

**The Institute of Residential Property Management (IRPM) Syllabus 2013.**

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## 1 An introduction to the IRPM syllabus

The IRPM developed the first syllabus for the Member level exam in 2003 and revised it in 2006. This (2013) syllabus updates the scope of study for residential property managers and for the first time identifies the different levels of expectation for study for the Foundation, Associate and Member level examinations.

There is no formal educational course that delivers the whole syllabus through a single curriculum but references to where teaching programmes can be accessed are referenced in the text below.

The IRPM examination framework requires practitioners to be able to demonstrate their knowledge, understanding and practice at each level:

- The **Foundation** level requires the demonstration of the knowledge and understanding necessary to undertake the work of the residential property manager. This is factual information and an awareness of the terminology used.
- The **Associate** level requires the demonstration of the application of the knowledge and understanding to real life situations by describing how and when such information should be used.
- The **Member** level requires the demonstration of reasoned advice supported by a depth of technical knowledge through the ability to explain how and why good practice is implemented and to analyse and relate the learning to a range of problems faced by residential property managers.

The following syllabus therefore seeks to define the knowledge and applied practice required for each level. Such a task is difficult for every point of detail in the complex work of residential property managers, not least because of the changing nature of their work, so whilst this cannot be exhaustive or complete it does provide a framework for candidates for the IRPM exams at each level.

For the Associate exam and the Member exam marks will be awarded for the ability to communicate effectively. There will be an expectation that candidates will present evidence to show competence in spelling, grammar and basic arithmetic to support their written communication.

## 2 The structure of the exams

The route to **Membership** of the IRPM (from 2013 onwards) is through a series of three examinations, the Foundation, Associate and Member exams. The detailed structure for each exam is noted below.

**2.1 Foundation Exam** –The Foundation examination will consist of 100 multiple choice questions. It will require candidates to demonstrate a broad overview of specific property management knowledge and it will also include aspects of customer service and personal development. The exam will last for one hour and the questions will closely align to the content of the residential property management Open Learning Course (Open Learning Course available from Asset Skills- phone 01392 423 399). The pass mark for the Foundation examination is set at 70% and the IRPM considers it to be equivalent to the level of study for an NVQ at level 2.

It is hoped that this will be available as an on-line exam from March 2013.

**2.2 Associate Exam** – The Associate exam will consist of two parts. Part 1 will set compulsory questions and Part 2 will offer options on specialist areas of the work of residential property managers. The exam will take one and a half hours.

Part 1 will present a number of different issues that might be faced by a residential property manager and each issue will require a number of factual answers. A total of 10 marks will be awarded for each scenario question. An outline of the likely marking framework is noted below.

Part 2 will require candidates to provide detailed answers to **three questions from a choice of eight** from a range of specialist areas including service charge accounting, general property management, technical/building/surveying and affordable housing. Two questions will be set for each specialist area.

The likely structure of the questions and the manner of the possible awarding of marks are shown below.

Part 1					Part 2								
	S1	S2	S3	S4	1	2	3	4	5	6	7	8	
Question	2	2	2	2		20		20			20		
Question	2	2	2	2									
Question	2	2	2	2									
Question	2	2	2	2									
Question	2	2	2	2									
Total	10	10	10	10		20		20			20		Total 100

The pass mark will be 60%. The IRPM consider this will be equivalent to a standard approaching NVQ level 3.

Candidates will have to reach the pass mark in both the Foundation and the Associate exam to move to Associate membership. Candidates will also be required to demonstrate that they have fulfilled and filed up to date CPD requirements before being granted Associate membership. The Associate examination will be available at a number of examination centres twice a year.

**2.3 Member Exam** – The member examination will consist of **TWO parts**.

The time allowed for this exam will be two and a half hours.

Part 1 will consist of a single compulsory question and will carry a potential 40 marks. It will present a detailed problem or 'crisis' and candidates will be asked to respond to this problem from the perspective of their specialist area of expertise as well as being expected to understand the wider implications of block management.

Part 2 will require candidates **to answer three questions from a total of eight questions** taken from a range of four specialist areas: service charge accounting, general property management, technical / building surveying and affordable housing

The likely structure of the questions and the manner of awarding of marks are noted below.

Part 1		Part 2								
Question	1	1	2	3	4	5	6	7	8	Total
	40			20	20				20	100

The pass mark for this exam is set at 60%. The Member examination will be available at a number of centres twice a year. Candidates will also be required to demonstrate that they have fulfilled and filed up to date CPD requirements before being granted Member status.

