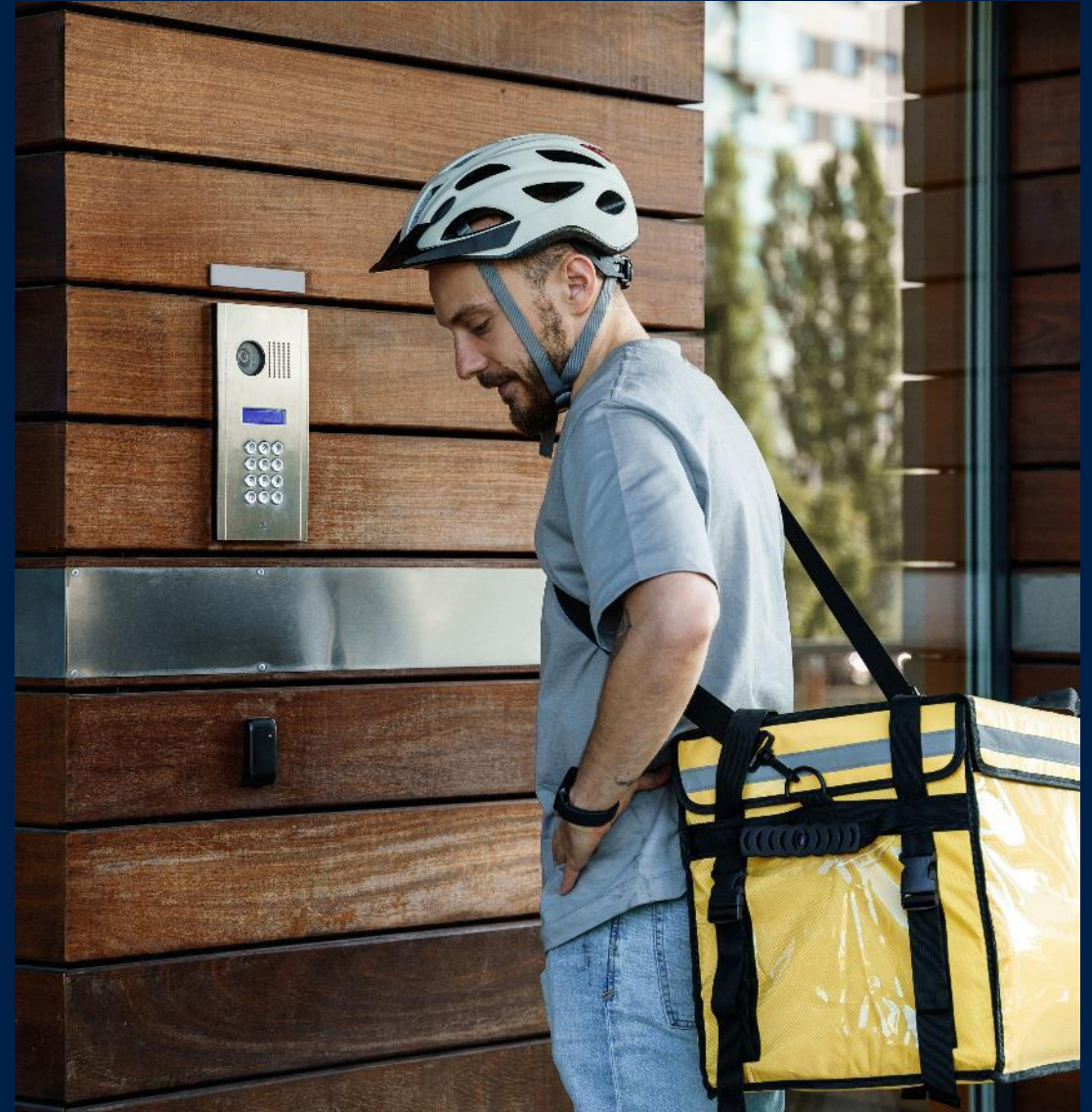
Consultation - Grandparenting

355. Many agents have undertaken or are undertaking qualifications that are already provided by the market. We do not want to require agents to undertake duplicative or unnecessary training, or to discourage agents from taking advantage of training that is currently available. We would expect that where agents already hold relevant qualifications to the required level or higher (that cover core requirements), they would not be expected to undertake new training. However, we would not expect that experience could be a substitute for a qualification.

356. We recognise that there may also be some cases where agents have undertaken or are undertaking qualifications that have provided part of the skills or knowledge required. In cases where agents are partially qualified, we would expect that agents could 'top up' their existing qualifications through undertaking extra individual modules, rather than undertaking a whole new qualification.

What Is Unclear

- How long will people get to qualify?
- Will senior staff and leaders require a Level 5 qualification (*as required in the social sector*)?
- Who enforces if the agent is not part of a professional body?



Sector Preparation

- 30%
- Pretty much the same as the Social Housing Sector was for mandatory qualifications
- Voluntary standards only get you so far
- Nobody thinks this is a bad thing...
- ...but it does mean some upheaval
- Mea culpa - everybody was meant to get qualified years ago.



What To Do?



Current Status

Team Members	Role	Membership	Level 2	Level 3	Level 4	CPD
Sarah Leader	Property Management Team Leader	Member	Yes	Yes	Yes	Yes
Mark Senior	Senior Property Manager	Associate	Yes	Yes	No	Yes
Emma Pimm	Property manager	Affiliate	Yes	No	No	No
Richard Newby	Residential Management Team Assistant	Non-Member	No	No	No	No
Olivia Checker	Head of compliance	Non-Member	No	No	No	No
David Numbers	Client accountant	Non-Member	No	No	No	No

Gap Analysis

Team Members	Role	Membership	Level 2	Level 3	Level 4	CPD
Sarah Leader	Property Management Team Leader	Member	Yes	Yes	Yes	Yes
Mark Senior	Senior Property Manager	Associate	Yes	Yes	No	Yes
Emma Pimm	Property manager	Affiliate	Yes	No	No	No
Richard Newby	Residential Management Team Assistant	Non-Member	No	No	No	No
Olivia Checker	Head of compliance	Non-Member	No	No	No	No
David Numbers	Client accountant	Non-Member	No	No	No	No

Timeline and Phased Costs

	2025	2026				2027				2028	
Team Members	Oct/Nov/Dec	Jan/Feb/Mar	Apr/May/June	July/Aug/Sept	Oct/Nov/Dec	Jan/Feb/Mar	Apr/May/June	July/Aug/Sept	Oct/Nov/Dec	Jan/Feb/Mar	Apr/May/June
Sarah Leader	Level 5 Course & Exam						Pre-exam workshop	Level 5 Exam			
Mark Senior	Level 4 Course				Pre-exam workshop	Level 4 Exam					
Emma Pimm	Level 3 Course		Pre-Exam Workshop	Level 3 Exam	Level 4 Course				Pre-exam workshop	Level 4 Exam	
Richard Newby	Join TPI Level 2 Course & Exam	Level 3 Course		Pre-Exam Workshop	Level 3 Exam						
Olivia Checker	Join TPI Level 2 Course & Exam	Level 3 Course		Pre-Exam Workshop	Level 3 Exam	Level 4 Course				Pre-exam workshop	Level 4 Exam
David Numbers											
Level 2 Course and Exam £249	£498										
Level 3 Course & Exam £449	£449	£898									
Pre- Exam Workshop £99			£99	£198	£99				£99	£99	
Level 4 Course & Exam £549	£549				£549	£549					
Total	£1,496	£898	£99	£198		£549				£99	

Qualifications

Simon Walker



Level 2 Foundation: Introductory Courses

Leasehold Management

for Assistant Property Managers

Build to Rent

for Assistant Property Managers

Retirement Management

for On-site Managers

Purpose Built Student Accommodation

for Residential Property Managers.

Level 3 Associate: ATPI

Leasehold Management

Ofqual-accredited qualification for
Property Managers leading to ATPI
membership status.

Level 4 Member: MTPI

Leasehold Management

An Ofqual-accredited qualification
for Senior Property Managers
leading to MTPI membership status.

Build to Rent

An Ofqual-accredited qualification
for Senior Property Managers
leading to MTPI membership status.

Level 2 Foundation: Introductory Courses

Price

£249

Structure

Five/six online modules plus three attempts at the online final exam when you are ready.

Duration

12 months

Level 3 Associate: ATPI

Price

£449

Structure

Thirteen online modules, with webinars, plus one attempt at the online final invigilated exam.

Duration

18 months

Level 4 Member: MTPI

Price

£549

Structure

Eight online modules plus one attempt at the online final invigilated exam.

Duration

24 months

Module 1

Introduction to the Residential Built Environment



Module 1

Introduction to the Residential Built Environment

management of leasehold blocks of flats throughout England and Wales.

Configurable Reports

Manage reports

Navigation

Dashboard

Site home

My courses

Miscellaneous

Self Enrol Courses

CPD

Courses

TPI Leasehold

Examinations

Support

Webinars

Free recorded sessions with an expert practitioner highlighting the content of each module

Preparatory Workshops

£100 each available to book in advance of the scheduled exams

Mock Exams

Exam-grade questions on the real exam platform in a timed environment

Course

Level 3 Leasehold Associate



Level 4 Leasehold Member



Booking

Level 3 Leasehold Associate Exam

Level 4 Leasehold Member Exam

Level 4 Build to Rent Member Exam

Decide when you feel you are ready, select the next available date, and book online



Now We Know Why To Qualify...

Why Train?

Lawrence Diamond

Savage Garden Once Sang...

“Oh, I want you, I don’t know if I need you, but ohhhhhhh, I’m trying to find out”

The second part of this lyric has already been answered by Simon and Malcolm... you and your team **NEED**, or certainly imminently will **NEED**, this qualification. Which is great.

But why, if you only **‘NEED’** the qualification, would you **‘WANT’** to take up the time of your team on additional training?

Surely get the qualification — Robert is your father’s brother.



TPI Training is Really Good!



Our training courses have an average rating of 8.7 out of 10



Our trainers have an average rating of 8.8/10



90% of delegates say the training reaches their learning expectations (only 1% say it doesn't)



96% of delegates would recommend TPI training to their colleagues



TPI Trainers - Industry Professionals



Dr Shaun Lundy
Director of Strategy
and Innovation,
Tetra Consulting



Mark Snelling
Director Safetymark,
TPI H&S Advisor



Cassandra Zanelli
CEO Property Management
Legal Services



Annie McGrandles –MRICS,
FTPI, PMR Head
of Block & Portfolio
Management



Leslie Horton
Deputy Ombudsman,
The Property Ombudsman



Shelley Jacobs
Operations Director
MLM, TPI Wellbeing Group



David Hills MRICS
Senior Director Regulatory,
Technical & Technology
Solutions,
ARK Workplace Risk

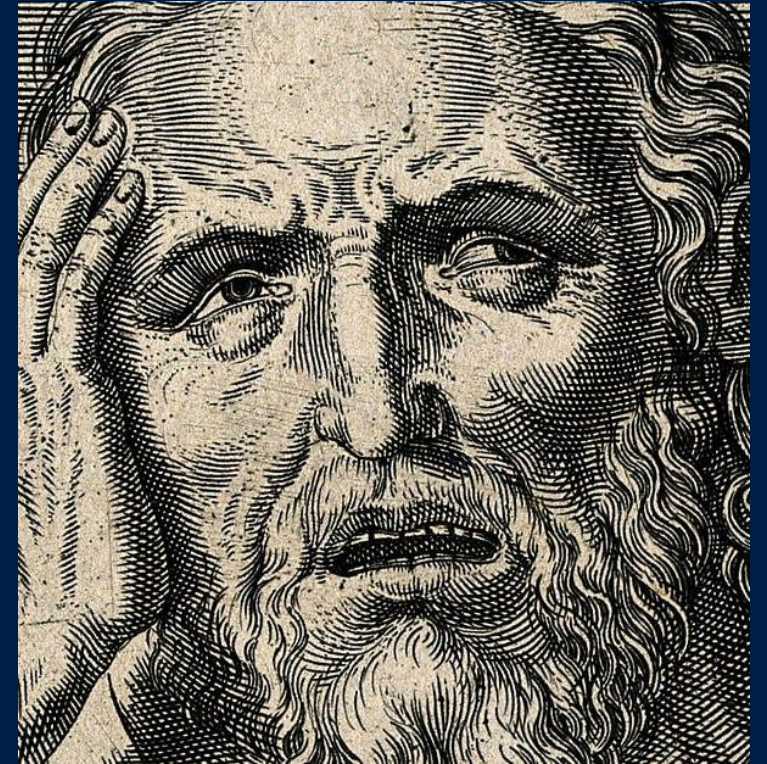


Shabnam Ali-Khan – Partner,
Russell Cooke

Our Sector Is Ever Evolving

Heraclitus once said, “**The only constant is change**”. And that is never clearer than in the Residential Property Management Sector

- Our training program responds in real time
- We add, on average, 10 new courses a year to respond to what the sector is demanding and what your teams need
- Free members-only BrainGain webinars to fill gaps and keep up with the industry landscape
- Obtain and Maintain that all important CPD – “RoPA may introduce Mandatory CPD regime, requiring professional body members for enforcement.”



Helping You Qualify!



TC1: An Introduction To Residential Property Management



TC11: Residential Service Charge Accounting



TC27: The Procedural and Technical Issues of Section 20



TC39: Reading Leases



TC44: Introduction to Accounting For Service Charge



TC55: Introduction To General Health and Safety for Property Managers



TC66: Introduction to Fire Safety For Property Managers



TC80: Advanced Health and Safety Management For Residential Managing Agents

All the courses still stand alone and can be taken 'off the shelf'.

However, all core course materials are now fully mapped to our qualification levels and signposted to the relevant part of the syllabus in the Qualification.

This means labelled slides, designated learning materials, and references to relevant sections within the Qualification.

[Home](#) > [Training and Qualifications](#) > [Training Courses](#) > [Property Management](#)

Introduction To Residential Property Management

Online TC1

Training Course
Open to all



This foundational course is designed for individuals new to residential leasehold property management. Delivered by experienced industry professionals, it provides a comprehensive overview of the essential principles, legal frameworks, and day-to-day practices required to

Book your place today

2 dates, next available: 10 – 11 November 2025 9:30 am – 12:30 pm

Only 1 space left

Book now



Map of the learning outcomes of TC1: An Introduction To Residential Property Management to the Syllabus of The Property Institutes Level 2, Level 3 and Level 4 Qualifications.

Find below the mapping documents for The Property Institute training course **TC1: Introduction To Residential Property Management**. The course was designed as a standalone introduction to the industry and the property management role. However to help all attendees who may also be on a Qualification pathway with TPI we have got one of our course facilitators to map each section and slide to the Qualification's syllabus.

In the bottom corner of your slide deck you will see a Level and Unit referenced that can be cross referenced to the Qualification.

Below you will find a spreadsheet for each level of the Qualification (2/3/4) and where

Annotated Slide Decks

This section covers the following subjects from the TPI Qualifications

Level 2 – Unit 1.1

Level 3 – Unit 3.1

Level 4 – Legal Framework

WHAT ARE YOU DEALING WITH?

The nature of a lease

A lease is the grant of a right to exclusive possession of land for a term

A lease is an interest in land

A licence confers no interest in land; it merely authorises what would otherwise be a trespass

Home > Training and Qualifications > Training Courses > Property Management

Taking On New Estates – New Site Mobilisation and Handovers

[Book now](#)

1 December 2025 9:30 am – 12:30 pm Online TC118



Book your place today

1 December 2025 9:30 am – 12:30 pm

Book now



Different Ways of Learning

When you took your GCSEs/O-Levels/11+ you had teaching and books and revision sessions



There is a massive link between preparation and passing - Mock Exams / Workshops / Training Courses



Don't put yourself or a colleague into an exam they're not ready for – Ask us how we can help

Two Complementary Pathways



Then you need to understand how to drive out on the road, react to ever-changing situations and master your role.



