

RICS Assessment of Professional Competence – Management Consultancy Final Assessment Submission

Candidate and Counsellor/Supervisor declaration

Candidate details:

Candidate Name:	XXX		<p>Please attach (import electronically or glue or staple) a clear, professional and recent photograph.</p> <p>(Note: Passport sized and in the last 6 months).</p>
	XXXX		
	RICS Membership Number:	XXXXXX	
Date of Birth:	XXXXXX		
Pathway:	Management Consultancy		
Employer / organisation:	XXXX		
Previously Referred?	No	N/A	
Case Study Title:	Managing the Process of Establishing a Workflow of Traditional Building Surveying Services		
Candidate Declaration:	<p>I confirm that I have completed this document in line with the Assessment of Professional Competence candidate guide and understand the competencies and levels required in my pathway guide. I confirm that all documentation is based on my own experience.</p>		
Candidate Signature:	XXXX		25/08 / 2015

Counsellor/Supervisor details:

Counsellor Declaration:	By countersigning this document you confirm that to the best of your knowledge that the candidate has understood the requirements and this document complies with RICS guidance. Also that the content of this submission is a true representation of the candidates own work and involvement in the projects details herein.
Counsellor Name:	XXXXXX
Counsellor Signature:	XXXX 25/08 / 2015
RICS Membership number:	XXXX
Supervisor name: (optional role)	
Job title/role:	
Supervisor signature:	dd /mm / yyyy

Submission content – please ensure you have completed or attached all relevant elements:

Qualifications and Employment Information:	Yes
Summary of experience:	Yes
Case study:	Yes
CPD:	Yes
Log book (if applicable):	N/A
Referral report (if applicable):	N/A
Declared disability to RICS (if applicable):	N/A

Qualification and Employment Information

Please insert more rows or delete as applicable

Qualifications:				
Name of Educational establishment	City/Country	Please confirm full title of qualification	Date started	Date completed
The University of Reading	Reading/UK	Masters in Surveying	01/09/2012	01/06/2013
The Reading Collage of Estate Management	Reading/UK	Postgraduate Diploma in Surveying	01/09/2007	01/06/2012
The University of Bradford	Bradford/UK	BSc (Hons) Archaeological Sciences	01/09/2000	01/06/2003

Any other relevant professional qualification(s):			
Name of organisation	Current grade	How membership was achieved (e.g. examination)	Year gained
RICS	Student Member	Application	02/02/2008

Professional experience (Please list all relevant employment details, starting with the most recent)			
Employer	Position held (job title)	Date from:	Date to:
XXXX	Operations Director	01/08/2006	Present
<ul style="list-style-type: none"> I was the joint founder and hold 50% of the equity in XXXX which is a multi-disciplinary sustainability and building surveying practice with offices in York and London. During this time my role has involved all aspects of business administration with a main focus on strategy and business growth. The company formed with a budget of £5,000.00 and turned over in excess of £1,250,000.00 in 2014. This growth has been achieved organically and in a structured way. Strategically managing this growth and the associated workflow, client care, staffing and financial aspects has been my primary task during this period. 			
Employer	Position held (job title)	Date from:	Date to:
Ryedale Conservation	Conservation Manager	01/06/2003	01/06/2006
<ul style="list-style-type: none"> Involvement at all stages of conservation projects as well as a lime products construction plant. Tender input Partially responsible for developing schemes of work for projects on buildings such as windmills, substantial old and ancient residential buildings as well as churches. Managing project teams of up to 7 tradesmen. Work generally involved the application of lime mortar, render and plaster as well as the replacement of stone and brick sections of external walls. I had some involvement with the financial aspects of the business such as cash flow and an appreciation of end of year accounting practices. I assisted with recruitment of skilled staff. The other part of my role focussed on managing the production side of the company. Lime putty was produced from raw local materials using traditional methods and was then sold or used to make lime mortar, wash, render and plaster. It was important that the materials for each job were of the correct consistency and colour. Production in the plant averaged 60, 25 litre tubs of lime putty per day and our products were transported in container ships as far away as North America. 			

- At Ryedale Conservation I was also involved in giving lime workshops to members of the Society for the Protection of Ancient Buildings (SPAB). These focussed on the process of producing lime mortar and putty as well as how to apply the materials correctly.

Employer	Position held (job title)	Date from:	Date to:
RCS	Site Technician	01/06/2001	31/05/2003

- Assisting with the design and specification of new build residential developments and alterations and renovations of existing buildings
- Assisting with analysis of client requirements and building relationships with clients
- Working as part of a team to ensure that projects ran on time and to budget.
- Helping to ensure that work on site progressed as smoothly as possible and checking construction details were correct.
- Assisting skilled tradesmen and developing my own practical construction skills

EXAMPLE ONLY

Management Consultancy Pathway

You must refer to your Management Consultancy pathway guide and candidate guide to understand the requirements of this section. Please complete the required number of competencies for your chosen pathway to the specified level in the format outlined below.