**The detailed requirements of the syllabus for the Associate and Member level examinations. (Revised 2012).**

The IRPM syllabus is structured into six parts:

- 1 Legal Framework**
  - 1.1 The management agreement
  - 1.2 The Lease
  - 1.3 Leaseholders rights and responsibilities
  - 1.4 Dispute resolution and the work of the Leasehold Valuation Tribunals (LVTs), the upper Tribunal and the courts
  - 1.5 Business and employment law
  
- 2 General Property management**
  - 3.1 Managing the building
  - 3.2 Provide services and manage service providers
  - 3.3 Responding to leaseholders' needs
  - 3.4 Working with clients
  
- 3 Accounting for service charges**
  - 2.1 Financial management
  - 2.2 Purchase ledger
  - 2.3 Accounting for other people's money
  - 2.4 Service Charge accounting
  
- 4 Technical/Building surveying**
  - 4.1 Building construction
  - 4.2 Repairs, maintenance and defects
  - 4.3 Regulations affecting the buildings
  - 4.4 Health and Safety
  
- 5 Affordable housing and mixed tenure management**
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- 6 Personal skills and personal development**
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  - 6.2 Personal development

The requirements of the examinations are that candidates for the IRPM exams are able to demonstrate knowledge of the topics at Foundation level, and ability for undertaking practice at the Associate level (doing), and an ability to provide advice and analysis at the Member level.

The scope of the syllabus recognises that practitioners may specialise in specific areas and it is the intention of the syllabus that membership of the IRPM is open to these specialist areas. It is, however, a requirement of the IRPM that even specialists have a broad understanding of the wider requirements of the sector including the legal framework and customer service. It is also expected that practitioners will be familiar with best practice and the requirements of codes of practice relevant to the sector.

The details below use the term “this will include” to help to indicate the areas covered. What is then listed is a guide but the syllabus is not limited to these areas and may include other areas as the work of property managers continues to professionalise.

## **1 Legal Framework**

### **1.1 The management agreement / the role of the property manager.**

Candidates may, or may not be, working to a management agreement depending on the structure of the landlord's arrangements. Where a management agreement is in place candidates should understand its purpose and the legal relationships and responsibilities created by it. Where they are working directly for a landlord they should understand the requirements of their agreed services.

This will include:

- understanding the role of the client and the scope of responsibilities of the agent or the property manager.
- understanding the legal, financial, and customer service implications that result from the terms of the management agreement.

At a more advanced or specialist level this will require negotiating new management agreements and pricing for the services as necessary.

### **1.2 The lease**

Candidates are expected to have a clear understanding of the lease, its purpose and its structure as it is of critical importance to the property manager in the delivery of services. The lease sets out many of the requirements of the work of the property manager, acting on behalf of the landlord.

This will include:

- understanding how the lease is structured, how it works as a contract and how its wording influences the work of the property manager
- understanding how the covenants control the service requirements for a residential block and influence the setting of service charges.
- understanding how weaknesses in the structure and wording of a lease may result in disputes about how services are delivered.
- understanding the restrictions imposed by the lease and where Landlord's consent is required (e.g. licences to alter).
- understanding how failure to comply with the covenants of the lease can affect both the landlord and the leaseholder.

At a more advanced and specialised level this will require input into the drafting of leases or by making recommendations to the client on how subsequent management arrangements can be improved.

### **1.3 Leaseholders rights and responsibilities**

Candidates should demonstrate a comprehensive understanding of the rights and responsibilities of leaseholders.

This will include:

- understanding the legislative framework and Acts of parliament protecting leaseholders including the reasonableness of service charges, the requirements for consultation on qualifying works and long term qualifying agreements, the powers to increase control over the decisions of the landlord.
- understanding the rights to information from the landlord and the ability to challenge service charges
- understanding the accounting requirements of the landlord to protect service charges held on behalf of the leaseholders.
- understanding the statutory rights that result at the expiry of a lease.
- understanding the guidance and regulation as supported by professional and trade bodies such as the RICS, ARHM and ARMA.

### **1.4 Dispute resolution and the work of the Leasehold Valuation Tribunals (LVTs), the Upper Tribunal and the courts**

Candidates should be familiar with the working of dispute resolution mechanisms and the work of, and key determinations of, Leasehold Valuation Tribunals, The Upper Tribunal and the courts.