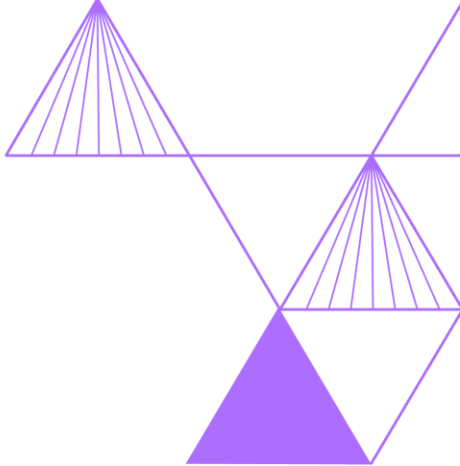
First, you need to learn to drive properly and gain a good grounding in everything you do.



Thank You... Questions?



Sponsors & Exhibitors



Platinum



Gold



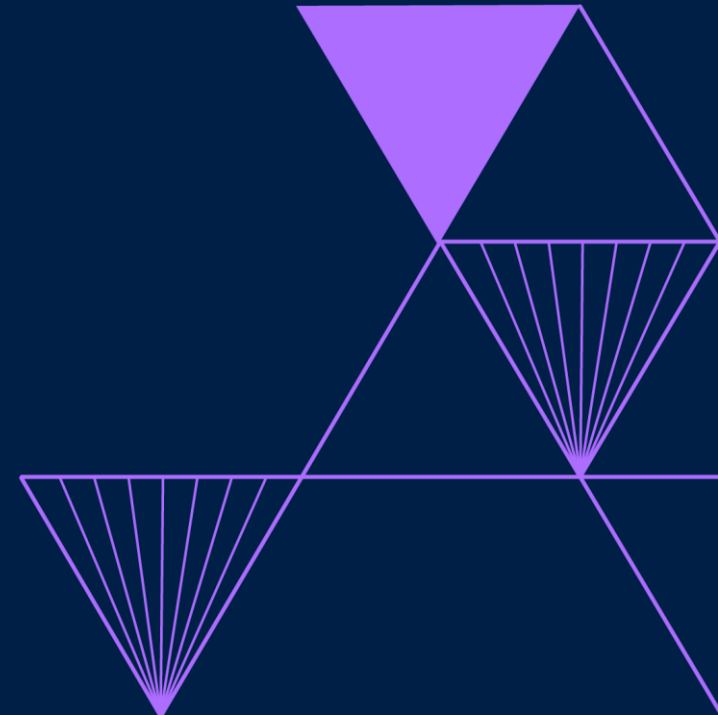
Classic



Building Safety Regulator Update

John Palmer

Building Safety Regulator (BSR)



Recent Changes To BSR

Operational Changes

Performance Trends

Continuous Improvement

Recent Changes To BSR

On June 30th, The Government Announced Changes To The BSR

Transition To ALB Of MHCLG

New Senior Leadership

£16.5m To Recruit RBIs Into The Profession

Recruiting Over 100 More Staff

OFFICIAL

Operational Changes

Innovation Unit

Application Batching



New guidance, developed in conjunction with the Construction Leadership Council (CLC) published to help applicants better understand what's needed for a successful submission.



Approval with requirements and staged applications will enable more flexibility to allow safe construction work to begin without waiting for every final piece of evidence.



Significantly increasing proactive communication between the multi-disciplinary teams and duty holders during the application process.

Account Managers for grouped applications from large developers with an assigned, dedicated point of contact.



Class 2 RBIs to take on lower-risk HRB work.

Class 3 RBIs are freed up to focus on new builds and remediation.



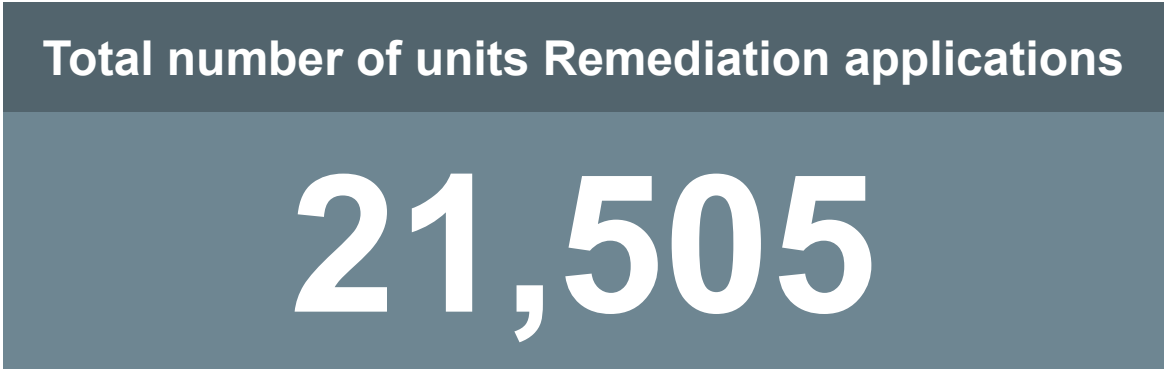
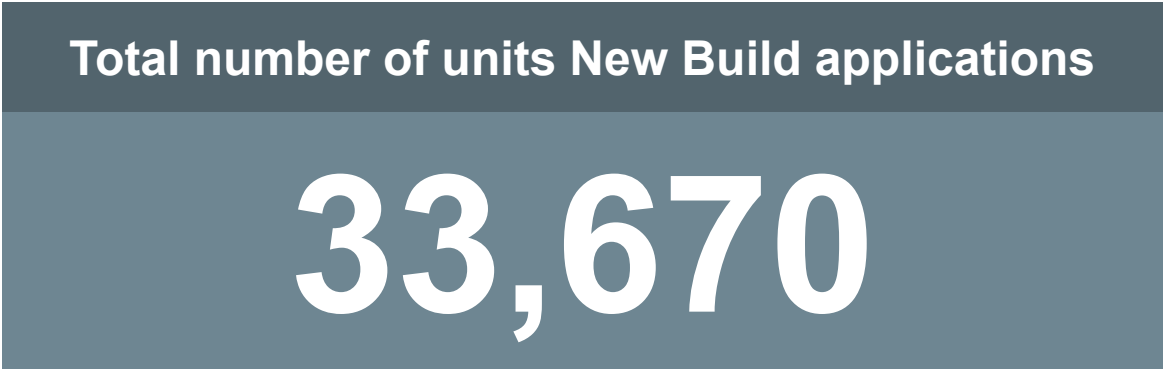
Performance Trends

January - March 2025



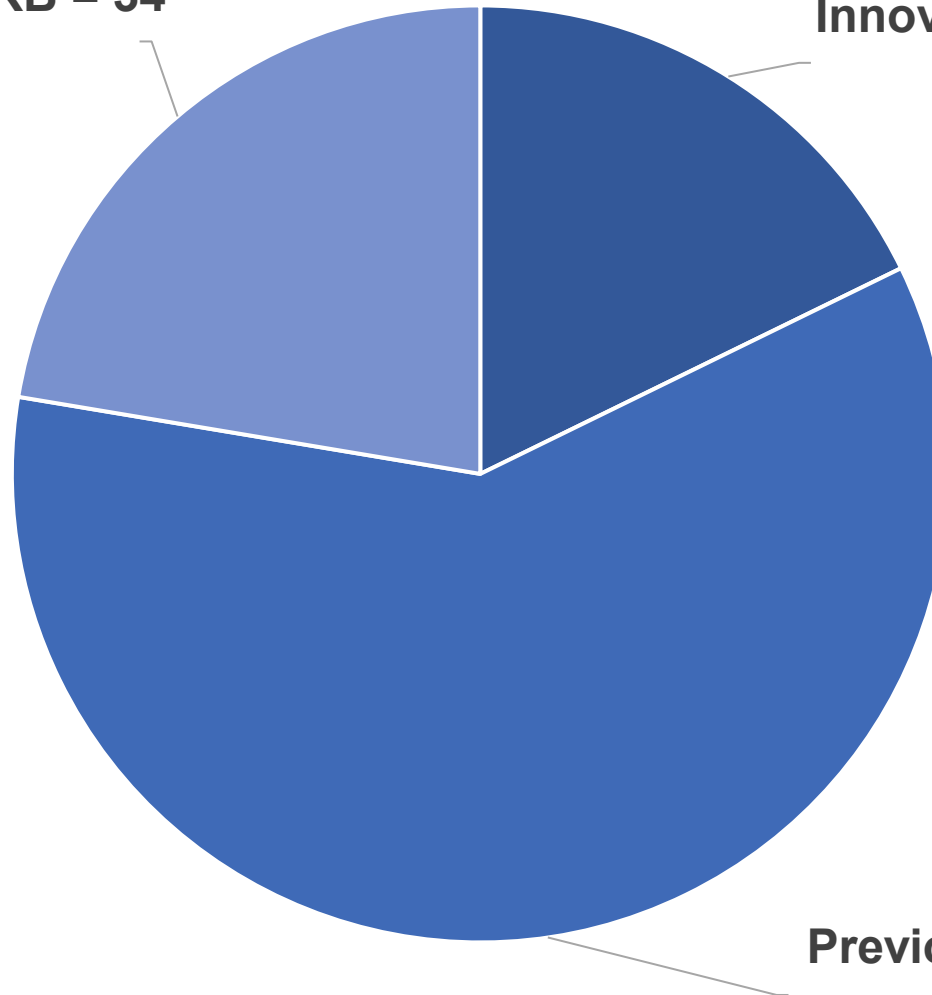
July - September 2025





Transitional HRB = 34

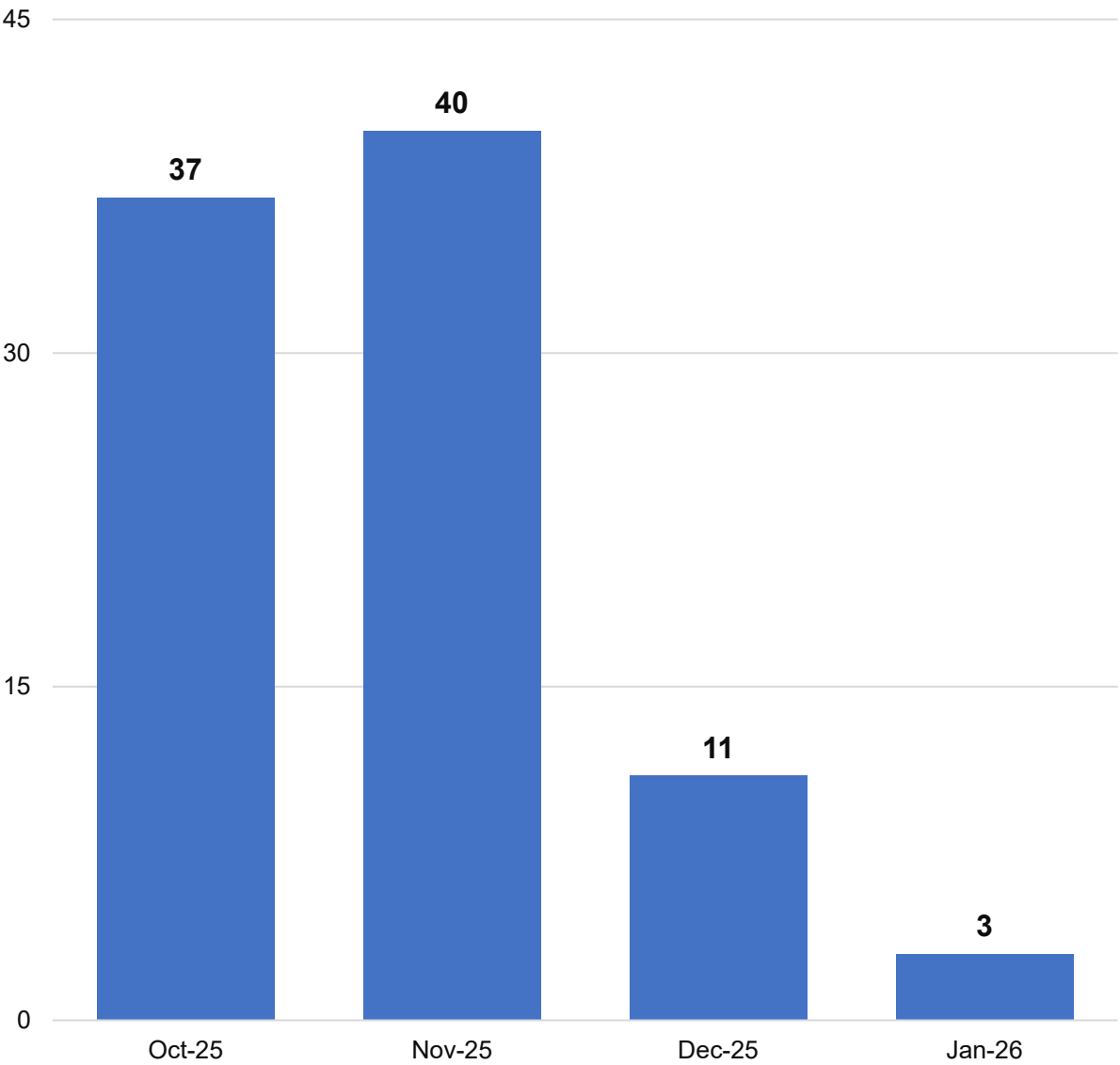
Innovation Unit = 27



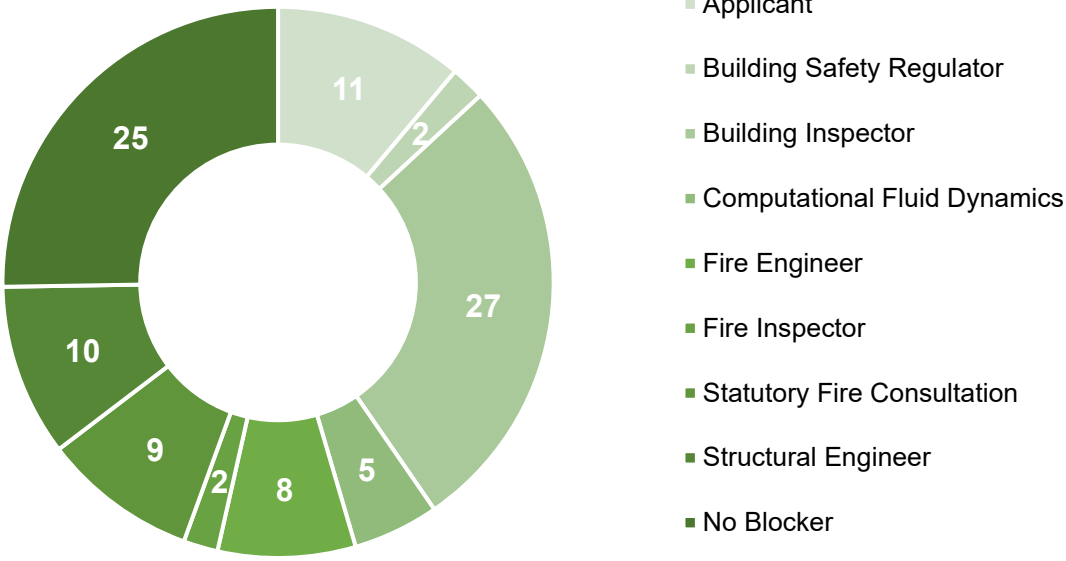
Total = 152

Previous Model = 91

Expected Decisions by Month

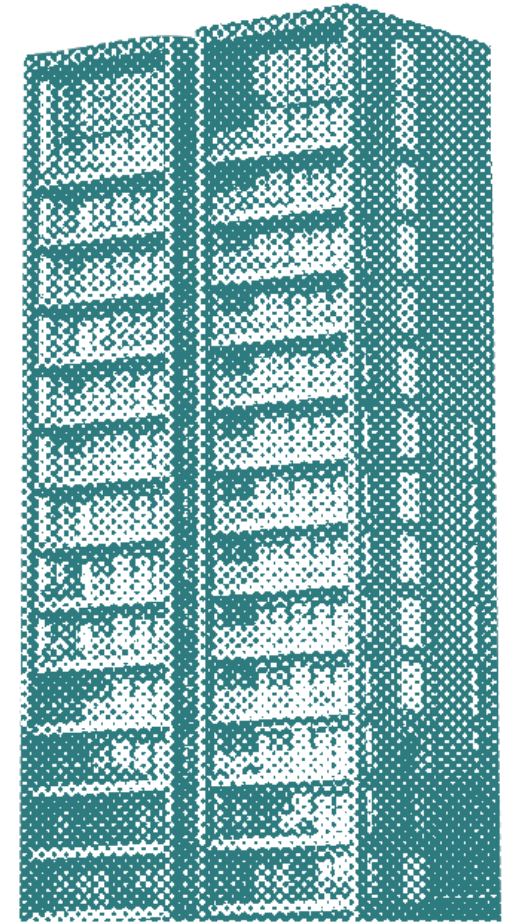


Blockers



Continuous Improvements

Does high-volume, 'lower-risk' building work, like telecoms work, have to go through the full gateway process?