Summary of Experience - Mandatory Competencies (1500 words in total)

Competency	Level	Summary of Experience	Date achieved
Conduct rules, ethics and professional practice	1	I have a good working knowledge of the RICS Professional and Ethical standards and I aim to uphold these on a day to day basis through the way I conduct myself in professional situations.	
	2	<p>It is vital that the integrity of RICS is upheld and maintained and as such the standards by which members conduct themselves should be an example to the construction industry as a whole.</p> <p>The rules of professional and ethical standards are well known to me and I strive to conduct my personal and business affairs in complete compliance with these.</p> <p>I conduct my business operations in a clear and transparent way and will always defer to a more knowledgeable person if the advice requested of me is not within my area of expertise.</p>	
	3	<p>The advice that I give is always based upon what is the best course of action for the client. At times I have given advice that has led the client to not proceed with instructions to my firm.</p> <p>This has been due to that fact that they may not have required our services or may have been better suited to the advice given by another firm.</p> <p>There have also been occasions where I have advised potential clients that we did not have sufficient experience in certain areas and provided details of other firms who were more experienced.</p>	

Competency	Level	Summary of Experience	Date achieved
Client care	1	<p>My entire work history has involved working directly with clients. From working as a labourer in people's homes with RCS to managing framework contracts on a business to business basis as part of my current role.</p> <p>This experience has helped me to learn the principles which help in maintaining client relationships, of which I believe clear and open communication is paramount.</p> <p>I have witnessed procedures which are appropriate for managing the process of client care as well as complaints processes and understand the importance of these.</p>	
	2	<p>In my current role I have been involved in implementing the RICS standard complaints procedure as the official complaints procedure of XXXX.</p> <p>To date we have not had cause to progress any complaints through the procedure, however it is available to clients if required and they are made aware of this. I am also line manager of the accounts management team and have designed and implemented a system whereby regular clients are contacted on a regular basis and asked for feedback.</p> <p>This system consists of monthly calls and yearly face to face meetings. All feedback is recorded electronically and positive and negative feedback is discussed with the technical and administrative members of staff in order that service standards can be continually refined.</p> <p>The feedback and performance of each account is tracked and reviewed every six months. Any changes in patterns can then be noted and appropriate action can be taken such as scheduling a face to face meeting with the client in</p>	

		order to discuss how our service matches their current requirements. If changes are required then these can then be implemented.	
--	--	--	--

Competency	Level	Summary of Experience	Date achieved
Communication and negotiation	1	<p>As part of my current role I have to select and utilise various communication methods on a daily basis.</p> <p>Each day I communicate with staff members, management team members and fellow Directors of XXXX as well as clients.</p> <p>Methods used include email, telephone, face to face meetings and written reports containing graphics and presentations using appropriate software packages.</p>	
	2	<p>Specific examples of practical applications include telephone introductions to prospective clients, face to face discussions and presentations to prospective clients, face to face meetings, telephone discussions and written reports to existing clients, leading meetings with staff, presenting data verbally and through the use of written and graphic reports at board and management meetings.</p> <p>Marketing is also an area of business which I am responsible for and I have drafted all wording on the company website, brochures, flyers and proposal documents. I have also been responsible for devising the marketing strategy and have worked closely with graphic designers and marketing professionals to devise a companywide visual communication approach for the group.</p> <p>This work has extended to include the planning and design of expo stands for some of the largest property shows in the country at which I have exhibited along with my team in order to promote the company.</p> <p>I also regularly negotiate in a buying capacity with firms who provide goods and services to the group as well as in a selling capacity in order to</p>	

		agree pricing, scope and service standards with clients.	
--	--	--	--

Competency	Level	Summary of Experience	Date achieved
Health and safety	1	<p>I am aware of the health and safety responsibilities placed on me as an employer and also as a prospective member of RICS.</p> <p>This includes a knowledge of the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 as well as the CDM regulations.</p>	
	2	<p>As XXXX employ over 5 people we must comply with the CDM regulations and carry out risk assessments where appropriate.</p> <p>These are carried out when staff visit buildings to carry out inspections or visit construction sites to monitor or test works.</p> <p>I have been involved in the production of the company health and safety procedure which sets out a standard approach to health and safety that should be adhered to by all staff. Issues covered include the inspection of unsafe buildings, travel to and from site and the use of appropriate protective clothing and equipment whilst on site.</p>	

Competency	Level	Summary of Experience	Date achieved
Accounting principles and procedures	1	<p>I have gained knowledge and understanding of accounting concepts and principles during my role as Operations Director at XXXX</p> <p>This has been gained through regular communication and annual meetings with the company accountant where the draft and published accounts for the group have been examined and explained.</p>	

		<p>My role also includes responsibility for managing cash flow and budgets as well as setting budgets and targets for various departments.</p> <p>By creating and updating management accounts and through regular checking of balance sheets I have gained a good working understanding of the principals involved and their strategic importance to the successful running of a company.</p>	
--	--	--	--

Competency	Level	Summary of Experience	Date achieved
Business planning	1	<p>A key part of my current role is business planning, as such I have wide experience of planning various aspects of business activity.</p> <p>This experience spans business growth, project management, staffing, cash flow and crisis management amongst other areas.</p> <p>This experience has led to an understanding of business planning and the role that it provides in setting out firm foundations and a route map of how activity can lead to future success.</p>	

Competency	Level	Summary of Experience	Date achieved
Conflict avoidance, management and dispute resolution procedures	1	<p>I am aware of and have some limited experience of the principles of conflict avoidance and the options open within the industry should a conflict arise.</p> <p>Various options are open to the profession as a means of settling disputes before they are taken to court and these are actively encouraged in many cases. Mediation, adjudication and arbitration are examples of some of the available dispute resolution procedures.</p>	

Competency	Level	Summary of Experience	Date achieved

Data management	1	<p>During my current role I have had responsibility for collating, interpreting and reporting on various data areas.</p> <p>These include various sales data as well as debtors' reports. I have had involvement in the design and implementation of the company server, data storage templates and parameters and the formulation of companywide Excel and Acrobat documents which collate and share certain key technical and management data.</p> <p>All company data is stored within our offices on servers and is backed up externally on a daily basis in order that all data can be restored should anything happen to the physical servers.</p>	
-----------------	---	--	--