This will include:

- understanding what options are available for dispute resolution and the work of Ombudsmen Services including; the Surveyors' Ombudsman Service. The Ombudsman Service Property, The Housing Ombudsman and the Local Government Ombudsman, in relation to leaseholder complaints.
- understanding the jurisdiction of the LVT and the processes of applying to it.
- understanding how the determinations of the LVT, the Upper Tribunal and the courts impact on the practice of residential property management.

### **1.5 Business and employment law**

Candidates should be able to demonstrate an understanding of key aspects of business law and employment law that support the effective operation of managing residential property.

This will include:

- understanding the requirements of company law that affects managing agents and RMCs.
- understanding the key requirements of properly discharging the responsibilities of an employer.

## **2 General Property Management**

### **2.1 Managing the building**

Candidates should be able to identify how the management agreement and the lease control the management of the residential buildings so that services can be provided in line with the agreed requirements.

This will include:

- understanding how to secure proper insurance cover for the building and how to handle claims effectively.
- undertaking site inspections (see technical/building surveying below) and recognising the repairing, maintenance and service needs for specific buildings.
- being able to enforce the covenants of the lease to ensure the building and services can be maintained and well managed.
- undertaking consultation with residents in line with S20 of the Landlord and Tenant Act 1985 (as amended) for qualifying works and qualifying long term agreements.
- carrying out or procuring health and safety risk assessments, reviewing and ensuring safety for residents, visitors, staff and contractors.
- communicating as necessary with leaseholders and being aware of what information must be provided by legislation, good practice or on request.
- understanding of the implications of managing Houses in Multiple Occupation (HMOs).

More detailed requirements of health and safety management is detailed in the section headed Technical/Building surveying (section 4) below.

### **2.2 Provide services and manage service providers**

Candidates should be able to specify the services required for residential buildings and put in place the necessary provision of these services, whether by contractors or by employed site staff.

This will include:

- the ability to specify and, where necessary, draft detailed specifications for services.
- carrying out pre-contract inquiries on potential service providers to ensure their suitability, competence and capability for carrying out the required work including registration with specialist bodies and insurance requirements.
- undertaking tendering procedures for ensuring value for money and reasonableness of service provision.



- agreeing job descriptions and person specifications for site staff, agreeing the appointment process including interview, providing terms of appointment, staff induction, training, supervision and appraisal.
- agreeing contracts for works including arrangements for monitoring and terminating the contract.
- monitor service delivery and deal with shortcomings in the services provided.

Candidates should be aware of the need to provide services in line with best practice as influenced by the codes of practice, regulation and evolving determinations from Leasehold Valuation Tribunals, the Upper Tribunal (Lands Chamber) and the courts.

### **2.3 Responding to leaseholders' needs**

A significant part of the work of the residential property manager is responding to leaseholders' (customers) needs. This requires a detailed understanding of the lease and the management arrangements in place.

This will include:

- providing details of the services provided.
- undertaking administrative work supporting leaseholders seeking to assign their lease (sales inquiries) or seek landlord's permission or for providing other property services outside of the general service charge.
- responding to disputes in service delivery in line with an agreed complaints process and providing all the required information to the ombudsman following any referral.
- responding to breaches of the covenants of the lease or disputes arising from the lease and where necessary to seek instructions from landlords or clients (see below).
- responding to disputes between leaseholders and referring these to other agencies for resolution as necessary.

### **2.4 Working with clients**

Candidates must be aware of the distinction between client and customer, be aware of the needs of their clients and should manage the buildings and leaseholders' (customers') needs in relation to client instructions.

This will include:

- understanding the extent and limit of delegated powers.
- seeking clients' instructions where decisions are needed that go beyond the delegated power of the managing agent or property manager.
- understanding potential conflicts between the needs of the client and the needs of leaseholders and to be able to provide advice and refer to best practice where these conflicts arise.

- seeking resolution of property management problems and advising clients of available options for dispute resolution including application to a Leasehold Valuation Tribunal or other dispute resolution or mediation service.
- supporting Residents' Management Companies, Recognised Tenants' Associations and Right to Manage companies, as agreed in the management agreement, for services acting as company secretary or other work to support residents' meetings, directors' meetings or Annual General Meetings.

Candidates should be aware of the operation of the right to acquire a new lease (lease extension), the right to collective enfranchisement under the Leasehold Reform Housing and Urban Development Act 1993 (as amended) and the operation of the Right to Manage under the Commonhold and Leasehold Reform Act 2002 and be aware of limitations in their role in advising leaseholders in line with their clients instructions.

Candidates should also be aware of the implications for their own business of clients going into receivership or otherwise not providing appropriate instructions for the effective management of the building.