Does building work commissioned by a resident within their flat, really need a full gateway application?



Should the 'emergency repairs' route only be used by applicants in limited circumstances?



Assessment Criteria Published

Teach-ins or Industry

Partnering with LEASE

Identifying Common Themes

Invoicing Improvements



Recent Changes To BSR

Operational Changes

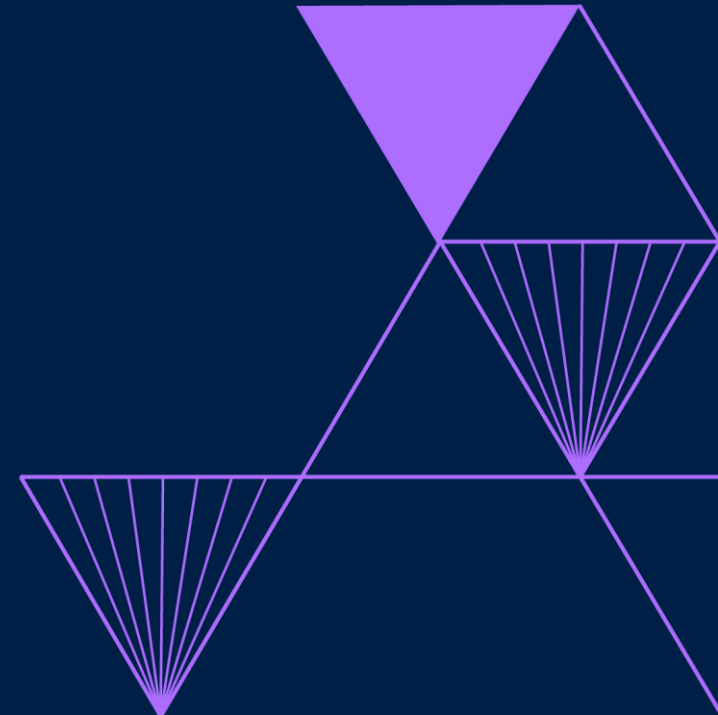
Performance Trends

Continuous Improvement

Questions?

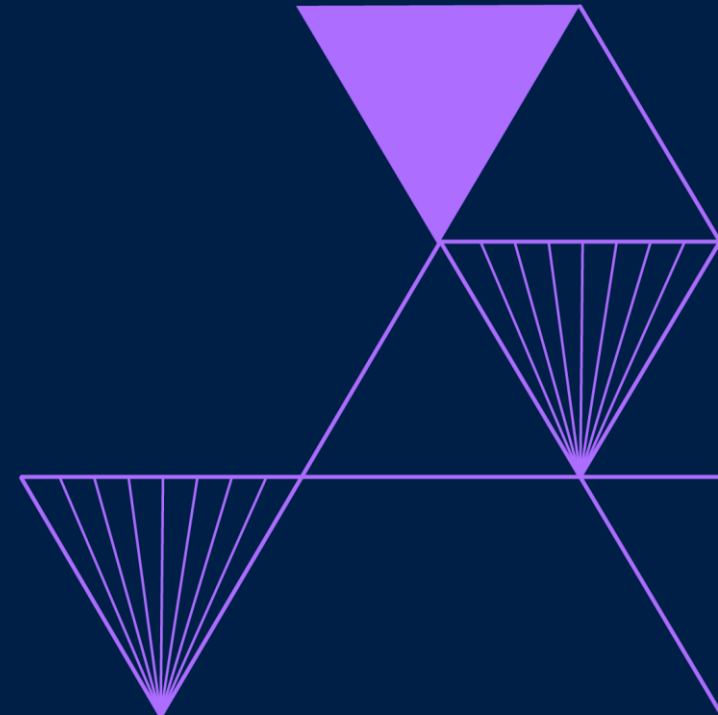
Refreshment Break

11:05 - 11:35



The Remediation Journey

Bruce Voice
Homes England



Cladding Safety Scheme

- Government grant funding programme administered by Homes England for MHCLG, which provides 100% funding to fix cladding safety issues. Where no other funding route exists.
- Blocks of flats over 11m (usually 5 storeys or more) in height are eligible.
- Works eligible are the recommendations in a Fire Risk Appraisal External Wall (FRAEW) undertaken following PAS 9980 guidance.
- CSS is the scheme in England, devolved arrangements in Scotland & Wales. Homes England administers a devolved programme in Northern Ireland.



Identifying Buildings with Cladding Safety Issues

- No national register.
- We have reviewed Ordnance Survey data on over 11m blocks of flats in England.
- Made contact with all those with 'cladding' with a request to rule themselves out, by evidencing no cladding issues, or proceed with remediation, including a CSS funding application if there is no other funding route.
- Positive response from the majority. We are working through unresponsive buildings with combined/local authorities and fire & rescue services.
- **Please respond** if we contact you. Building owners and managers should know the extent of any cladding issues by now.



Tell Us About Your Building

- The CSS has built a tool to enable residents and leaseholders to tell us about their buildings, notably where they are still awaiting action.
- On receiving this information, we investigate and begin engagement with the responsible entity/those that we believe to be associated with the building.
- We also offer support to bring the building into CSS if needed.

Our Responsible Entity is unwilling or unable to advise as to whether our building has been included in the Cladding Safety Scheme, who can I contact to find out?

If you believe that your building should be included in the Cladding Safety Scheme, please [tell us about your building's unsafe cladding](#).

Tell us about your building's unsafe cladding



How Have We Designed a User-Centred Service

Customer Focus:

We have designed the service to be as intuitive and as digitally focused as possible, providing the right information at the right time of the journey. If a user does get stuck and needs additional support, help is available through:

Applicant Dashboard

Applicants create an account , meaning they can log in and check the status of their application at any point in the journey.

Written guidance is easily accessed throughout the application so that a user can look up information to help them

Operational Support

All users have access to

- Dedicated CSS phone line
- Dedicated CSS email address

Communications are tracked in the Case Management System and service level KPIs in place.

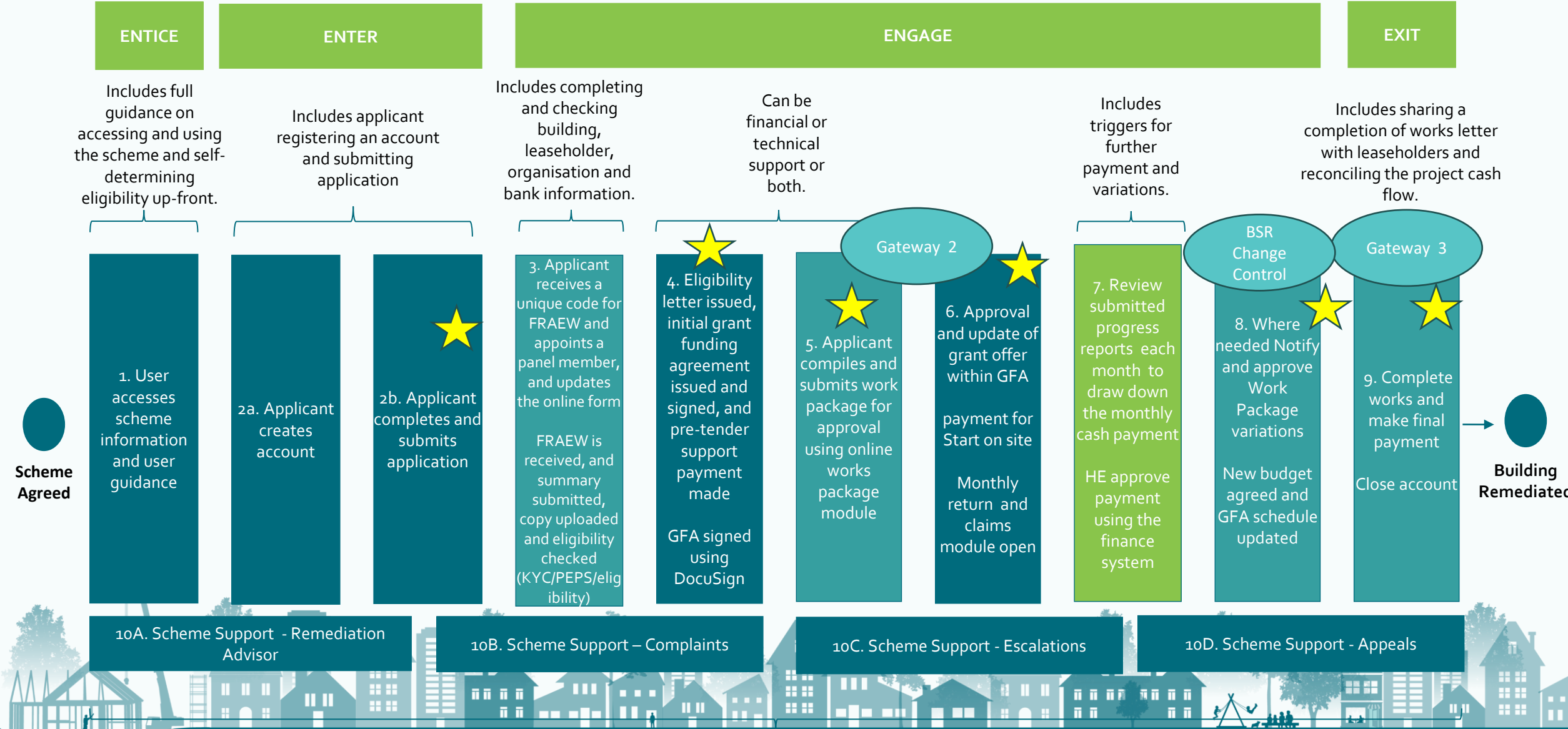
Technical Specialist Support

We have procured technical specialists to unblock the application process where needed, e.g.

- Cost Consultants
- Client-Side Support Providers
- Leaseholder and resident support



Cladding Safety Scheme - High Level End-to-End Service



Leaseholders and Residents:

What's Built Into The Cladding Safety Scheme

- We will actively monitor to ensure that leaseholder and resident engagement is taking place.
- Responsibility for engagement sits with applicants and the sector - it should be a 'bread and butter' part of managing a building and running a remediation project.
- Once work is on site, we still expect regular communication to occur and require evidence. Within communications, the project lead must include a link to our leaseholder survey.
- Our leaseholder survey captures resident and leaseholder feedback on the process and provides a direct way for the CSS to be informed of any concerns or issues.
- This survey is also available to all leaseholders on the CSS leaseholder page: [CSS Leaseholder page and surveys](#)



Code of Practice For The Remediation of Residential Buildings

- [Code of Practice for the remediation of residential buildings - GOV.UK](#)
- The Code has been developed with a wide range of stakeholders, including residents, freeholders, developers, construction companies, landlords, agents and government and industry organisations. It builds on their experiences and expertise to ensure that the guidance is practical and realistic. **Companies whose decisions make residents' experience worse rather than better fall short of the standards everyone has a right to expect.**



CSS - Digital First Service, with Support to Complete The Remediation Journey.

- We can support with the process: A Helpline is open Monday to Friday, 9 am - 5 pm.
- We can signpost the capacity in the market and point to qualified panels/suppliers.
- We can assist with funding of FRAEWs in hardship cases.
- We can apply construction advisors to help inexperienced applicants and appoint a project team or unblock issues.
- We run a significant assurance programme to help build confidence in suppliers and services, and we will sample check activity at any point in the process.



CSS - Project Completion Requirements

Key Evidence Points:

- Residents are updated on the Fire Risk Assessment, including any changes to the evacuation strategy.
- Building Regs Completion certificate/BSR Gateway 3.
- Practical completion of works in accordance with the building contract.
- Confirmation that all reasonable endeavours have been or are being used to recover costs from qualifying freeholders/original developers/builders.
- Confirmation via your FRA as to how you are managing the 'golden thread' of information about the building and the cladding work on an ongoing basis.



Good Progress - But More To Do

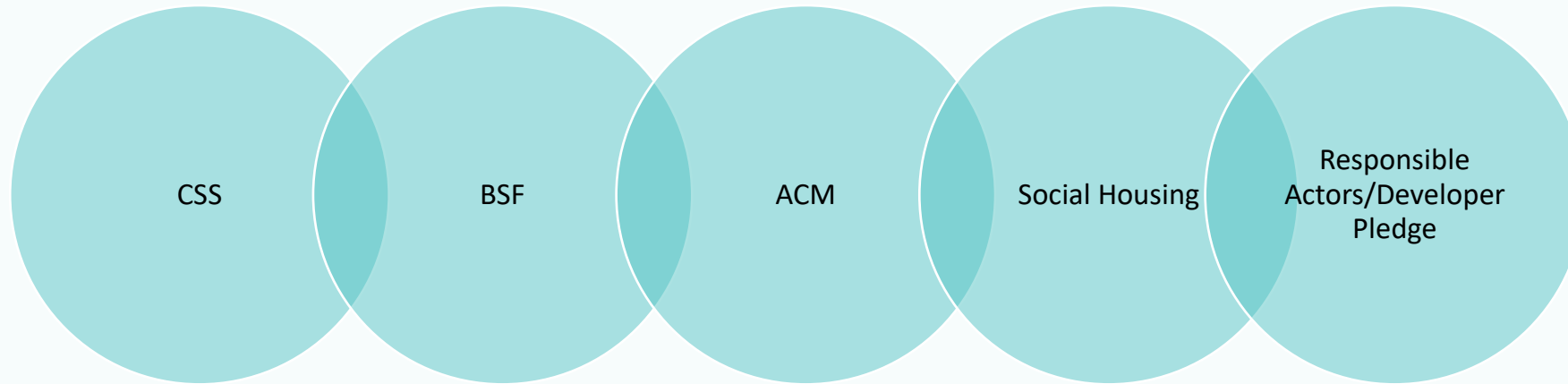
- Positive progress - but there are more projects than we would like behind the curve on progress.
- Ministers have set out clear expectations.
- High-rise (18m) funded buildings to complete works by 2029.
- All other funded buildings (11-18m) to be completed by or be on site in 2029.
- Pace, value and strong leaseholder and resident communication are key.
- We are here and ready to work with the sector.



Homes England Board - Cladding Safety Scheme

Building Safety Portfolio

The Cladding Safety Scheme is part of the Government's wider Building Safety Portfolio within MHCLG.



The CSS was initially set up to remediate fire safety risks for buildings between 11-18m in height; however, it has since evolved and will include buildings which are above 18m in height.



The National Remediation System

11m+ Investigation Database

Data base of buildings with cladding and/or the potential to need remediation.