Competency	Level	Summary of Experience	Date achieved
Sustainability	1	<p>At XXXX one of our core areas of business is sustainability consultancy. This has given me a detailed understanding of the drivers behind sustainability on a local and international level and how to balance these demands against the practical and economic necessities of construction.</p> <p>Often our clients are aware that they are obliged to comply with certain sustainability related standards and the job of our technical staff is to guide them to compliance in the way that works best for them. This tends to be using methods and technologies that achieve the relevant standards whilst not compromising the technical or economic success of the project.</p> <p>I manage a process whereby we advise national house builders at group level on this and help to refine group specification upon each update of the Building Regulations.</p>	

Competency	Level	Summary of Experience	Date achieved

Team working	1	<p>Throughout my career I have worked as part of various teams and also have wide experience of managing teams of different types and sizes in order that specific objectives can be achieved.</p> <p>In my early career I have managed small groups in order to carry out construction works as well as producing construction materials using traditional methods.</p> <p>More recently I have managed the teams in various departments of XXXX in order to meet specific objectives.</p> <p>Throughout my career I have also been working as a part of a team within the overall structure of each organisation.</p> <p>My experience suggests that proper planning and detailed and open communication between the leader and team members gives the best chance of success.</p>	
--------------	---	--	--

EXAMPLE ONLY

Summary of Experience - Technical Competencies

You are required to write 3000 - 4000 words in total for your technical competencies, this includes the core and optional competencies.

Please complete the required number of competencies for your chosen pathway to the specified level in the format outlined below.

Core competencies

For Level 3 competencies follow this format below:

Competency	Level	Summary of Experience	Date achieved
Business planning	1	<p>Within my current role I have gained an understanding of business planning from start-up to PLC size.</p> <p>This experience spans the different elements of business planning and the business plan itself. I have produced organisational structures and regularly set financial targets and benchmarks.</p> <p>I am fully conversant with business planning terminology and how to formulate plans to meet certain corporate objectives.</p> <p>I have set benchmarks for individual departments as well as the business as a whole.</p> <p>Through conversations with clients I have gained an understanding of the considerations taken when forming plans and strategies for large businesses.</p>	
	2	<p>Within my area of business I have applied the principles of business planning in order to set targets for performance of each department of the company.</p>	

		<p>These targets were formulated within business plans that I had created and interlinked with the demands of company cash flow.</p> <p>Company and management accounts as well as data gathered from the performance of the company in previous years were used in order to set realistic monthly expenditure figures and to calculate expenditure, sales and invoicing targets for each department that would result in the desired profit margin at the end of each period of business.</p> <p>These projections and targets were also set for individual work streams and team members when required.</p>	
	3	<p>The major part of my current role is to develop and grow the business and I have applied the principles of business planning further in order to create multi layered and interlinking business plans which encompass short term plans for the implementation of certain objectives.</p> <p>These shorter term plans have complimented multi-year strategies which rely on a number of strands combining in order for the end objective to be realized. These plans have meant that with an initial £5,000 capital investment the group has grown in 9 years to have a turnover in excess of £1.25 million and employ 24 people.</p> <p>This growth has been achieved organically and without the need for any further borrowing. This has been achieved through plans which have focussed on creating a sustainable business model with a very low centre of gravity through implementing numerous interlinking revenue streams across a wide range of clients.</p> <p>As part of my remit to grow the company I have also created marketing plans and implemented marketing strategies which have complimented the business development objectives and key messages that the firm wishes to project.</p> <p>Performance indicators and targets are a vital part of the overarching strategy and have been set in order to be demanding but achievable. The targets are not set in isolation and are meant to achieve the desired profit margins as a whole if all are achieved independently.</p> <p>These figures are also used as indicators and if a pattern of underperformance becomes evident then</p>	

		<p>changes may need to be applied to the overall strategy in order for profitability to be maintained.</p> <p>These strategies have been presented and communicated to other board and management team members on a regular basis.</p>	
--	--	--	--

Competency	Level	Summary of Experience	Date achieved
Consultancy Services	1	<p>Throughout my current role I have had experience of the different methods used to procure consultancy services within both the public and private sectors.</p> <p>I also have knowledge of the risks involved in these processes and the insurances that should be held in order to mitigate against these.</p> <p>Confidential information relating to construction projects has been dealt with and an awareness of the approaches that should be taken to moral dilemmas have been made.</p> <p>I have devised report templates and used these for various different types of report.</p>	
	2	<p>I have broad experience of preparing clients briefs and proposals as well as of negotiating fees and service levels as part of these.</p> <p>I have experience of negotiating contracts with clients of up to £500,000 in value and of exclusive group deals, framework contracts, short form agreements and more specific agreements based on schedules of rates for consultancy services relating to specific projects.</p> <p>The various services that we provide require different approaches to be taken to formulating and delivering consultancy services and these should be selected in order to fulfil a specific brief that has been taken from the client.</p> <p>I meet regularly with clients in order to take feedback on projects and the service that we are providing as a firm. This feedback is used to inform the approach that we take to delivering our package of services.</p> <p>Records are kept of relevant statistics and these are supplied to clients in report format at certain stages of</p>	

		the year.	
	3	<p>I have worked with clients in order to prepare the approach that should be taken to our consultancy services and have made presentations at board level as to how we can provide value to their businesses through the way that we work.</p> <p>I have managed the process of working with major house builders to establish the strategic approach to Part L of the Building Regulations that should be taken across their range of standard house types and have worked with them in order to carry out cost benefit analysis of various technologies and products.</p> <p>The technical aspects have then been delivered by the technical staff at XXXX This process is then repeated every three years upon the implementation of the latest version of the Building Regulations.</p> <p>I have developed business relationships with clients, negotiated contracts and then overseen the delivery of multi-unit programmes of survey work and associated planning submissions.</p> <p>Part of my current role is to fully understand the consultancy requirements of clients when I am reading tender documentation.</p> <p>As a qualified Level 2 thermographer I have also carried out thermographic inspections on a wide variety of commercial and residential buildings and provided reports with recommendations to clients which highlight defects and make recommendations for remedial works.</p>	