### **3 Accounting for Service Charges**

#### **3.1 Financial Management**

Candidates should understand the scope and requirements of financial management and the requirements of keeping financial records including accounting for receipts and payments and the need to reconcile records to bank accounts.

This will include:

- correctly allocating tenant receipts to the appropriate accounts and dealing with unidentified receipts.
- observing professional codes of practice with regard to the banking of client monies and be aware of the FSA bank deposit protection scheme, the requirements of the Bribery Act, competition legislation and the declaration of commissions.
- being able to recognise activity characteristic of money laundering.
- dealing correctly with petty cash.

At a more advanced or specialist level this will include some aspects of treasury and asset management for running an agency or landlord business and understanding how the UK bank payments clearing system works and know the different forms of payment used and the meaning of "cleared funds".

#### **3.2 Purchase Ledger**

Candidates should understand how payments are made and the controls necessary for those payments to comply with industry requirements.

This will include:

- correctly approving works orders and matching invoices received with approved orders so that invoices are correctly addressed, coded and authorised.
- being able to enter invoices correctly, using computer automatic validation where available.
- being able to apply correct VAT codes (exempt, standard rate, reduced rate for domestic energy).
- understanding and being able to make Construction Industry Scheme (CIS) deductions.

At a more advanced or specialist level being able to prepare and carry out a payment run and ensure payments are authorised, understanding how fraud, through the submission of false invoices and other methods, can be prevented and being able to maintain and reconcile supplier accounts.

#### **3.3 Accounting for other people's money**

The manner of accounting for other people's money, and especially service charges, is set out in the lease and statute and failure to comply correctly with these requirements may be an offence. Understanding the importance of good practice here is critical to the work of the

residential property manager. Candidates should understand the requirements of trust accounts and the processes of ensuring good information management and credit control.

This will include:

- ensuring the necessary details of the client, property and other associated data is set up and maintained.
- being able to collect service charges, administration charges and ground rent as necessary in accordance with the related statutory notices.
- ensuring income is optimised through credit control and the collection of arrears, the calculation of interest on late payment and the writing-off of bad debts.
- preparing the Client Statement and arranging payment.

At a more advanced or specialist level this will include ensuring Non-Resident landlord returns to HMRC as necessary and accounting to landlords for VAT payments.

### **3.4 Service Charge Accounting**

Separate from the more general heading of financial management the accounting for service charges requires specific understanding of the process for managing a residential block. This requires practical understanding of both residential leases and the legislative framework influencing financial control of service charges.

This will include:

- understanding the schedules and apportionments set out in the lease and the contractual and legislative controls affecting the recovery of service charges.
- the preparation of service charge budgets and major works estimates (see also technical/Building surveying) for the creation of accounts and demands or service charge certificates for collecting service charges and calculating S20 thresholds for consultation in the case of major works or long term contracts.
- identifying the need for and, where possible, setting up and budgeting for reserve funds or sinking funds and preparing reconciliation statements for unfunded or partially-funded major works.
- managing cash flow on the service charge accounts and dealing with under- and over-recovery.
- understanding the requirements of best practice for year-end accounts and the requirements of Sections 18-30 of the Landlord and Tenant Act 1985 and being able to prepare S20B(2)Notifications.
- understanding what costs of management may legitimately be recharged to the service charge account, i.e. legal costs etc.

At a more advanced or specialist level this will include completing the year end reconciliation including raising balancing charges/credits, entering year-end adjustments, accruals and prepayments, and clearing down the accounting system. Preparing accounts packs for external accountants and responding to their queries. This can extend to preparing interim management accounts for the client, dealing with VAT in mixed-use, including where the landlord has exercised the 'option to tax', compiling the year-end Extended Trial Balance and preparing an annual service charge summary under S21(5) of LTA 1985 or income & expenditure account and balancing statement conforming to ICAEW TECH 03/11. It will also require ensuring that a Trust Tax return is made to HMRC, if required and for RMCs, ensuring that requirements of filing annual company accounts are met.

At a more general level it will require an analytical and critical review of service charge accounting in the light of current best practice.

## **4 Technical/Building surveying**

### **4.1 Building construction**

Candidates should be aware of the most common construction methods for residential blocks and of the common services that are installed. They should understand how the construction influences requirements for long term maintenance and what remedies are available should the structure or services fail.