Data over next 12 months becomes ruled into one of the next boxes or ruled out of remediation.

Grant-Funded Database

Outside of London this will hold every building not yet on site 11m+ working through the CSS grant programme.

Inside London it will hold all private sector 11-18m buildings and any over 18m transferred from GLA/MHCLG and new applications.

All social sector high-rise across England not on site – and all moving forward if funded.

Self-Funded Social Sector

Buildings being remediated via the self-funded social sector route

*Note – this may significantly decrease depending on the outcome of the SR if these are deemed eligible for grant funding

This will sit under one user account regardless of funding and HE will monitor progress.

Self-Funded RAS

Buildings being remediated via developers under the Responsible Actors Scheme

ACM/BSF - Closed to New Business Schemes

Final buildings that have been completed or that are in progress under the ACM and BSF – completed buildings will include pull-in level data and costs, and tag if reimbursements are happening.



Coming Soon

CSS Application System

- Refresh of monthly progress reporting - live in January.

Social Sector

- All buildings requiring remediation (whether CSS-funded or self-funded) are being added to the CSS application system. To allow monitoring of the social sector remediation programme. Significant expansion of the CSS programme to accommodate social sector general needs housing with cladding safety issues.

Waking Watch Fund

- Administration of new applications moves to Homes England in April 2026.

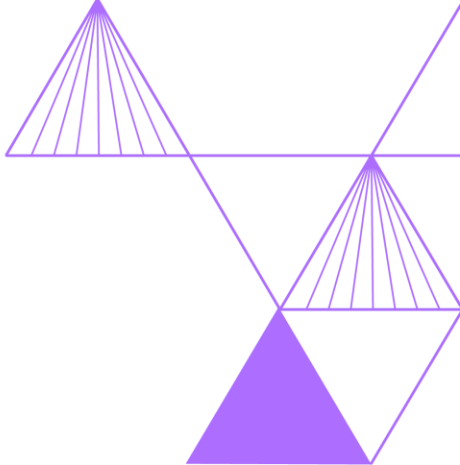


CSS: Key Contact Points

- [Building Remediation Hub](#)
- support@claddingsafety.co.uk
- Tel. 0300 323 0180



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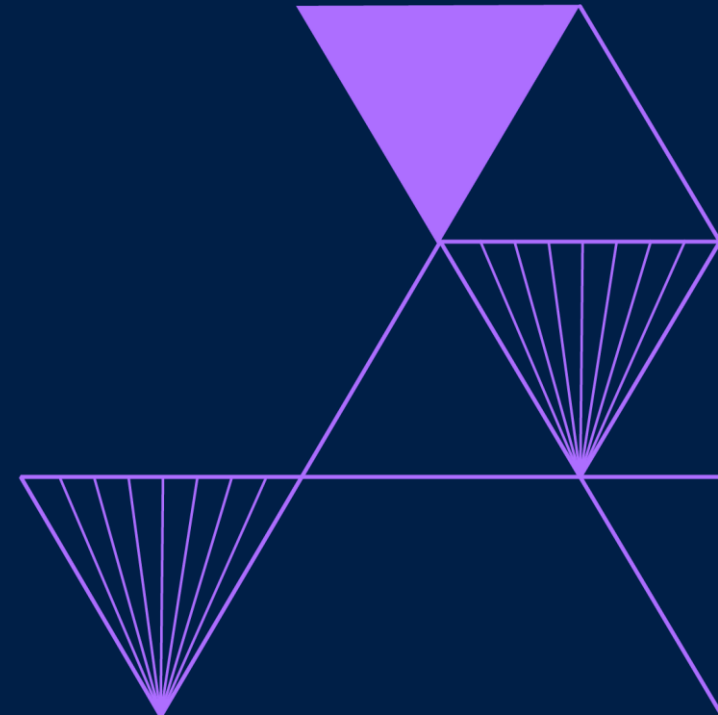
Legal Update – Who'd be a Property Manager

Cassandra Zanelli

Property Management Legal Services

Justin Bates

Landmark Chambers



Law Meets Practice: Common and Complex Scenarios



「Landmark
Chambers」



The Situation...

- On behalf of your RMC client, you instruct a survey of flat front doors - 100% failure
- Under The Leases:
 - Flat front doors are not demised
 - LH are required to keep in good and tenantable repair what's demised
 - RMC to maintain and repair, etc, common parts, including flat front doors
 - LH is (1) not to do any act or thing which vitiates insurance and (2) to carry out all such works under statute, etc, and as directed by any competent person or authority.
- **What Do You Do?**



The (Slightly Different) Situation...

- On behalf of your RMC client, you instruct a survey of flat front doors – 100% failure
- Under the leases:
 - Flat front doors are demised
 - LH are required to keep in good and tenantable repair what's demised
 - RMC to maintain and repair, etc, common parts
 - LH is (1) not to do any act or thing which vitiates insurance and (2) to carry out all such works under statute, etc, and as directed by any competent person or authority.
- **What Do You Do?**



How Does This Play Out?

Assuming LH agrees to join the “club”

- Side agreement with LHs affected, but....
 - Parties have to agree
 - Funds held separate from service charges.



How Does This Play Out?

If LH won't agree to join the "club"

- Pursue LH for breach of lease in FTT and/or seek injunction/declaratory relief in Court
 - Limitations on how locus has to bring s.168 application in FTT, and how to enforce any s.168 determination?
 - Time and expense (and impact of LFRA on recovery of litigation costs)
- Serve notice of repair and/or carry out the works, but...
 - Is the door actually in a state of disrepair if it's *just* non-compliant?
- Invite enforcement action to be taken by the relevant authority.



Possible Solution?

- Change legislation to imply terms into leases regarding flat front doors
 - Responsibility for undertaking works of compliance
 - Recovery of costs.



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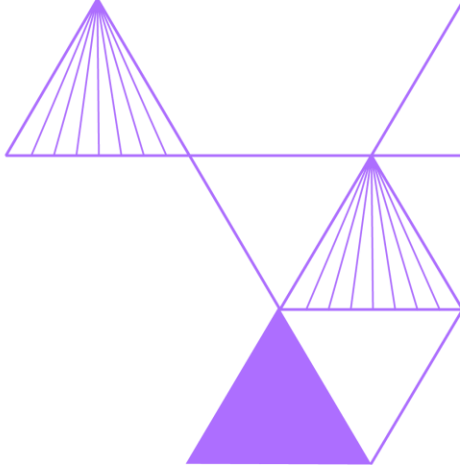
Any Questions?



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Breakout/ Networking Session 1

i) Understanding Compartmentation: Why it Matters for Building Safety

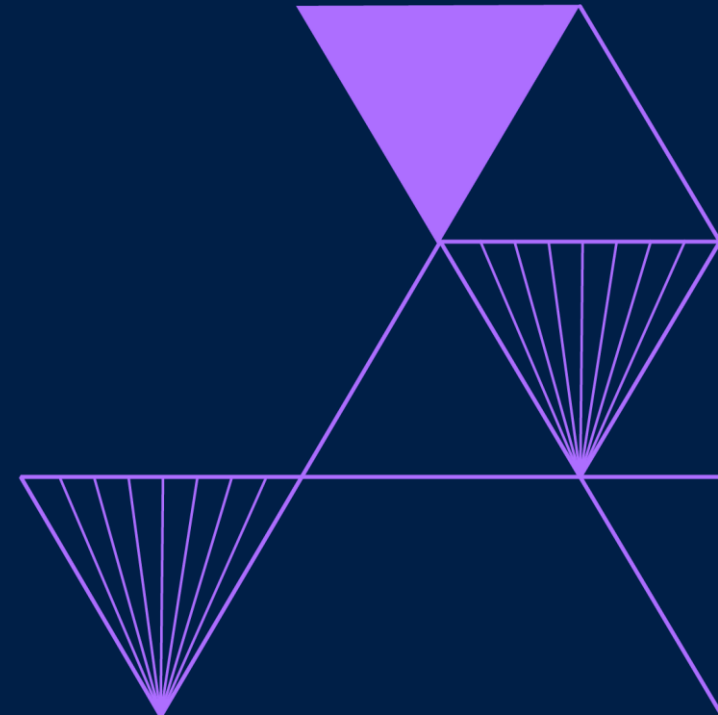
Doddington Forum 2

ii) Contract, Cover, Competence: The Essential Pillars of Risk Management

Doddington Forum 1

**iii) Structural Risk Assessments in Property Management:
Meeting the Regulator's Expectations**

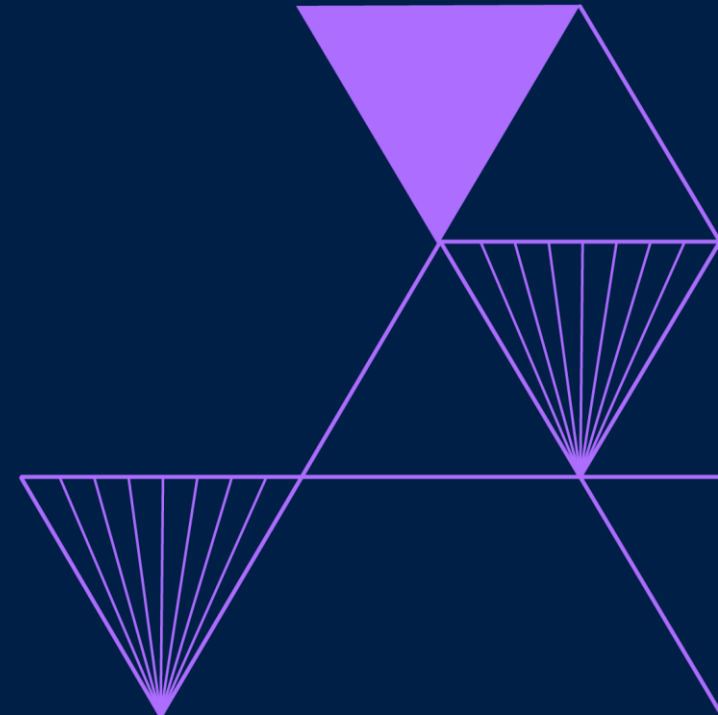
Grand Hall



Structural Risk Assessments in Property Management: Meeting The Regulator's Expectations

David Hills

Ark Workplace Risk



About Ark

Empowering you to confidently manage risk, safety, and compliance with a true partnership built on expertise and innovation.

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Our approach combines the industry's top consultants with our intuitive QUOODA® risk, compliance and safety platform to simplify compliance management, saving you time to focus on other critical tasks. Beyond day-to-day support, we guide you through complex, contentious and critical situations with confidence, providing the tools and insights needed for you to make well-informed decisions in any scenario.

Count on us as your trusted risk, safety, and compliance partner, ensuring you meet today's standards while preparing for tomorrow's challenges in a constantly evolving legislative landscape.



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Introduction – Notable Residential Structural Failures

Date	Building	Dead/Injured	Cause
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That's over 500 dead in residential buildings due to significant structural failings since 1968

Note: Excludes collapses due to seismic causes etc.

Introduction – Notable Residential Structural Failures



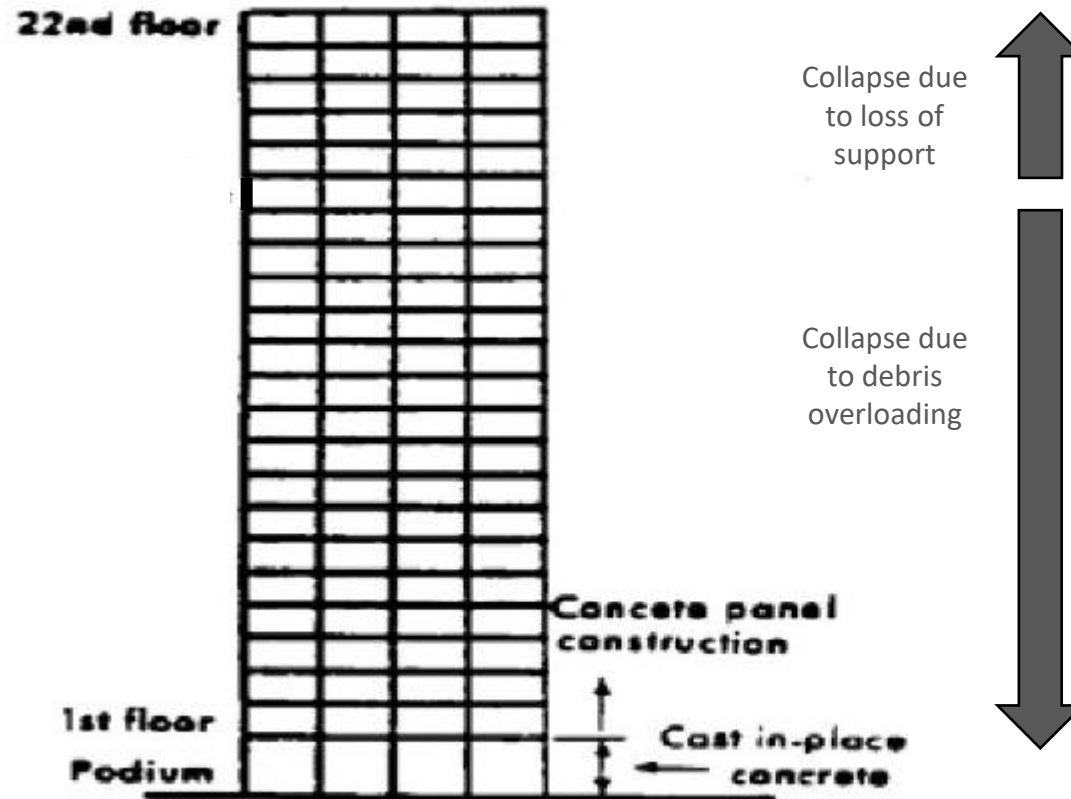
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Introduction – Notable Residential Structural Failures



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Cause – Gas explosion on the 18th floor –causing progressive collapse.

Defects – included

- Poorly designed joints
- Insufficient connections
- Poor Quality Control

Outcome – 4 dead and 17 injured

Led to –

- changes in Building Regulations in 1970
- requirement for ALL high-rise buildings over 5 storeys to consider disproportionate / progressive collapse

It's Never Down to One Thing!



2021
Champlain Towers
South- Surfside, Florida

It's Never Down to One Thing!

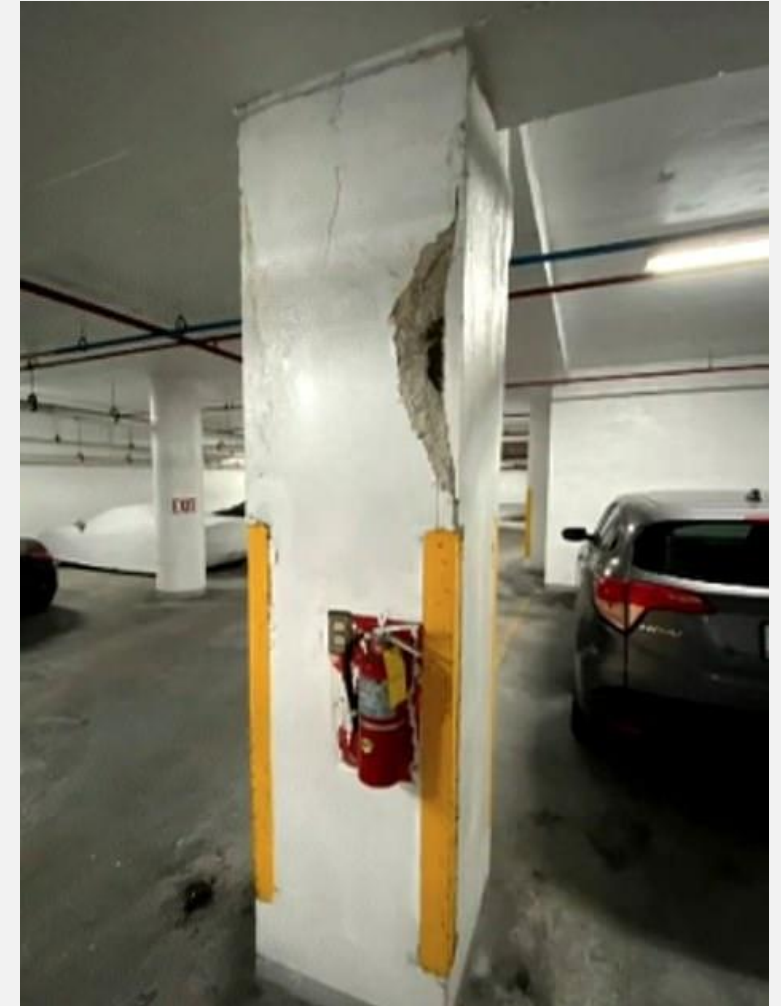
What Went Wrong?