Competency	Level	Summary of Experience	Date achieved
Strategic real estate consultancy	1	<p>Real estate forms an important part of business strategy due to its importance both as an asset and due to functional and logistical considerations.</p> <p>In this case it is important that strategic advice is sought from appropriately qualified professionals. This is something that I have learned throughout my career in construction.</p>	
	2	As a firm we have analysed the approach taken by national house builders to compliance issues such as Part L of the Building Regulations.	

		<p>We have reviewed house type portfolios and prepared reports to show how compliance is being met and to demonstrate options for compliance that could be considered to reduce costs.</p> <p>We have also reviewed house type portfolios upon announcement of Building Regulations updates so that a range of options can be suggested that will ensure compliance when sites which are registered under the new regulations begin.</p>	
	3	<p>By using the data gathered during the reviews of house type portfolios we have been able to assist national house builders by working on cost benefit analysis of current and future specifications.</p> <p>We have prepared lists of construction details, fabric build ups and technologies and recommended them as strategic options to be adopted as a national approach across the house type range.</p> <p>This information has been presented in tabular and written format and during presentations and meetings. Data relating to carbon emissions and energy usage has been provided alongside this in order to support the recommendations.</p> <p>I have overseen projects whereby XXXX has carried out programmes of surveys on multiple properties in order to specify and quantify the type and value of repairs that should be made. This has informed construction work of up to a value of £150,000,000 on certain projects.</p> <p>I have overseen projects where we have identified where planning, conservation area and listed building consent has been required and made the relevant submissions. We have delivered this consultancy by becoming an integral part of the pre-construction project team and liaising with our client, the end client and the employers' agent.</p> <p>I am currently in discussions with a PLC contractor where we intend to formulate a unique surveying proposal for responsive maintenance works. Detailed discussions have begun and following a meeting with the Managing Director of this firm I have signed a confidentiality agreement. Should the proposal be successful once it is introduced the marketplace then we will partner with them nationally to provide the surveying and planning works.</p> <p>In a wider context it is part of my role to remain in</p>	

		<p>contact with senior staff within client organisations in order to discuss projects in more detail. By doing this it is possible to gain a more in depth understanding of the project, what the client wishes to achieve and how they wish to achieve this. By tailoring our consultancy to meet these needs we can provide the most suitable advice.</p> <p>I will usually take this kind of brief at the start of a project and pass on the requirements to the member of staff dealing with the technical consultancy advice.</p>	
--	--	--	--

EXAMPLE ONLY

Optional competencies

For the Management Consultancy pathway you must select two competencies to Level 3 and one competency to Level 2 from the list below.

For Level 3 competencies follow this format below:

Competency	Level	Summary of Experience	Date achieved
Analysis of client requirements	1	<p>Throughout my career in construction I have had roles which are client facing. As such I have a solid appreciation of the information that should be gathered from a client to ensure that fee proposals are correct and that the brief of the client can be met. I have signed non-disclosure agreements and have been party to sensitive information.</p> <p>There are various methods which I have used in order to engage with clients. These have included telephone conversations, face to face meetings, trialling of software, attendance at expositions and trade shows both as a delegate and an exhibitor.</p> <p>I have joint responsibility for setting the terms and conditions across the range of services provided by my firm and have also have lead market research and feasibility studies into the introduction of new services based on whether they would be required by existing or potential clients.</p>	
	2	<p>A major part of my current role is to gather information about the industry and client requirements in general with regards to a particular service and to ensure that the service that we provide matches and anticipates the requirements of the client.</p> <p>I negotiate fee proposals for projects which generally sit within the value of £200 to £500,000 and agree terms of engagement based on these.</p> <p>I calculate our fees based on various factors such as volume, desired profit and the cost to us in resourcing and delivering the project to the specific brief.</p>	
	3	<p>As part of our desire to have a unique offering to our clients it is necessary to evaluate their requirements in detail so that we can develop elements of our service in order to gain a competitive advantage.</p> <p>For example we foresaw an industry trend of</p>	

		<p>packaging Part L calculations with air tightness testing and have developed a feedback loop between separate departments of the group which results in far less administration for clients.</p> <p>I have led the development of a bespoke cloud based project tracking and data storage platform which is available to all clients upon instruction of a package of services on a given site or project. This software was developed following detailed discussions and market research with existing clients and is currently being developed further following client feedback.</p> <p>The platform stores all relevant reports and documents produced by ourselves within categories which can be viewed or downloaded by the client or any person that they wish to provide access to. There is also a tracker document which provides live updates as to the progress of our works on the project.</p> <p>Feedback has been very positive and we have gained a number of instructions based on this unique offering within the marketplace.</p> <p>I regularly meet with new and existing clients in order to assess their needs and how this should affect our internal plans and processes. Feedback is then given to staff in order that we can aim to continually improve.</p> <p>As part of our strategy we offer services as a package whenever possible and this is partially due to feedback from clients as it makes our involvement in a project smoother and saves the client time.</p> <p>Furthermore I am currently leading the development of a bespoke app which will sync with our cloud based project management system and will allow our staff to create report templates in conjunction with clients that can then be directly completed and uploaded from site. Clients will also have a login which enables them to view site notes, photographs and reports in real time as they are produced.</p> <p>I also lead the marketing for the group and alongside external agencies and our own account management staff have gathered information from existing clients regarding their perception of XXXX, their reasons for working with us, what we could potentially improve and what we offer which competitors do not. This information has informed both the way in which we deliver our services but also the way in which we structure our marketing strategy.</p>	
--	--	--	--