This will include:

- identifying the construction method such as:
  - Foundations (e.g. concrete strip footings, driven piles).
  - Superstructure (e.g. Solid wall, cavity wall, timber, metal or concrete frames).
  - Wall structures (e.g. brick, heavy or light weight blocks, timber panels, stone) purpose made and proprietary claddings (e.g. glass or stone).
  - Windows (e.g. timber double hung sashes, side hung casements) and glass (single glazing, sealed double glazing).
  - Roofs (e.g. pitched or flat) and coverings (e.g. for pitched roofs: clay or concrete tiles, timber shingles, slates; for flat roofs: felt, asphalt, lead, copper, zinc).
  - Rainwater Goods and Waste (e.g. materials: cast iron, PVCu) (methods of disposal: e.g. mains drainage, soak-away, macerator).
  - Grounds (e.g. retaining walls).
- identifying potential defects such as:
  - Cracking (e.g. stress fractures, settlement, subsidence).
  - Damp (e.g. penetrating, rising, condensation).
  - Leaks (e.g. plumbing, drainage, roof coverings, overflows).
  - Wood Rot and Insect Infestation (e.g. dry and wet rot, common furniture beetle, death watch beetle) and preventative measures (e.g. treatments, painting and staining).
- linking defects (where appropriate) to warranties and/or insurance policies to provide for recovery of costs in repair of consequential damage. Noting limitations on recovery of “repair” costs from insurance policies.
- understanding the purpose of, location of and maintenance requirements of mechanical and engineering plant such as:
  - Lifts.
  - Boilers (e.g. hot water and central heating).
  - Air conditioning (e.g. heating and cooling).

- Risers (e.g. dry and wet).
- Water (e.g. storage, softeners).
- Fire / heat / smoke detection, alarms and sprinklers.
- Lighting and emergency lighting.
- Power.
- understanding the principles of good asset management and planned maintenance programmes for the benefit of both the landlord and the leaseholders and to be able to identify any potential conflict of interest that results from the different land titles held by the parties.
- understanding the relationship of the managing agent to the various parties.

#### **4.2 Repairs, maintenance and defects**

In addition to understanding the implications for repairs arising from the construction of the building candidates should also be able to put in place necessary repairs whatever the construction method.

This will include:

- understanding the needs to maintain property inspection records and being able to arrange for technical specialists to carry out inspect and specify works for immediate and long term repairs.
- ensuring the competence and capability of contractors.
- getting authorisation for works, agreeing contracts and appointing contractors for works as necessary and providing information to all parties and third parties such as insurers.
- understanding the financial implications of undertaking such works for the client and the leaseholders especially in regard to the costs of providing environmentally sustainable solutions or those related to renewable energy.

At a more advanced or specialist level candidates will also be expected to understand the need for effective asset management and project management for maintenance programmes and major works. This will include life cycle costings, planned and cyclical maintenance programmes and how they feed into reserve fund calculations.

#### **4.3 Regulations affecting the buildings**

Candidates should have a clear understanding of the main regulations affecting the construction and maintenance of residential buildings, the purpose of these regulations and their impact on property management practices.

This will include:

- understanding the purpose and impact of statutory controls such as:
  - Planning.
  - Conservation Areas.

- Listed Buildings and those of Townscape Merit.
- Tree Preservation Orders.
- understanding regulatory controls such as:
  - Health & Safety at Work.
  - Construction Design and Management (CDM) Regulations.
  - Provision and Use of Work Equipment (PUWER).
  - Environmental Protection Agency requirements.
  - Health and Safety Executive compliant items such as dry risers, smoke vents, static electrical tests.
- understanding British Standards and other associated requirements such as:
  - European Standards.
  - BS numbers.
  - Kite Marking.
  - ISO certification.

#### **4.4 Health and Safety**

Candidates will be required to show evidence that they can assess and manage the health and safety risks in residential property under Health and Safety legislation and identify ways the risks can be both reduced and monitored. This should include reference to legislative arrangements and best practice as well as local policies and procedures likely to be required for the management of residential blocks and personal safety.

This will include:

- understanding the scope of health and safety responsibilities and how this links to on-site inspections to eliminate or reduce risk, to notify and monitor risks.
- carrying out risk assessments covering:
  - condition safety.
  - fire safety (e.g. emergency planning).
  - asbestos management (e.g. working with).
  - air conditioning (e.g. legionella).
  - water management (e.g. contamination).
  - automatic gates (e.g. testing and safe installations).
  - lifts (e.g. testing and safe installations).
  - substances hazardous to health (COSHH).
  - working conditions for staff and safe working practices (e.g. lifting).