- **Poor Design** – lack of drainage to pool deck – led to water penetrating through the concrete and degrading the reinforcement.
- **Poor Construction** – inadequate reinforcement within the pool deck slab.
- **Poor Management** – managers/owners were told of the drainage and reinforcement issues, also water penetration evidence seen in the car park for years – nobody did anything about it.
- **Lack of understanding** – those who held accountability did not understand the significance of the evidence and how the building could be affected



Champlain Towers South– Surfside, Florida

It's Never Down to One Thing!



Understanding and Culture

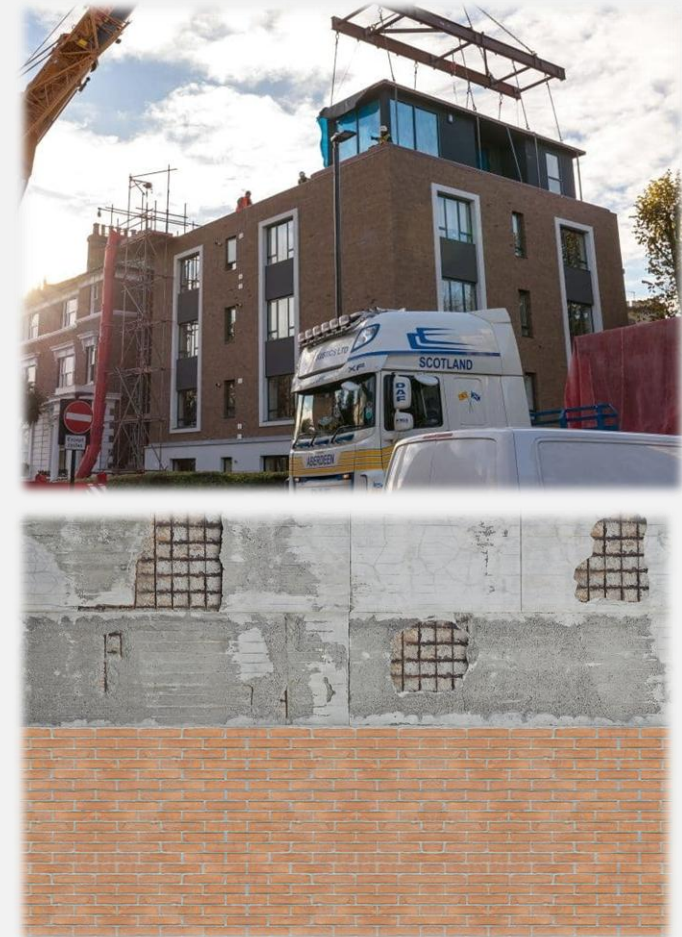
Structural Safety Working Group (SSWG) reported to the UK Government in 2024 serious concerns regarding:

- **Ageing large panel systems**
 - Many, particularly those constructed in the post war era have not undergone the necessary strengthening – despite Ronan Point having occurred over 55 years ago.
- **Reinforced autoclaved aerated concrete (RAAC)** in both residential and public buildings.
 - Severe lack of investigation, inspection or assessment
 - ***Nobody appears to be looking in residential buildings***



Understanding and Culture

- Inadequate structural considerations when **adding floors to existing buildings** (airspace developments):
 - Need for comprehensive structural evaluations before undertaking such developments
 - Currently, insufficient focus and examination are being undertaken on the existing structure
- **Brick slip and other cladding material failures:**
 - Historic issues with panels detaching and falling
 - Long-standing issue – often related to construction systems and certification problems



Understanding and Culture

The SSWG also expressed apprehension that.

“Too many owners and managers are ignoring structural concerns, due largely to a lack of understanding.”

The SSWG underscored the:

- need for a cultural shift towards **“valuing safety.”**
- need for comprehensive **understanding** of the scale of hidden structural defects.



Assessment of Building Safety Risks – Existing Buildings

s83 Building Safety Act 2022 **requires** those who have accountability for a HRB to:

“.. ASSESS THE BUILDING SAFETY RISKS as regards the part of the building for which they are responsible.”

s62 of the BSA defines **“BUILDING SAFETY RISKS”** as:

“a risk to the safety of people in or about a building arising from any of the following occurring...

- (a) the spread of fire;***
- (b) STRUCTURAL FAILURE;***
- (c) any other prescribed matter.***



STRUCTURAL RISK
ASSESSMENTS ARE THEREFORE
A REQUIREMENT OF THE
BUILDING SAFETY ACT 2022!

Building Safety Regulator

Building Safety Regulator has stated:

“...most appear to be familiar with fire safety – less familiar with structure, many are failing to include details of any structural assessment...”

“We have genuinely had a number of safety case reports that don’t even mention structural failure. We’ve had some where the applicants are just assuming that the fire risk assessment that they’ve done under the Fire Safety Order is all they need to do.”

Structural safety issues have to be considered... structural risk assessments are an essential pillar of your safety case... they are a legal requirement.



Andrew Saunders,
Operational Policy Advisor BSR.

Assessment of Building Safety Risks – Existing Buildings

s83 Building Safety Act 2022 **requires** those who have accountability for a HRB to **undertake further structural risk assessments**:

- “(a) **At regular intervals**,
- (b) At any time that the accountable person has reason to suspect that the current assessment **is no longer valid**, and
- (c) **At the direction of the regulator**, within a period specified in the direction.”



Assessment of Building Safety Risks (Safety Case Reports)

Building Assessment Criteria Guidance

"S19 – The safety case report should include evidence to confirm that a suitable and sufficient assessment of the risk of structural failure for the building has been undertaken."

The guidance also suggests when a Structural Risk Assessment is **NOT** required;

- When the building is **less than 3 years old** *and*
- **Where full design and construction details are available or there is a good understanding of the structural design, and**
- Where there is **no history of structural problems.**



Proportionality

The Health and Safety Executive (HSE)/ Building Safety Regulator have advised that the level of structural risk assessment should be **“proportionate to the risk.”**

The (HSE) defines proportionality as:

“the idea that the measures taken to control a risk should be in proportion to the risk itself.”

Factors That Determine Proportionality

- The **severity** of the worst possible consequences
- The **likelihood** of incidents/accidents occurring
- The **scale and nature of the hazards**
- The **density and types of people** involved
- The **number of people** on site.



Structural Risk Assessments



The Health and Safety Executive (HSE)/ Building Safety Regulator have advised that the level of assessment should be “*proportionate to the risk.*”

AGE	DESIGN	CONSTRUCTION TECHNIQUES	MATERIAL USAGE	OCCUPANCY
Older buildings were subject to codes which had lower factors of safety	Different design codes don't necessary adapt quickly enough to evolving methods of construction	Different types of construction technique has various known defects or issues	Testing of modern materials has proven to be questionable	Changes in occupancy can change loading and who/how many at risk

Structural Risk Assessments – Visual VS Intrusive

“Intrusive investigations are enormously disruptive to residents and expensive, so we need to determine when it is proportionate to do this.”

The SCR needs to tailor its focus and effort to the building’s typology, age and available original information, rather than defaulting to invasive investigation without cause...

...exactly what **“proportionate”** means in BSR terms.

The Institution of
StructuralEngineers



Visual

VS



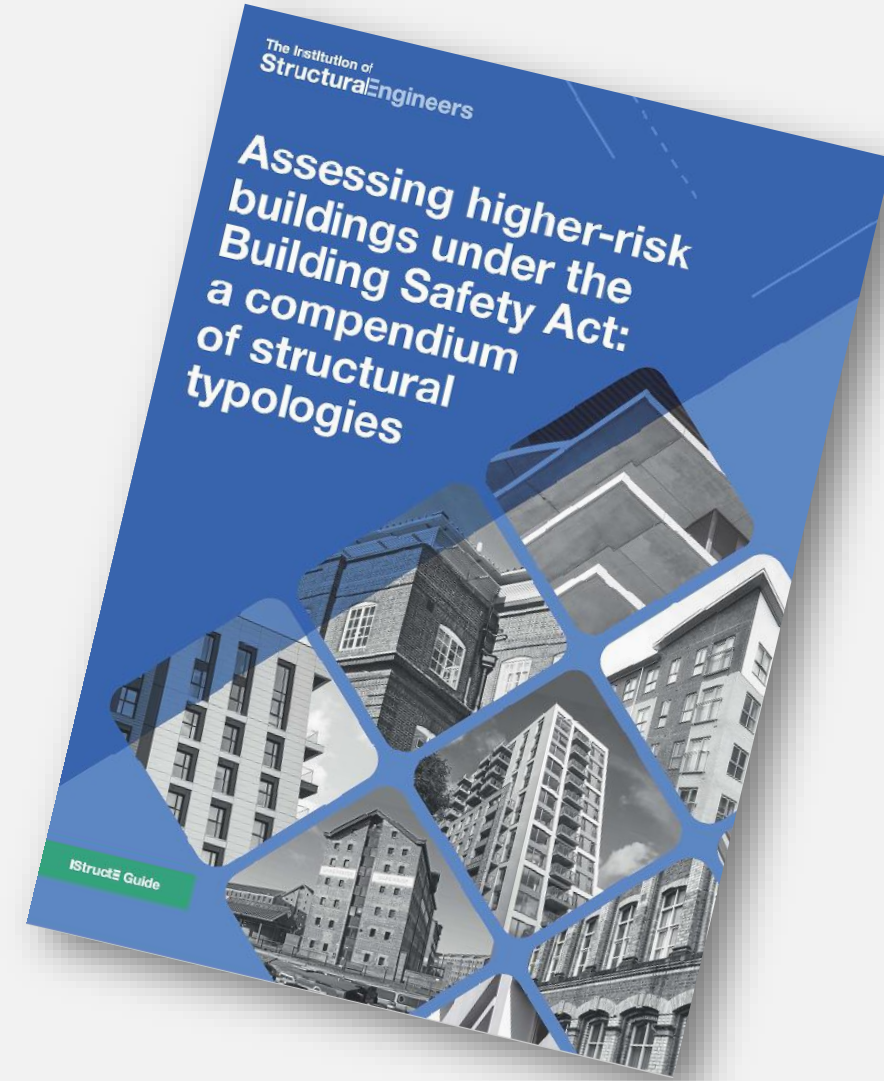
Intrusive

Structural Risk Assessments

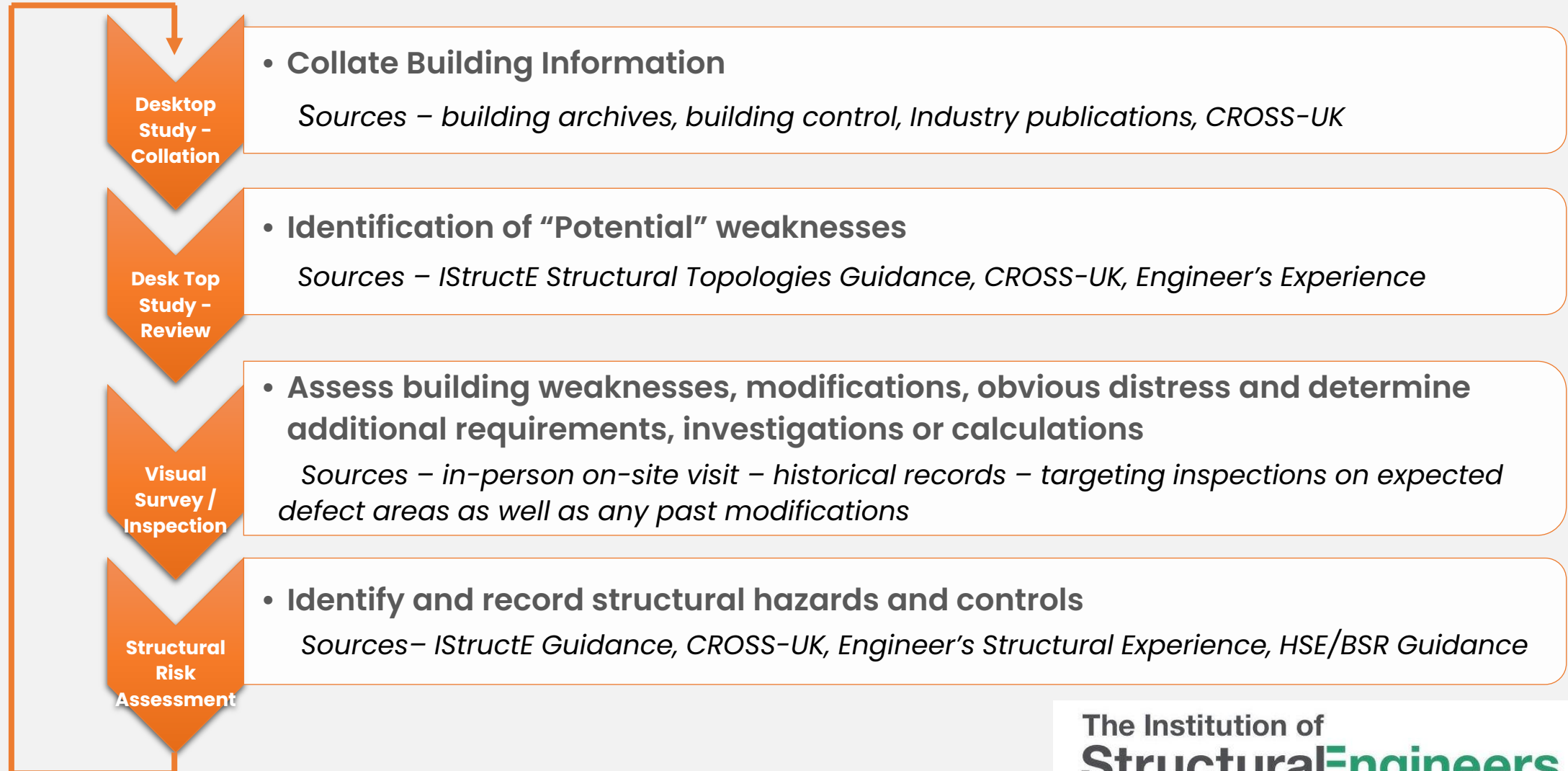
Institution of Structural Engineers – “**Assessing higher-risk buildings under the Building Safety Act**” guide.

“Due to the open-ended nature of structural assessments for building safety cases, a degree of prioritisation is required.”

“It will not be possible to assess every structural element, nor would it be appropriate to do so.”