		<p>Within my role I regularly speak with senior members of client or prospective client organisations and during these meetings there are often conversations about business planning within the context of the industry and the wider economic climate.</p> <p>These discussions are important both to show an understanding of the drivers of the construction industry and also to understand the business strategy of the client.</p> <p>This way it is possible both to learn more about the wider industry as well as understanding vital parts of the client's business strategy in order that our service can be shaped in order to fulfil their needs more completely.</p> <p>Part of my current role is to read, analyse and fully understand the requirements of clients before submitting tender applications.</p>	
--	--	--	--

Competency	Level	Summary of Experience	Date achieved
Managing resources	1	<p>Throughout my career in construction I have had an involvement in the managing of resources.</p> <p>During my early career I was responsible for the operation of a lime products production site. I was required to monitor the stock of materials and ensure that there was enough to resource current and expected demand but not an oversupply.</p> <p>Costing resources and weighing this up against benefits in a cost benefit analysis has been a part of my role for many years.</p>	
	2	<p>Within my current role I have joint responsibility with the MD for setting financial objectives and budgets.</p> <p>Objectives are set based on past performance, expectations of growth, our view of the wider economy and the performance of the industry.</p> <p>Targets are set to be challenging but achievable and with a little margin for error should they not be met.</p> <p>We monitor cash flow and manage resources throughout the business dependant on this.</p> <p>Should certain targets not be achieved then our strategy is reviewed and resources are altered in order</p>	

		to ensure that the business continues to run in a smooth and profitable fashion.	
	3	<p>Within my current role I am jointly responsible with the MD for monitoring the performance of company departments against budgets.</p> <p>Should poor performance be identified then special consideration will be given to this area of the business and resources reallocated or targets altered accordingly.</p> <p>When investigating whether to invest in growing existing areas of the business or establishing new revenue streams we undertake cost benefit analysis to inform our decision making process.</p> <p>The performance of each area of the business is reviewed against monthly, quarterly and annual targets and each large project is also reviewed in order to ascertain whether resources were used in the most efficient fashion and to reflect on where any improvements could be made next time.</p> <p>I set myself personal objectives each year which are invariably linked to the progression of the company as well as my own personal growth.</p> <p>I am involved in the management of our two premises as well as the management of our equipment. This equipment includes general building surveying equipment such as boroscopes and protometers and also equipment such as air tightness testing and acoustic testing kits. The value of this equipment is in excess of £100,000.</p> <p>I am also involved in the purchase and management of other company resources such as computer software, computer hardware, telecommunications equipment and company cars and vans.</p>	

For Level 2 competencies follow this format below:

Competency	Level	Summary of Experience	Date achieved
Development/project briefs	1	<p>Within my current role I am involved with assisting our clients, generally the project team, in assessing the requirements of the end client.</p> <p>As such it is necessary for me to have a general knowledge of the tender process, types of contract, how bids are prepared and how this links in with our services on the project and the relationship between the employer and the project team.</p>	
	2	<p>Within my current role I lead our technical staff with aim of assisting contractors in establishing any risk or opportunity within tender documentation, planning requirements and employers requirements.</p> <p>I have implemented a process whereby we review elements of tender documentation that sit within our areas of expertise and can comment and make suggestions on construction detailing, specification and compliance issues.</p> <p>We assist in clarifying costing and performance expectations at pre construction stage for a variety of clients.</p> <p>I also research tender opportunities for our firm and prepare and submit tender applications for building surveying works. In order to accurately draft the tender it is important to fully understand the brief.</p>	

You must also choose one competency to Level 2 from the full list of technical competencies, including any not already chosen from the lists above.

Competency	Level	Summary of Experience	Date achieved
Inspection	1	<p>During my studies and as part of my current and past roles I have developed an awareness of certain types of inspection. These being reinstatement surveys, SAP calculations, air tightness testing, acoustic testing, home buyers surveys, structural surveys, thermographic reports, acoustic testing and reporting as well as certain types of valuation.</p> <p>I understand that certain inspections are required for specific purposes and that these will then inform future work or more detailed forms of inspection.</p> <p>For example a home buyer's survey may highlight areas that require further investigation such as water ingress or cracking. In these cases further, more specific, investigations should be carried out which ascertain the causes of the highlighted defects.</p> <p>The findings of these investigations should then be set down in writing so that they can form the basis for specifications of remedial works.</p>	
	2	<p>I have assisted in completing home buyers reports and structural surveys and have also assisted with the preparation of written reports to explain the findings.</p> <p>I have carried out acoustic and thermographic inspections on my own and have created report templates and written up and issued reports to detail my findings and make any recommendations for remedial works.</p>	

Word count – 1617 Mandatory, 3161 Technical

Case study

Submit one case study of **3000** words. The focus of the case study must be on a single project or piece(s) of work undertaken in the last 24 months. The project you choose **MUST** allow you to demonstrate technical competencies from your chosen pathway, and how you used the competency skills.

Name of case study: Managing the Process of Establishing a Workflow of Traditional Building Surveying Services

Date the project or piece(s) of work were carried out: August 2013 - present

Confidentiality statement

The following case study contains confidential information included for the purpose of the Assessment of Professional Competence. **XXXX** hereinafter termed “the client” and **XXXX** have given their consent to disclose details for the case study on the basis that the information is not to be used for any other purpose or by any person other than those authorised by the Royal Institution of Chartered Surveyors (e.g. staff and assessors).