- understanding the implications of property maintenance for general property management such as gritting procedures in the event of snow and the more common occupiers liability issues where water features are part of the managed property.
- understanding the roles and responsibilities of employers and employees to contribute to safe working practices and risk assessments for those property managers exposed to lone or remote working or working on site with a range of clients, customers and contractors.

## **5 Affordable housing and mixed tenure management**

### **5.1 Management of mixed tenure developments**

Candidates should be aware of the different tenures provided in different developments and of any management implications associated with mixed tenure schemes.

This will include:

- understanding the roles and responsibilities of intermediate landlords, especially those who are also landlords to affordable housing leaseholders.
- understanding the payability of service charges by different parties, whether capped service charges operate for certain dwellings and how this impacts on overall financial management.
- understanding how mixed tenure properties can impact on Section 20 consultation procedures and timescales.
- understanding the responsibilities of the client for wider estate management including possible management of the public realm and associated facilities such as play areas, car parking and private roads.

### **5.2 Managing social neighbourhoods**

Candidates should be aware of the social implications of mixed tenure management which require leaseholders to also act as landlords to affordable housing leaseholders and assured tenants.

This will include:

- understanding the different tenures of shared ownership, assured tenancies, protected tenancies, low-cost housing, and assured shorthold tenancies and how these may impact on long term management expectations.
- understanding the implications of sub leases and weekly tenancy agreements on the management of the overall scheme.
- understanding how landlords and managing agents can work with Registered Providers, housing associations, ALMOs, local authority and any of their tenants associations to achieve effective management.

### **5.3 Managing affordable housing**

Candidates should be able to identify how the legal arrangements of social housing differ from general leasehold properties.

This will include:

- demonstrating a knowledge of the work of the Homes and Communities Agency and their service standards, the funding structures for social housing development, the work of housing associations/Registered Providers and their governance.

- understanding the different requirements of leasehold, assured, assured shorthold, and secure tenancies and the purpose of affordable housing schemes for homebuy and shared ownership.
- understanding the tenant complaints handling procedures and the work of the Housing Ombudsman.
- understanding the limits potentially imposed on service charges to leaseholders under the right to buy and right to acquire regulations.
- understanding how and when mandatory and discretionary reduction of service charges may apply.
- understanding how extra-contractual payment options may be offered and operated, including equity share, equity loan and buyback procedures.
- understanding staircasing rights and procedures (both upwards and downwards).
- identifying how housing associations, as shareholders, can contribute to the governance of Residents' Management Companies (RMCs).
- understanding the role and power of the Rent Officer.
- understanding to needs of social housing providers in relation to customer service and the limits to setting service charges within the affordable housing framework.
- understanding the operation of Section 20 consultation within a partnering and European procurement framework.

#### **5.4 Managing vulnerable and difficult residents**

The management of high density residential property places additional strains on vulnerable people and on neighbour relations. Both these (separate) issues require an understanding of the support and enforcement frameworks available to property managers.

This will include:

- understanding the requirements of the Equality Act 2010 and the protected characteristics and the implications for property managers and how to support tenants with known vulnerabilities or special adaptations of the building.
- understanding the role of social housing providers in working with multi-agency partners to address anti-social behaviour and how to enforce action against those residents presenting unacceptable behaviour or otherwise breaching covenants.

## **6 Personal skills and personal development**

### **6.1 Managing effective relationships with clients and customers**

Candidates should be able to demonstrate effective management of relationships with clients and leaseholders and other parties through an understanding of the clients and customers' needs and behaviours. They should be able to show how to build rapport, confidence and trust with others.

This will include:

- providing evidence of the optimum methods of communicating with individuals and groups through a variety of media including oral and written methods, face-to-face and electronic formats, and the use of formal and informal meetings.
- demonstrating the importance for obtaining information, processing it and providing information to interested parties.
- providing evidence of letter and report writing, basic arithmetic and where necessary to make presentations including using graphical information to inform.
- providing evidence of being able to influence negotiations with clients, customers and other parties.

### **6.2 Personal Development**

Candidates must be able to provide evidence of their own personal development through continuing professional development certificates learning logs or a personal development plan.

This will include:

- providing evidence of setting targets and priorities, planning, reviewing and taking action.
- providing evidence of working effectively in relation to time management, team working, delegation and control of work through monitoring and review.
- submitting an up-to-date CPD diary to the IRPM before any awards for progression of membership can be considered.
- reflecting and evaluating own performance and professional practice.

END.