IStructE's Approach to Structural Risk Assessments



The Institution of
StructuralEngineers

Assessment VS Condition Survey



Structural Risk Assessment

LEGAL REQUIREMENT

Building Safety Act 2022 and The Higher-Risk Buildings (Management of Safety Risks etc) (England) Regulations 2023

GUIDANCE

IStructE - Assessing higher-risk buildings under the Building Safety Act- Guidance

A systematic process for identifying, analysing, and mitigating potential risks to a structure's integrity

COVERAGE

Does not assess every structural component

Utilises a "risk-based" approach

BEST PRACTICE

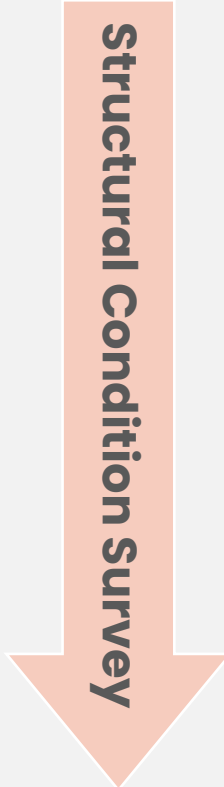
GUIDANCE

BS 8210: 2020 – Facilities Management Code of Practice
"The act of measuring and recording Data from operating parameters... to verify condition and trends" -**recommended to be completed / undertaken every THREE years.**

PD CEN/TS 17385 – Method for condition assessment of immobile constructed assets

COVERAGE

in-depth consideration of **ALL** components of the building.



Structural Condition Survey

Assessment VS Condition Survey

"Structural Risk Assessment"

Is a **forward-looking process aimed at identifying "potential" hazards and risks** associated with a structure.

It evaluates the likelihood and consequences of structural failure, guiding decision-making for risk mitigation.

"Condition Survey"

Is a **diagnostic survey, inspection or programme that evaluates the "current physical state of a structure."**

It focuses on detecting specific defects, deterioration, and maintenance requirements.

Benefits of Structural Risk Assessments

Risk Mitigation and Safety Compliance	Asset Protection and Value Preservation	Cost Savings and Investment Security	Improved Marketability and Tenant Confidence	Facilitates Future Development and Renovation Plans	Regulatory and Insurance Advantages
- Identifies hidden structural defects before they become critical. - Reduces liability risks associated with structural failures. - Ensures compliance with evolving safety regulations, avoiding potential legal consequences.	- Extends lifespan of the building, addressing structural weaknesses proactively and early - Enhances the building's resale or rental value by demonstrating due diligence in maintenance. - Prevents costly emergency repairs by identifying issues early.	- Reduces long-term repair and insurance costs by mitigating risks in advance. - Helps in budgeting maintenance costs more effectively. - Prevents sudden financial losses due to unexpected structural failures or concerns.	- Attracts high-quality tenants and buyers who prioritise safety and reliability. - Enhances the reputation of the investor as a responsible property owner. - May contribute to higher occupancy rates due to improved tenant confidence.	- Assesses structural integrity for potential upgrades.. - Ensures new modifications or extensions do not compromise the building's safety. - Supports strategic investment decisions by providing accurate structural data.	- Aligns with government safety guidelines, reducing the risk of fines or enforcement actions. - Demonstrates compliance with due diligence requirements, crucial for financing, refinancing and insurance negotiations.

Barton House – Case Study

- Constructed in the late 1950s
- Using a large panel system (LPS)
- In Nov 2023 – Engineers report concluded:
 - Significant risk due to disproportionate collapse
 - A lack of structural ties between floors and load-bearing external walls
 - Concrete quality was inadequate
- Strengthening works and concrete repairs were carried out on the block around 1970.
- **No records of any structural surveys between 1970 and 2023**...although records suggest that such surveys are *“carried out all the time.”*



- 250 residents had to be re-housed at the cost to the owners between Nov 2023 and Feb 2024
- Cost of the works estimated to be in the millions
- Many residents no longer want to live within the building or don't trust the owners, managers, nor the building itself.

Key Takeaways

- Buildings fail... and **it is never normally down to one thing** only
- It's not just about structural risks resulting from design and construction... It's also about risks resulting from **management action/inaction** as well!
- There is a need for a **cultural shift towards “valuing safety”** and for a **comprehensive understanding of the scale of hidden structural defects.**

... IF YOU HAVEN'T LOOKED – YOU WILL NEVER KNOW UNTIL IT'S MAYBE TOO LATE

- There are a plethora of **benefits for investors and owners in undertaking Structural Assessments**
- Investors/Owners/Property Managers need to understand the results of Structural Risk Assessments and condition surveys...

Need to **ask questions of the experts if you don't understand**

Be **curious about your buildings – surveys and assessments can enhance the value**

- Structural Risk Assessments are a **legal requirement** for high-risk buildings under the Building Safety Act 2022, but they also have other benefits for those buildings currently outside the scope of the Act.
- BSR has stated that many are **familiar with fire, but less so with structural issues**
- Our experience is that the **BSR is asking questions and seeking clarifications** regarding Structural Risk Assessments when assessing a Buildings Safety Case Report – **Preparing now will save time and money**

Any Questions?

- Email: team@arkworkplacerisk.com
- Web: www.arkworkplacerisk.com
- Direct line: +44 (0) 20 7397 1450
- @Ark Workplace Risk

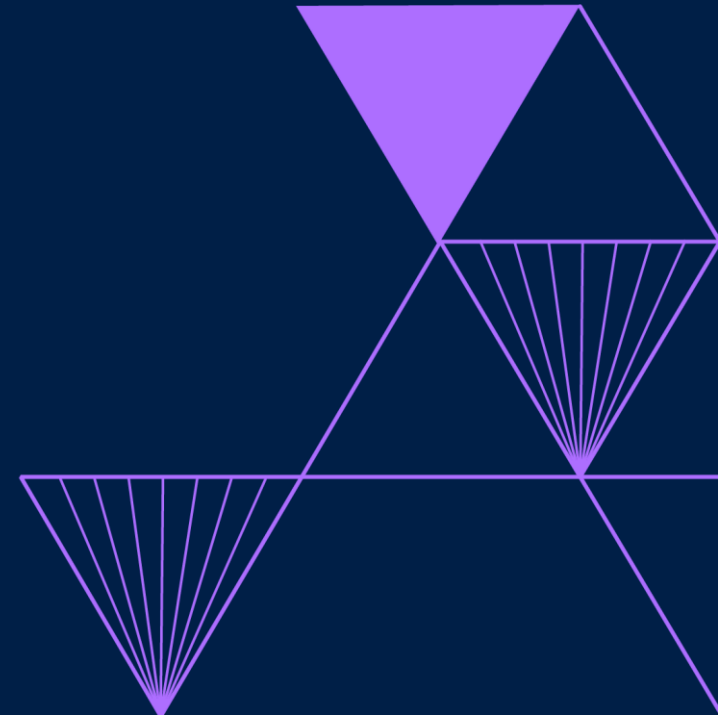
Guide to Structural Risk Assessments



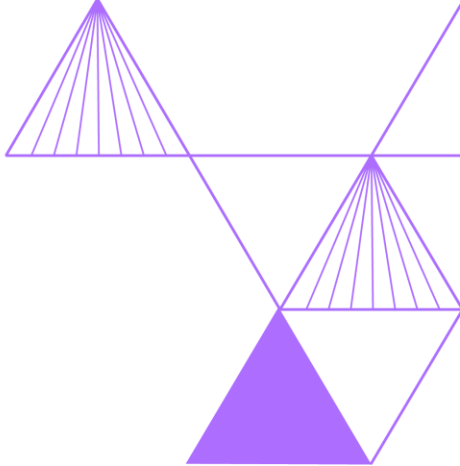
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Lunch Break

13:05 - 13:55



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The Future of Tenure Reform

Jaclyn Mangaroo — The Property Institute

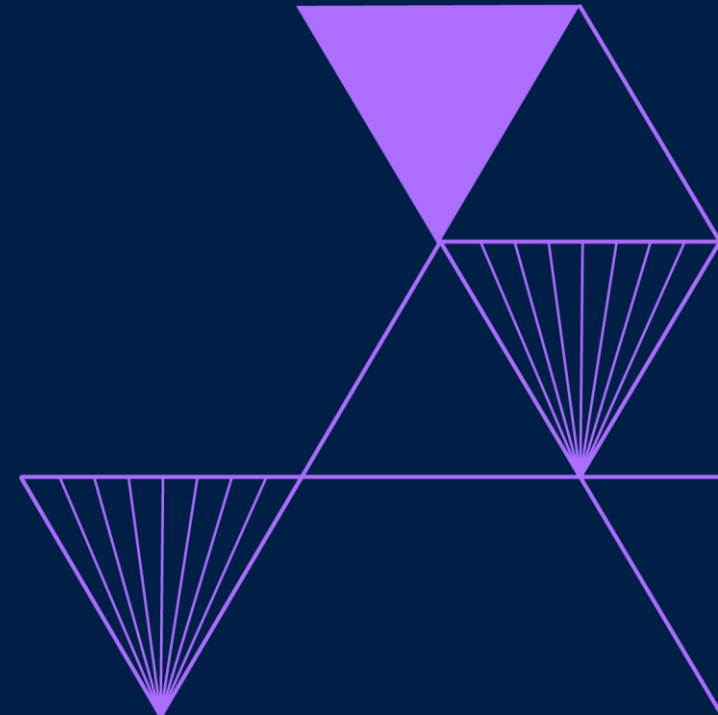
Nicolas Hopkins — Professor of Law at UCL

Mari Knowles — Commonhold & Leasehold Experts Limited

Martin Boyd — Leasehold Advisory Service

Neil Watt — Hacking & Patterson

Alan Walker — Experienced RMC Director





SESSION CHAIR:
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Chair, Leasehold
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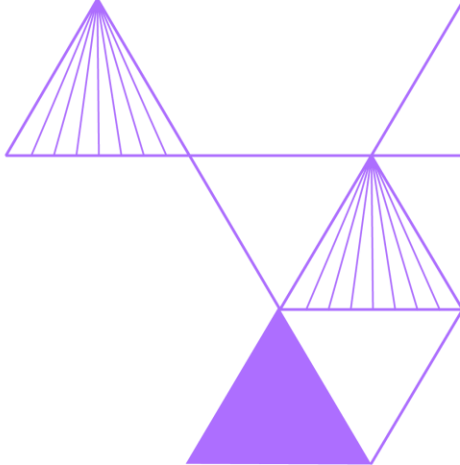
Alan Walker
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Tenure Reform

- Renters' Rights Bill – *expecting Royal Assent soon* – major changes in the PRS
- Leasehold & Freehold Reform Act 2024 – *awaiting secondary legislation* – service charge reform, enfranchisement, RTM reform
- Social Housing Regulations Act 2023 – specified qualifications for housing managers
- Housing (Scotland) Bill - awaiting Royal Assent – stronger duties on repair standards, and strengthening regulatory framework of factors
- Draft Leasehold & Commonhold Reform Bill – *expected by the end of 2025* – *expect clarification on commonhold, mandating of qualifications for property managers, and Section 20 reform.*



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Breakout/ Networking Session 2

**i) Structural Risk Assessments in Property Management:
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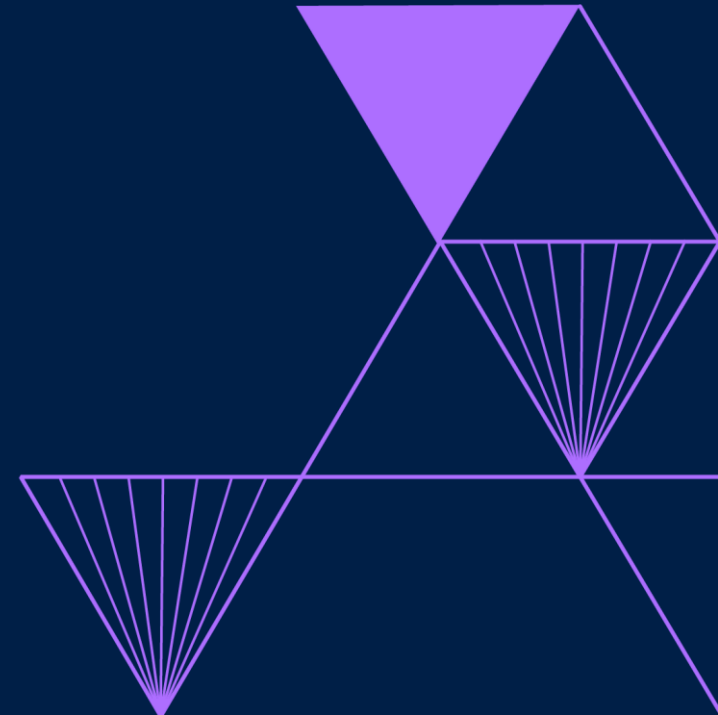
Grand Hall

ii) Compliance: Learning from High-Risk Review Findings

Doddington Forum 1

**iii) How Regulation will Shape Recruitment, Training and Retention
in Property Management**

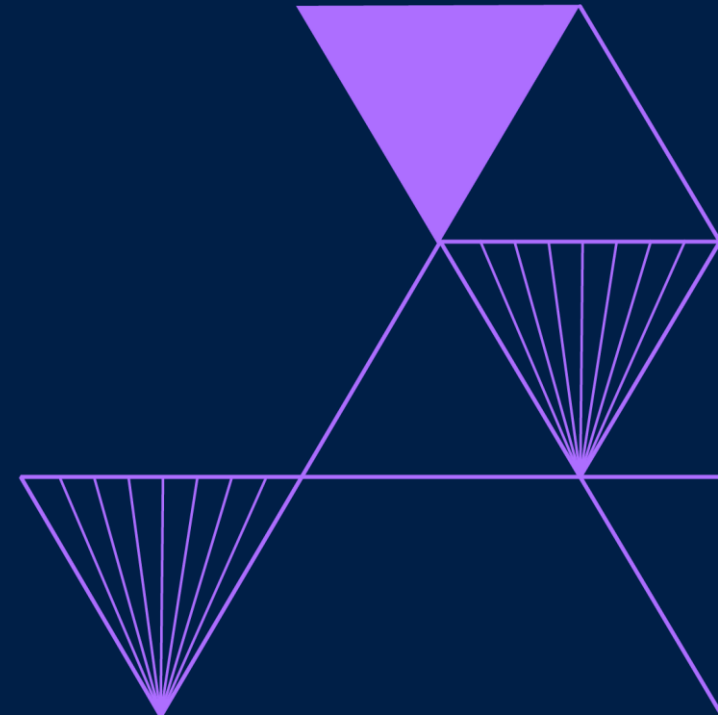
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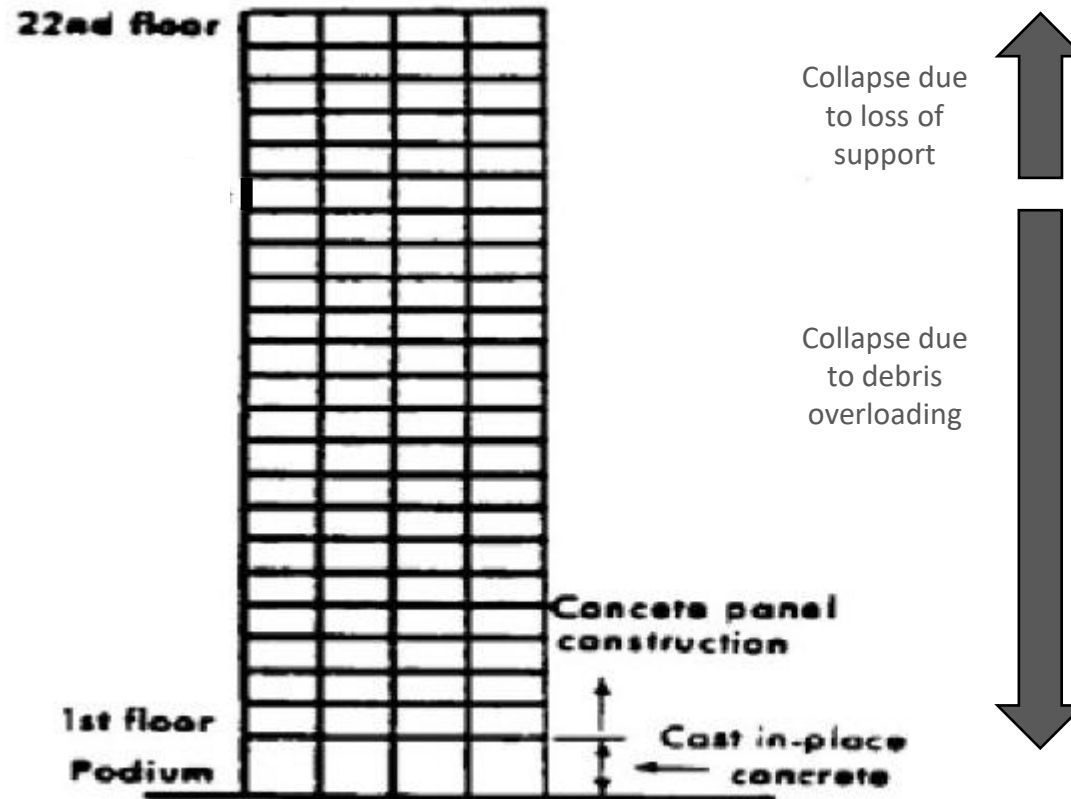
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South- Surfside, Florida

It's Never Down to One Thing!