Contents:

1. Introduction
 2. My Approach
 3. My Achievements
 4. Conclusion
 5. Appendix A – Competencies Achieved
 6. Appendix B – Project Photographs/Plans
- Total Word Count: 3065 words (Not including content list or Appendices)

1. Introduction

This case study focusses on an on-going management project whereby my remit was to establish a workflow and turnover for the surveying division of XXXX which would, within time, be comparable to the other divisions within the group.

The remit was wide ranging in that all revenue streams could be considered from within the traditional building surveying industry. Funding was available if needed for investment in training, marketing and any other associated expenses. Technical expertise already existed within the firm and I was able to request technical advice from colleagues when required as well as all other existing group resources such as administration support.

This project was to begin from a near standing start with only minimum existing revenue from traditional building surveying services and I would have to programme this work in alongside my existing responsibilities.

The targeted increase in turnover was set at £150,000 - £200,000 within the first four years and £500,000 within the first 10 years. There was no specific budget set to fund the growth.

I was required to conduct appropriate research in order to develop a business plan and marketing strategy. Once completed I was to engage with potential clients and the wider industry in order to implement the strategy.

Once contracts had been won I would be responsible for ensuring that they were resourced correctly and I would also be responsible for setting targets and managing client relationships throughout.

2. My Approach

The initial strategy was to operate from our York offices and market research was carried out by speaking to companies who employed surveying firms in order to explore what they were looking for from their consultants.

From this a portfolio of services was devised and our own marketing material was updated to promote the surveying division of XXXX as a local firm with strong regional ties.

I then approached existing clients as well as local solicitors, commercial and residential estate agents and country estates in order to research their requirements and to gain instructions for work.

Within the first three months of trading a number of enquiries were received and some instructions were gained, feedback from clients was positive and it was clear that if this strategy was followed then the surveying division would become profitable.

Although some success had been achieved I felt that this was not the correct strategy for the development of traditional surveying services as it would not result in a sufficient volume of orders to achieve targeted revenue streams.

The reasons for this were many and included the fact that there was a disconnect in our strategy as we were promoting ourselves as a local firm when in fact we were a national group. The type of services that we were offering were generally of a low value meaning that high volume would have to be achieved and this type of volume was not realistic within the timescales laid out within the remit.

Also, much of the work was with the general public when historically the activities of the group were built around business to business relationships.

At this point I reviewed the status of the project with the Managing Director and reported that whilst a profitable business did exist under the current strategy it would not achieve the growth that we hoped for. At this point we had three options; we could either withdraw from surveying completely, reduce our expectations or alter the strategy in order to put the project back on track.

It was decided that the strategy should be reviewed and that we should attempt to achieve the initial targets set at the start of the process.

I felt that it was too early to take the option of ceasing to provide surveying services and that further work was required to ascertain whether our early targets were feasible. It was also considered that the current strategy was not acceptable in the long term as the type of work and expected volume would mean that, as a company, our time could be more profitably spent elsewhere.

In this case the challenge was to find a revenue stream which would provide the growth required to hit the initial targets. After some research I decided that these revenue streams could not readily be found within the locality of York without substantial investment.

Services which were researched including point cloud digital mapping with an estimated set up cost of £60,000 to £80,000 and following discussions with a local estate agent the possibility of valuation for development sites which posed ethical dilemmas.

It was decided that the investment required for point cloud presented too great a risk given that there was no guarantee of obtaining instructions for this type of work and the ethical dilemmas encountered concerning valuation work meant that we decided not to pursue this avenue any further.

With this in mind I decided to use resources already available to me in order to identify large projects which involved the alteration or refurbishment of large volumes of residential property with the intention of gaining instruction on multi-unit condition or maintenance survey work.

After some weeks of telephone conversations I arranged a meeting with XXXX in London. The client had a large project of £150,000,000 contract value in XXXX which was running behind schedule as the existing surveying consultant was not able to fully resource the job.

A series of meetings with the client followed where I led discussions involving our lead surveyor and our Managing Director in order to establish a brief for the work.

The client had been instructed to carry out external repairs under the Decent Homes standard to a number of tower blocks, maisonettes and houses and our scope was to carry out a visual survey of each property in order to establish any external repair works that were required.

After this we were to establish a cost for these works using set rates that had been agreed at tender stage with the end client. These works would then be packaged into bundles of a value of £1,000,000 to be signed off by the employer's agent. At this point our client would be able to commence the physical works.

We felt that the brief was within our capabilities and I began negotiating with the client in order that a price could be agreed. After a period of negotiation a fee was agreed of 0.75% of the value of the works to our client.

Once the fee had been agreed we received a contract for the works which I reviewed in detail before signing. We estimated the value of the remaining surveying work to be worth approximately £300,000.

I had now found the revenue stream that we required in order to reach our targets, however new challenges now presented themselves.

The contract was in London and we would need to allocate suitable resources as well as establishing a base to work from. Furthermore, the timescale set by the client was tight as they themselves were behind schedule.

At this point I took a lease through the company for an apartment in London and our lead surveyor moved to live there permanently.

In order to find suitable staff I researched and contacted temporary employment agencies operating in London who specialised in maintenance surveyors, negotiated rates with them and gave a brief of the type of skills that we needed.

They sent CVs to me which I reviewed and then conducted a series of interviews in London which over the next four weeks increased the size of our team to six.

At this point the client approached me as they had encountered issues with the planning consultant regarding the quality of work and also the speed that it was being completed. Further meetings were held where the lead surveyor and I took a brief for the planning services required which related to the external works on properties within conservation areas.

In order to understand the requirements of the client fully it was necessary to understand their business case which centred around the work being completed quickly in order to enable them to begin physical work on site.

It was expected that there would be the requirement for over 300 planning submissions to be made and I had to consider whether we were able to allocate sufficient resources to cover the work.

After careful consideration it was decided that it was in the best interests of XXXX as well as the client for us to be engaged for the works as packaging the planning with the surveying would save the client both time and administration thereby helping to enable the project to become more efficient.

Through a consultancy intervention we also later added window schedules to our package of works after the window manufacturer could not meet the demands of the client. By allocating resources quickly and by integrating a package service I was able to lead the team in our goal of assisting the client to get the project back on timescale and had increased expected revenue from this project to in excess of £500,000.

By this stage I was nine months into my remit of expanding the surveying division of XXXX and further challenges had emerged. The most pressing of these was cash flow.

We had a number of agency staff working for us who needed to be paid on a weekly basis and due to the nature of our contract payments were not coming through quickly enough to finance this.

Ways of financing were considered such as factoring invoices, approaching the bank for funding and funding coming direct from the Directors of the firm. These options were rejected for varied reasons including the cost of factoring and the unlikelihood of the bank offering sufficient funding to

such a new company without demanding collateral. Timescales for access to the funds was also a consideration.

I decided to transfer funds from the account of another division of the group and I arranged for £90,000 to be transferred to ensure the continued smooth running of the project.

If XXXX was to build on the success of these first projects it would be necessary to take a lease on a premises within London as well as having permanent members of staff based from there.

I contacted a number of agencies and visited a number of prospective premises before reading and signing a lease for offices in Greenwich. This location was chosen due to excellent transport links with the existing project offices and central London.

I met with our client in order to review their satisfaction with our work on the XXXX project and gained very positive feedback and a further project in Islington was awarded. The Islington project was negotiated with a scale of set fees for certain services and a scale of hourly rates to pick up any works not set out expressly in the contract. These terms were negotiated to be different from the XXXX contract due to the above mentioned cash flow issues caused by the payment terms.

The value of the first part of this contract was estimated to be worth £80,000 to XXXX and a second part of similar value has now been awarded. The payment terms have proved to be more acceptable to us as we have more control over invoicing and cash flow has been more stable.

The project of growing the surveying department is still on-going and will be for some time. The current challenge is to expand our client base in order to provide a stable workflow. After researching the market I have decided to focus my time on gaining more multi-unit programmes of surveying and planning consultancy by targeting refurbishment and planned maintenance contractors as well as the public sector.

I exhibited the surveying department at the Chartered Institute of Housing exposition in Manchester where I met and held discussions with a number of potential clients as well as holding discussions with public sector landlords in order to gain insight into their consultancy requirements.

Following the exposition I am currently in discussions at board level with a PLC maintenance contractor to assist in developing an approach to maintenance surveying which will be unique in the marketplace and will help to give them a competitive advantage.

I have also begun to research tender opportunities and have submitted tender returns for public sector projects which match the desired profile of work.

3. My Achievements

Throughout this management project it was important to implement a high level of business planning in order to set goals and plan a route map to their completion as well as setting targets and bench marks. It was also important to remain flexible and change the plan when necessary. I believe that this was demonstrated as I was able to formulate a plan which was reviewed and adapted as the project progressed in order to meet expected targets.

By discussing the consultancy services with our clients at board and senior management level I was able to ensure that the work carried out by our technical teams was of a standard that was appropriate. This was demonstrated by the positive feedback gained and by the award of subsequent contracts.

Also, by discussing our package service with the client I was able to demonstrate that we could add value by providing surveying and planning services on the Lewisham project as a coordinated package.

By overseeing the XXXX project and ensuring that both I and the staff working on the project were familiar with the business case of the client I was able to ensure that we provided strategic consultancy that met requirements in terms of speed and quality of work. I understood that time was critical and that at the start of our involvement the project was behind schedule. Within six months we had assisted in bringing the project back on programme.

Throughout the project it has been vital to analyse the requirements of clients. At the beginning I canvassed various local customers and potential clients in order to assess what the need for building surveying services was in the area and what they required from their consultants. I used this information to inform our marketing strategy and to shape the conversations that I subsequently had with potential clients. This strategy was altered when early results demonstrated that targets were unlikely to be met using this approach.

In order to provide accurate fee proposals I discussed the requirements of the clients during detailed project briefs and was able to negotiate fees and contracts to the total value of approximately £600,000 based on this.

As the project is ongoing I have also held discussions with clients and carried out market research into a cloud based project tracking software. I have overseen the design and production of cloud based software which provides the client with live project tracking information and live access to project documents as they are produced. It also provides a storage platform which adds value by saving administration time.

I have applied our marketing messages to brochures, website and also exhibition stands which I constructed with an external agency and exhibited at the Chartered Institute of Housing Exhibition in Manchester which was attended by over 7000 industry professionals. From this I am in discussions at board level with a PLC company in order to help them devise a strategy to assist them in offering a unique proposition for planned maintenance works to social housing providers.

Managing the growth of the traditional building surveying department has involved managing resources effectively including the purchase of leases for residential and business premises in London as well as purchasing computer hardware, software, subscriptions and surveying tools and equipment.

I was also able to resolve a potentially serious cash flow problem and after considering various financing options decided to borrow £90,000 from another group department in order to ensure the smooth running of the surveying department of the firm.

Through research and discussions with potential clients in both the public and private sectors I have gained a good understanding of the tender process and am now in the process of compiling and submitting tenders to the public sector for surveying works. This has followed a process where the requirements of the client are analysed as well as a brief of the project taken whilst examining the tender documentation and making enquiries to the relevant purchasing organisation.