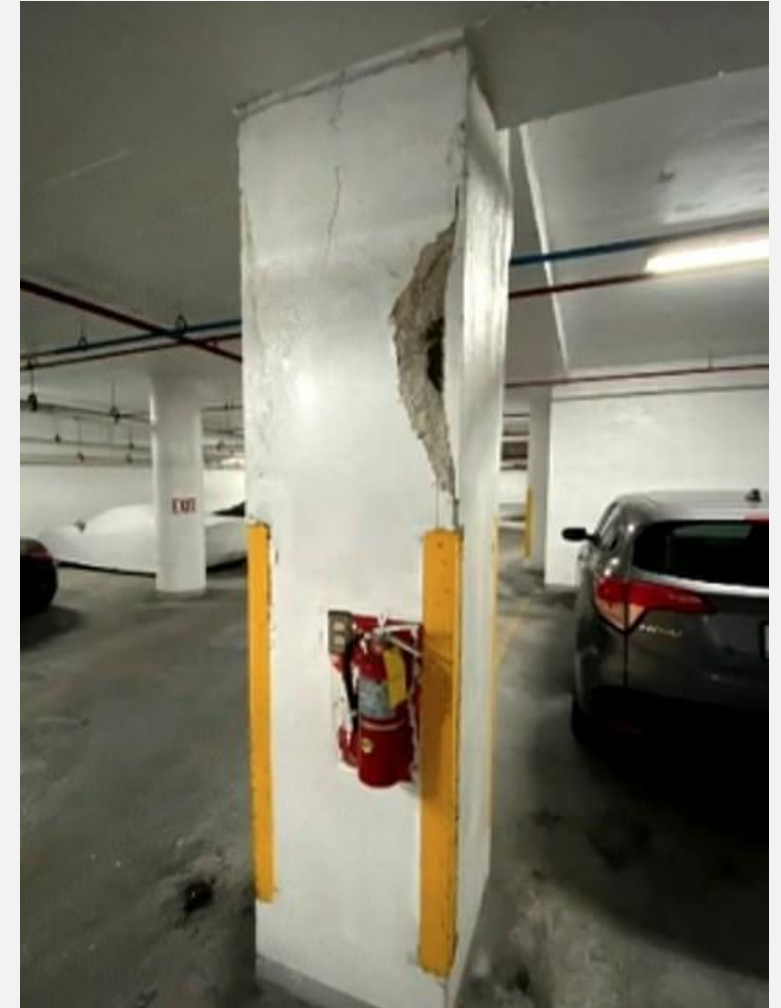
What Went Wrong?

- **Poor Design** – lack of drainage to pool deck – led to water penetrating through the concrete and degrading the reinforcement.
- **Poor Construction** – inadequate reinforcement within the pool deck slab.
- **Poor Management** – managers/owners were told of the drainage and reinforcement issues, also water penetration evidence seen in the car park for years – nobody did anything about it.
- **Lack of understanding** – those who held accountability did not understand the significance of the evidence and how the building could be affected



Champlain Towers South– Surfside, Florida

It's Never Down to One Thing!



Understanding and Culture

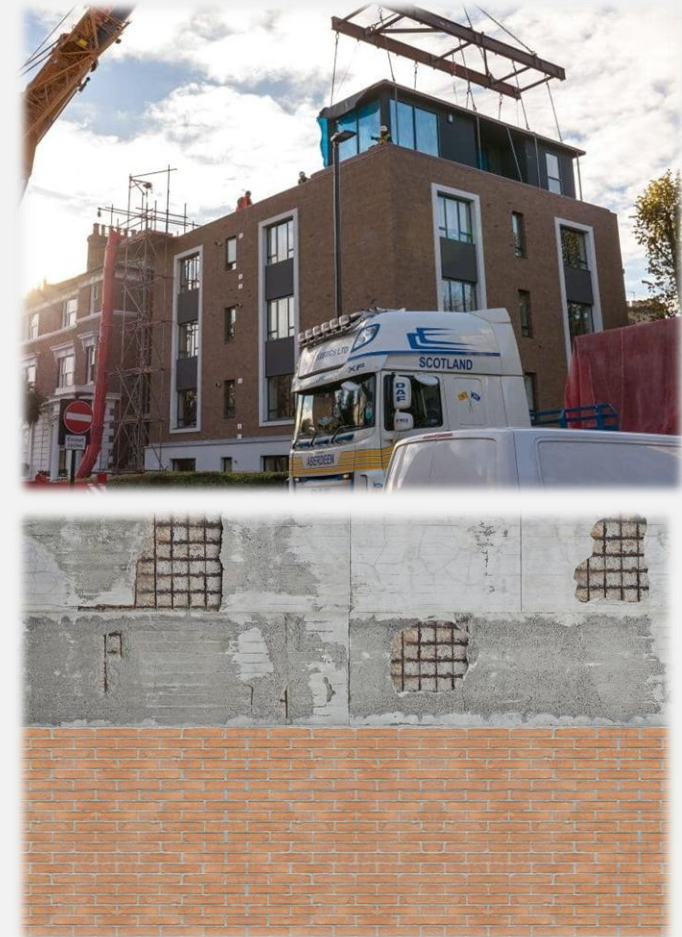
Structural Safety Working Group (SSWG) reported to the UK Government in 2024 serious concerns regarding:

- **Ageing large panel systems**
 - Many, particularly those constructed in the post war era have not undergone the necessary strengthening – despite Ronan Point having occurred over 55 years ago.
- **Reinforced autoclaved aerated concrete (RAAC)** in both residential and public buildings.
 - Severe lack of investigation, inspection or assessment
 - ***Nobody appears to be looking in residential buildings***



Understanding and Culture

- Inadequate structural considerations when **adding floors to existing buildings** (airspace developments):
 - Need for comprehensive structural evaluations before undertaking such developments
 - Currently, insufficient focus and examination are being undertaken on the existing structure
- **Brick slip and other cladding material failures:**
 - Historic issues with panels detaching and falling
 - Long-standing issue – often related to construction systems and certification problems



Understanding and Culture

The SSWG also expressed apprehension that.

“Too many owners and managers are ignoring structural concerns, due largely to a lack of understanding.”

The SSWG underscored the:

- need for a cultural shift towards **“valuing safety.”**
- need for comprehensive **understanding** of the scale of hidden structural defects.



Assessment of Building Safety Risks – Existing Buildings

s83 Building Safety Act 2022 **requires** those who have accountability for a HRB to:

“.. ASSESS THE BUILDING SAFETY RISKS as regards the part of the building for which they are responsible.”

s62 of the BSA defines “**BUILDING SAFETY RISKS**” as:

“a risk to the safety of people in or about a building arising from any of the following occurring...

- (a) *the spread of fire;*
- (b) **STRUCTURAL FAILURE;**
- (c) *any other prescribed matter.*



STRUCTURAL RISK
ASSESSMENTS ARE THEREFORE
A REQUIREMENT OF THE
BUILDING SAFETY ACT 2022!

Building Safety Regulator

Building Safety Regulator has stated:

"...most appear to be familiar with fire safety – less familiar with structure, many are failing to include details of any structural assessment..."

"We have genuinely had a number of safety case reports that don't even mention structural failure. We've had some where the applicants are just assuming that the fire risk assessment that they've done under the Fire Safety Order is all they need to do."

Structural safety issues have to be considered... structural risk assessments are an essential pillar of your safety case... they are a legal requirement.



Andrew Saunders,
Operational Policy Advisor BSR.

Assessment of Building Safety Risks – Existing Buildings

s83 Building Safety Act 2022 **requires** those who have accountability for a HRB to **undertake further structural risk assessments**:

- “(a) **At regular intervals**,
- (b) At any time that the accountable person has reason to suspect that the current assessment **is no longer valid**, and
- (c) **At the direction of the regulator**, within a period specified in the direction.”



Assessment of Building Safety Risks (Safety Case Reports)

Building Assessment Criteria Guidance

"S19 – The safety case report should include evidence to confirm that a suitable and sufficient assessment of the risk of structural failure for the building has been undertaken."

The guidance also suggests when a Structural Risk Assessment is **NOT** required;

- When the building is **less than 3 years old** *and*
- **Where full design and construction details are available or there is a good understanding of the structural design, and**
- Where there is **no history of structural problems.**



Proportionality

The Health and Safety Executive (HSE)/ Building Safety Regulator have advised that the level of structural risk assessment should be **“proportionate to the risk.”**

The (HSE) defines proportionality as:

“the idea that the measures taken to control a risk should be in proportion to the risk itself.”

Factors That Determine Proportionality

- The **severity** of the worst possible consequences
- The **likelihood** of incidents/accidents occurring
- The **scale and nature of the hazards**
- The **density and types of people** involved
- The **number of people** on site.



Structural Risk Assessments



The Health and Safety Executive (HSE)/ Building Safety Regulator have advised that the level of assessment should be “*proportionate to the risk.*”

AGE	DESIGN	CONSTRUCTION TECHNIQUES	MATERIAL USAGE	OCCUPANCY
Older buildings were subject to codes which had lower factors of safety	Different design codes don't necessary adapt quickly enough to evolving methods of construction	Different types of construction technique has various known defects or issues	Testing of modern materials has proven to be questionable	Changes in occupancy can change loading and who/how many at risk

Structural Risk Assessments – Visual VS Intrusive

“Intrusive investigations are enormously disruptive to residents and expensive, so we need to determine when it is proportionate to do this.”

The SCR needs to tailor its focus and effort to the building’s typology, age and available original information, rather than defaulting to invasive investigation without cause...

...exactly what **“proportionate”** means in BSR terms.

The Institution of
StructuralEngineers



Visual

VS



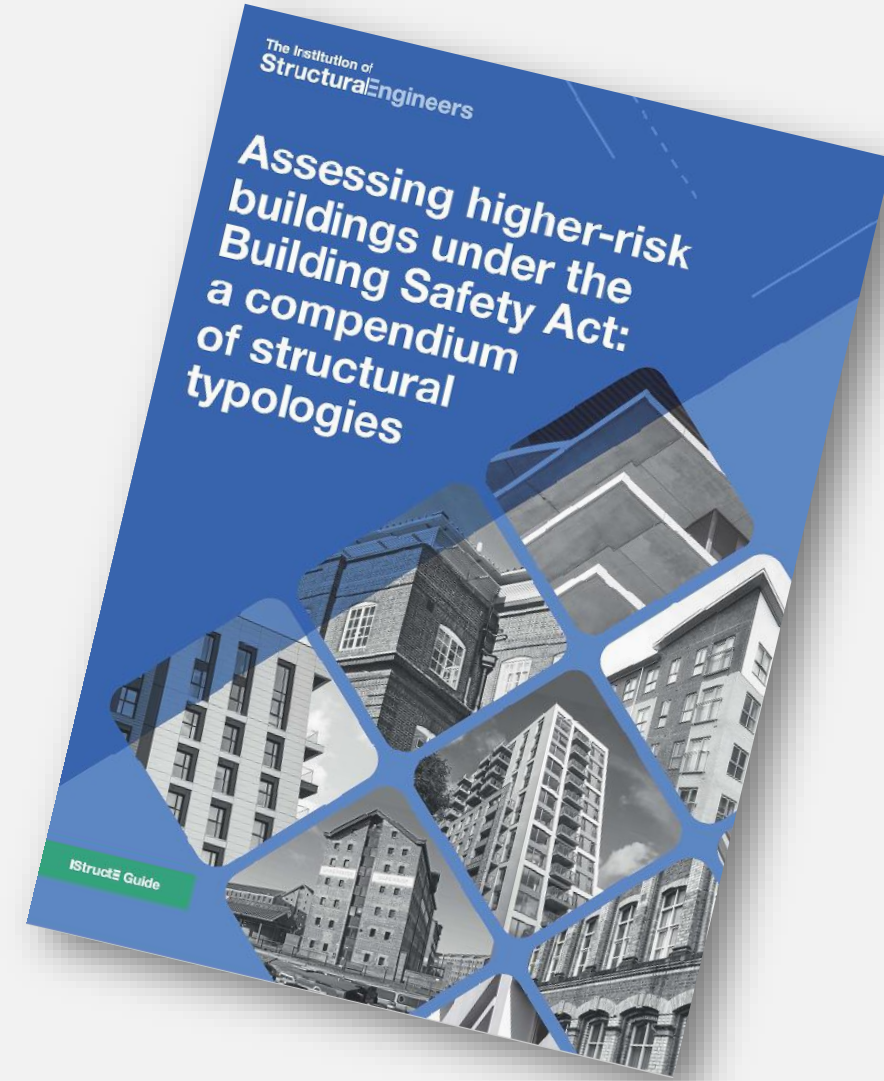
Intrusive

Structural Risk Assessments

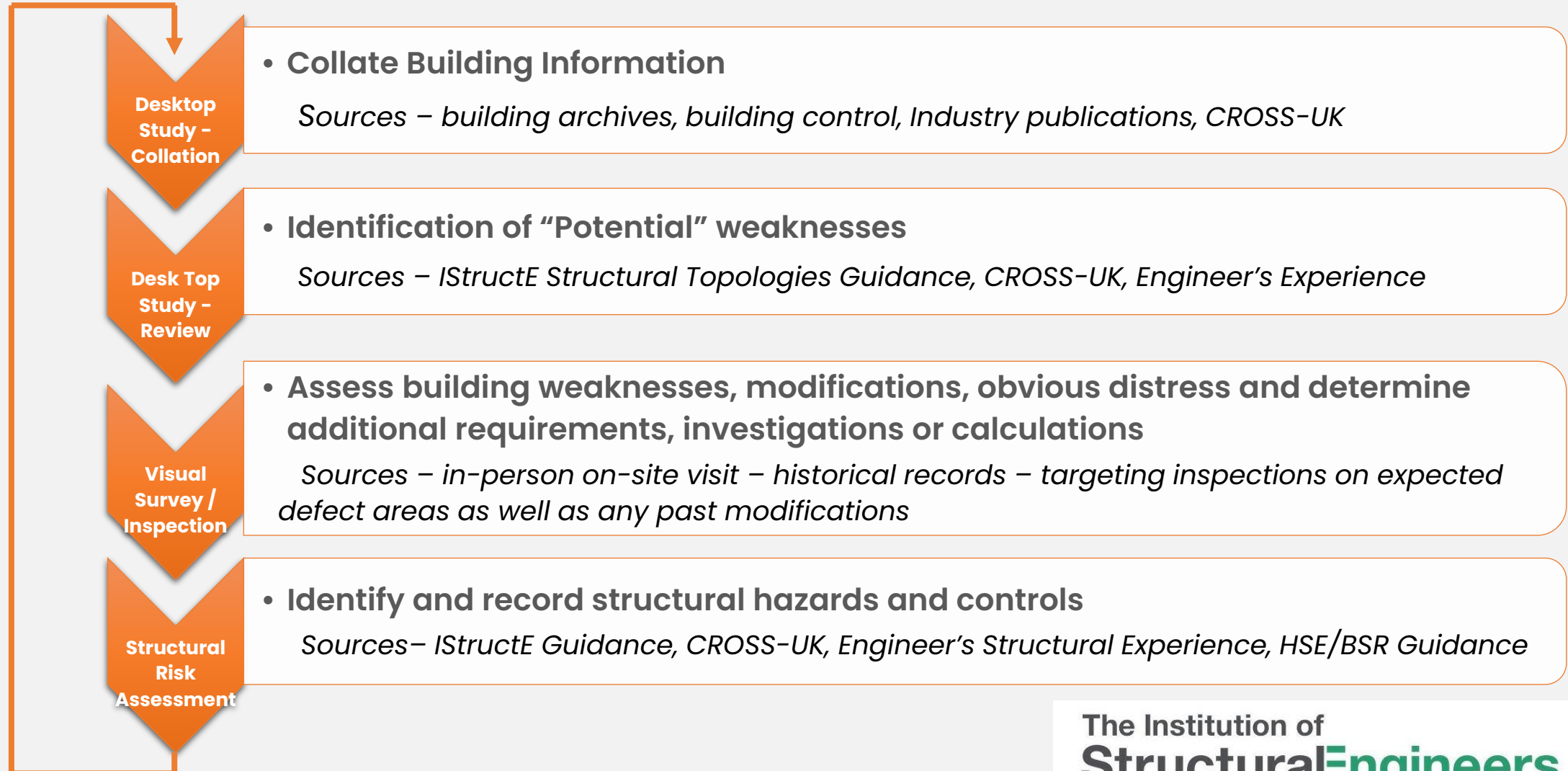
Institution of Structural Engineers – “**Assessing higher-risk buildings under the Building Safety Act**” guide.