4. Conclusion

Upon reflection the initial strategy was unlikely to have ever achieved the required level of success within the given timeframe. Time could have been saved if the business plan had been suitable from the start of the project.

The agreement on the XXXX project to invoice based on factors that were out of our control was an error and had a negative effect on cash flow. In future, as on subsequent contracts I will ensure that we have full control over when we can invoice for the work that we have done.

Data management was an issue on the XXXX project as our focus was solely on the needs of the client and getting their timescale back on track, sufficient provisions were not made to document our survey notes. This is now in the process of being remedied and I have led a process where we have developed a cloud based project tracking software which enables our surveyors to upload site notes from a tablet computer direct from site as they are completed. This creates an instant digital store for this and all other project data.

Currently the building surveying department of the group is overly reliant on one client for the majority of workflow. This introduces an element of risk that should be remedied by bringing more clients to the company in order to establish a broad and varied client base.

My recent time has been spent overseeing existing projects as well as my other activities within the group and this has meant that I have been unable to search for new clients. There have also been restrictions on growth due to the allocation of the majority of our resources to existing projects.

The project of establishing the surveying department of the business is on-going and as mentioned above discussions are now underway with new clients. I am also soon to submit a number of tender returns which will be the start of the next phase of planned growth into the public sector.

Total word count - 3065

Appendix A - Competencies demonstrated in this case study

Core Technical	Optional Technical	Mandatory
Business Planning	Analysis of client requirements	Conduct rules, ethics and professional practice
Consultancy Services	Managing resources	Client care
Strategic Real Estate Consultancy	Development/project briefs	Communication and negotiation
		Data management

EXAMPLE ONLY

Continuing professional development (CPD) record

If you are undertaking structured training you must complete a minimum of 48 hours per 12 months of structured training. If you are not required to complete structured training, you need to demonstrate a minimum of 20 hours in the 12 months prior to your final assessment. At least 50% of your CPD must be dedicated to formal development.

Date		
12/01/2015	<p>Activity type: Guided private tour of York Minster stone yard and the renovation works on the eastern elevation.</p> <p>Purpose: To gain an understanding of the conservation works taking place at York minster and an understanding of the skills and techniques used.</p> <p>Description: We had a guided tour of the stone yard and watched masons at work. Following this we climbed the scaffolding and witnessed replacement of some of the stonework.</p> <p>Learning Outcomes: A better understanding of the process of working with stone and of the methods used in conservation.</p> <p>Formal or Informal: Formal</p>	2
Feb-Mar/2015	<p>Activity type: Introduction to acoustics module at Leeds Beckett University</p> <p>Purpose: To gain an understanding of the physical properties of sound, specifically in relation to performance within the built environment.</p> <p>Description: An eight week module involving attendance at lectures, practical workshops and private study.</p> <p>Learning Outcomes: An in depth understanding of the properties of sound waves and an understanding of how this affects acoustic performance within the built environment.</p> <p>Formal or Informal: Formal</p>	48
03/04/2015	<p>Activity type: Accompany acoustic technician on a set of tests within two semi-detached houses</p> <p>Purpose: To understand the process of carrying out an acoustic test in compliance with Part E of The Building Regulations.</p> <p>Description: Accompanied an acoustic technician during a set of residential tests.</p> <p>Learning Outcomes: An understanding of the requirements of Part E, the testing process and the type of equipment used.</p> <p>Formal or Informal: Informal</p>	2
15/04/2015	<p>Activity type: Thermographic survey of my own house</p> <p>Purpose: To refresh my knowledge of the use and applications of our thermographic camera in a practical situation.</p> <p>Description: Internal and external thermographic images taken and reviewed to investigate any potential defects.</p> <p>Learning Outcomes: Updated knowledge of the use and applications of thermography.</p> <p>Formal or Informal: Informal</p>	2
July/2015	<p>Activity type: Read book on types of construction contract</p> <p>Purpose: To learn more about the most commonly used types of construction contract.</p> <p>Description: Reading of book</p> <p>Learning Outcomes: A better understanding of the types of construction contract and their suitability for use with different types of project</p> <p>Formal or Informal: Informal</p>	4
15/07/2015	<p>Activity type: Accompanied and assisted a surveyor with a homebuyers survey</p> <p>Purpose: To learn more about the process of residential surveying</p> <p>Description: Accompanied a building surveyor during a homebuyers</p>	2

	survey Learning Outcomes: A better understanding of the procedure and process of a residential survey Formal or Informal: Informal	
--	--	--

Additional documentation

Please attach the following supporting documentation to your submission making sure it is clear when each section of your submission starts.

- Log book (if applicable)
- Referral report (if applicable)

EXAMPLE ONLY

Referred candidates ONLY

Case study

Use the template above to write a new case study or re-submit the same case study as long as the project is no more than 24 months old.

Continuing professional development

You are required to maintain your CPD resubmit any undertaken since your last assessment.

Summary of experience

Update the summary of experience below to demonstrate how you have met the deficiencies identified in your referral report and provide details of the relevant experience gained since your last assessment. (200-300 words per competency).

Copy and paste the table below for each competency as required.

Updated summary of experience

Competency	Level	Summary of Experience	Date achieved (mm/yyyy)
Insert competency name	1	<i>Provide an updated statement any of learning you have achieved since your last assessment, linking wherever relevant to your CPD record.</i>	
	2	<i>Provide an updated statement of the range of experience you have achieved since your last assessment and include real-life project/process examples relevant to this competency.</i>	
	3	<i>Provide an updated detailed statement of advice given since assessment and include real-life project / process examples where YOU have given advice.</i>	