“Due to the open-ended nature of structural assessments for building safety cases, a degree of prioritisation is required.”

“It will not be possible to assess every structural element, nor would it be appropriate to do so.”



IStructE's Approach to Structural Risk Assessments



The Institution of
StructuralEngineers

Assessment VS Condition Survey

Structural Risk Assessment

LEGAL REQUIREMENT

Building Safety Act 2022 and The Higher-Risk Buildings (Management of Safety Risks etc) (England) Regulations 2023

GUIDANCE

IStructE - Assessing higher-risk buildings under the Building Safety Act- Guidance

A systematic process for identifying, analysing, and mitigating potential risks to a structure's integrity

COVERAGE

Does not assess every structural component

Utilises a "risk-based" approach

BEST PRACTICE

GUIDANCE

BS 8210: 2020 – Facilities Management Code of Practice
"The act of measuring and recording Data from operating parameters... to verify condition and trends" -**recommended to be completed / undertaken every THREE years.**

PD CEN/TS 17385 – Method for condition assessment of immobile constructed assets

COVERAGE

in-depth consideration of **ALL** components of the building.

Structural Condition Survey

Assessment VS Condition Survey

“Structural Risk Assessment”

Is a **forward-looking process aimed at identifying “potential” hazards and risks** associated with a structure.

It evaluates the likelihood and consequences of structural failure, guiding decision-making for risk mitigation.

“Condition Survey”

Is a **diagnostic survey, inspection or programme that evaluates the “current physical state of a structure.”**

It focuses on detecting specific defects, deterioration, and maintenance requirements.

Benefits of Structural Risk Assessments

Risk Mitigation and Safety Compliance	Asset Protection and Value Preservation	Cost Savings and Investment Security	Improved Marketability and Tenant Confidence	Facilitates Future Development and Renovation Plans	Regulatory and Insurance Advantages
- Identifies hidden structural defects before they become critical. - Reduces liability risks associated with structural failures. - Ensures compliance with evolving safety regulations, avoiding potential legal consequences.	- Extends lifespan of the building, addressing structural weaknesses proactively and early - Enhances the building's resale or rental value by demonstrating due diligence in maintenance. - Prevents costly emergency repairs by identifying issues early.	- Reduces long-term repair and insurance costs by mitigating risks in advance. - Helps in budgeting maintenance costs more effectively. - Prevents sudden financial losses due to unexpected structural failures or concerns.	- Attracts high-quality tenants and buyers who prioritise safety and reliability. - Enhances the reputation of the investor as a responsible property owner. - May contribute to higher occupancy rates due to improved tenant confidence.	- Assesses structural integrity for potential upgrades.. - Ensures new modifications or extensions do not compromise the building's safety. - Supports strategic investment decisions by providing accurate structural data.	- Aligns with government safety guidelines, reducing the risk of fines or enforcement actions. - Demonstrates compliance with due diligence requirements, crucial for financing, refinancing and insurance negotiations.

Barton House – Case Study

- Constructed in the late 1950s
- Using a large panel system (LPS)
- In Nov 2023 – Engineers report concluded:
 - Significant risk due to disproportionate collapse
 - A lack of structural ties between floors and load-bearing external walls
 - Concrete quality was inadequate
- Strengthening works and concrete repairs were carried out on the block around 1970.
- **No records of any structural surveys between 1970 and 2023**...although records suggest that such surveys are *“carried out all the time.”*



- 250 residents had to be re-housed at the cost to the owners between Nov 2023 and Feb 2024
- Cost of the works estimated to be in the millions
- Many residents no longer want to live within the building or don't trust the owners, managers, nor the building itself.

Key Takeaways

- Buildings fail... and **it is never normally down to one thing** only
- It's not just about structural risks resulting from design and construction... It's also about risks resulting from **management action/inaction** as well!
- There is a need for a **cultural shift towards “valuing safety”** and for a **comprehensive understanding of the scale of hidden structural defects.**

... IF YOU HAVEN'T LOOKED – YOU WILL NEVER KNOW UNTIL IT'S MAYBE TOO LATE

- There are a plethora of **benefits for investors and owners in undertaking Structural Assessments**
- Investors/Owners/Property Managers need to understand the results of Structural Risk Assessments and condition surveys...

Need to **ask questions of the experts if you don't understand**

Be **curious about your buildings – surveys and assessments can enhance the value**

- Structural Risk Assessments are a **legal requirement** for high-risk buildings under the Building Safety Act 2022, but they also have other benefits for those buildings currently outside the scope of the Act.
- BSR has stated that many are **familiar with fire, but less so with structural issues**
- Our experience is that the **BSR is asking questions and seeking clarifications** regarding Structural Risk Assessments when assessing a Buildings Safety Case Report – **Preparing now will save time and money**

Any Questions?

- Email: team@arkworkplacerisk.com
- Web: www.arkworkplacerisk.com
- Direct line: +44 (0) 20 7397 1450
- @Ark Workplace Risk

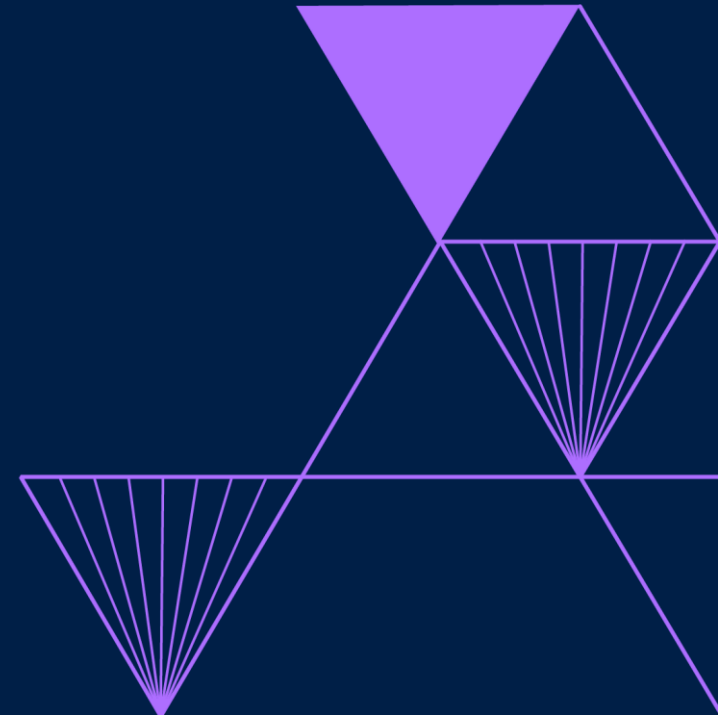
Guide to Structural Risk Assessments



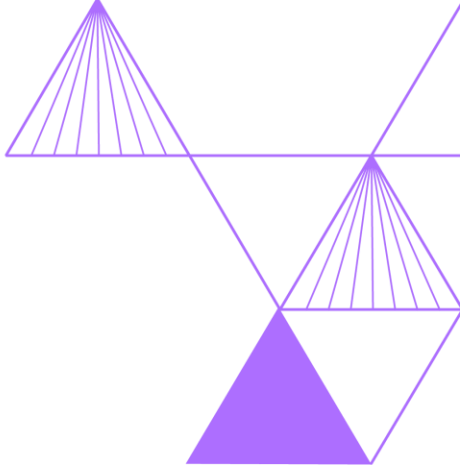
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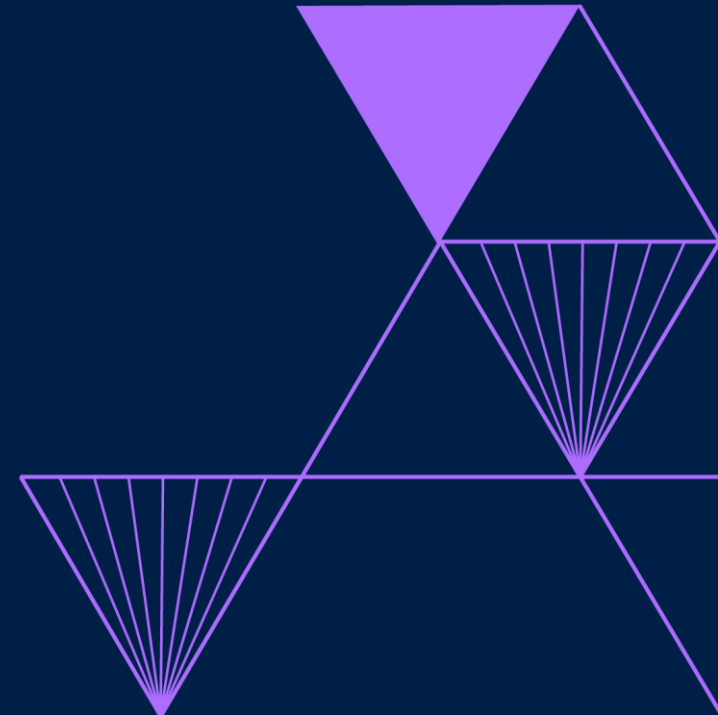
From Bricks To Bots: AI's Role in Property Management

Shelley Jacobs — Michael Laurie Magar

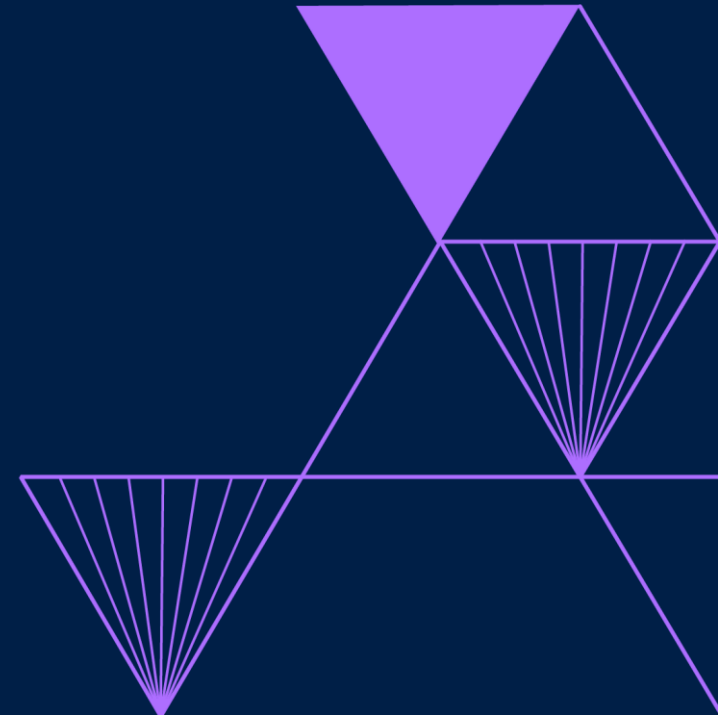
Dan Hughes — Alpha Property Insight

Oneeka Clarke — Centrick

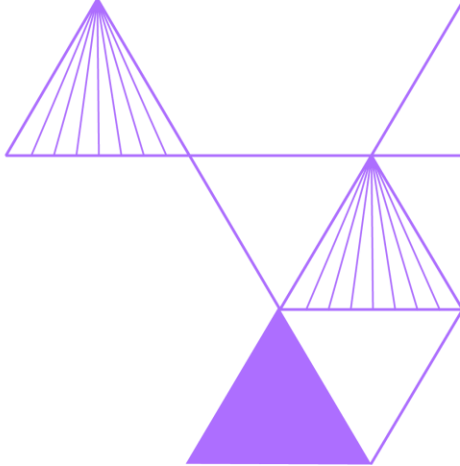
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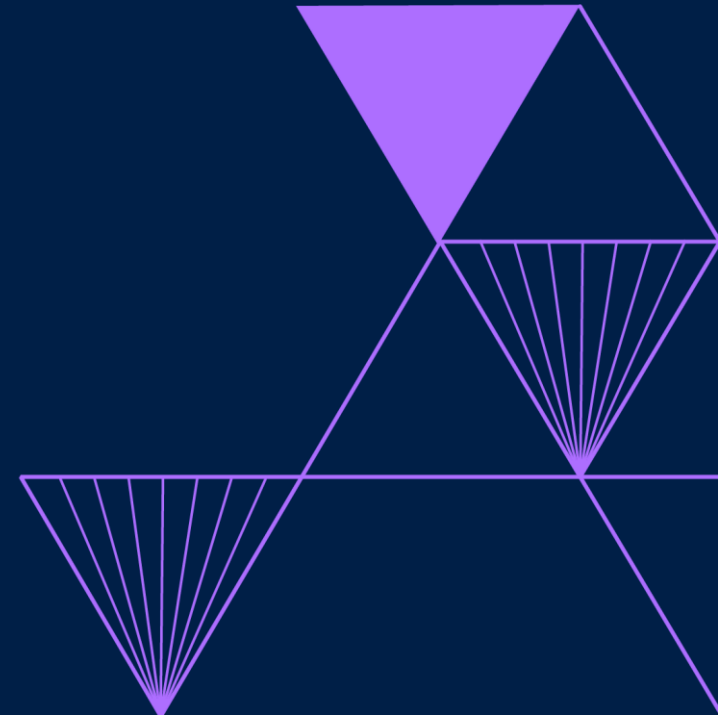


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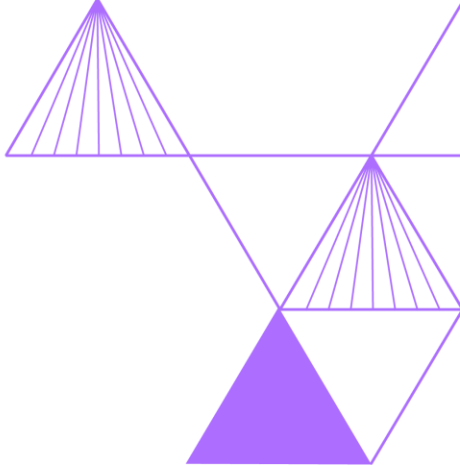


Prize Draw & Closing Remarks

Alan Walker
Moderator



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