



**RINGLEY**  
GROUP

---

# Prospect Place Cardiff Bay A Case Study

---

**Powering Change  
in**

**Residential Block Management**

The Ringley Group partner Management Company RTM,  
RMC and FHMC Directors, Building Owners & Investors

Prospect Place  
Residents

# What a difference a year makes



Great professionalism!

Laura and colleagues have been excellent in their communication and in pursuing the best interests of leaseholders, achieving success in their campaigns. Very impressed! (Ref Prospect Place).



Exceptional Service.

Ringley has been nothing less than outstanding in communication, services and fighting leaseholders' concerns at Prospect Place regarding the cladding crisis. All personnel involved are knowledgeable and super efficient. Thank you.



As a leaseholder

As a leaseholder, I'd like to say Thank you to the team at Ringley, for all your hard work and determination in securing funding for the fire safety survey and remedial works at Prospect Place, Cardiff. Well done to everyone involved.



Funding secured by Ringley Group

Many thanks to the Ringley Group for working with Welsh Government Building to secure the Safety Fund and Surveys relating to compartmentation and facades at Prospect Place. Finally, real progress for the development after huge uncertainty for owners across Prospect Place.



Dedicated performance & prompt delivery of results

Diligent and quick delivery of results. Great management team at the Prospect Place development in Cardiff. Bravo!



Prospect Place, Cardiff's Concierge going above and beyond for residents

It was a pleasure being assisted by Patrick from the concierge office of Prospect Place, Cardiff. He was extremely helpful, responsive and polite, as always. He's a valuable asset to the concierge team by going the extra mile for residents, especially at times when they really need it.



Top service and thanks to the Ringley group

I am a resident at Prospect Place Cardiff with severe medical disabilities and I am so grateful to the estate manager and the Ringley group who are our managing agents, in going much more than the extra mile in assisting me with providing improved access facilities to my apartment with my disability electric scooter - Excellent service and many thanks

# Challenges

**Prospect Place is located in Cardiff Bay. Four phases were built between 2004 and 2018 with various construction methods, heights and materials left a myriad of issues. Under developer control for the first 13 years – many build issues were left unaddressed.**

## The detail

- Fire Risk Assessments actions outstanding
- Fire Door Inspections not acted upon
- Fire Hydrant not working
- No EWS1 forms
- Render/façade failure issues
- Compartmentation issues
- As built drawings not available
- Car park ventilation inoperable
- Car park soffits failure
- No CapEx works identified
- Residential Fire doors not inspected

## Staffing issues

- Multiple vacant posts
- Poor Morale
- Missing contracts

# What good looks like

---

## 1 Engaged Motivated Teams

1. Pride = Uniforms, Inspections
2. Competence = Trained / Appraised
3. Focus = What good looks like
4. Appreciated = 5\* reviews

## 2 Procurement

1. Maintenance regime verified
2. Maintenance budgeted
3. Contracts tendered
4. Scope set & orders raised

## 3 Facilities Managed

1. Assets tagged & catalogued
2. PPM diary set up
3. Recommendations databased
4. Inspection reports checked
5. Required actions closed out

## 4 Compliance Tracked

1. Risk dashboard @ 100% OK
2. Budget : spend tracked
3. Equipment end of life databased
4. CapEx plan in sight

---

The Institute of Residential Property Management exams do not make a Property Manager expert in building safety, cladding, compartmentation, fire doors, or skilled to dissect complex and overlapping issues or equipped to set out a plan for relevant legal redress routes. The RICS Code of Practice makes it clear that additional expertise is required – that is what 'Managing Agent Plus' is all about. Expertise when you need it – day to day management fees kept low.

# Time for change?

The Board needed a routemap through all the challenges. Strategic advice deployed through a motivated on-site management team including: legal know-how, engineering, politics, PR and more. They needed a team who could stand in the shoes of clients and lead.

*"Will the NHBC cover us?"*

*"What should the developer have done?"*

*"Help! Fire Enforcement Notice. Do we appeal now? Request an extension? or What?"*

*"I barely get it, we need an expert to share the problem and the plan with the Owners"*

*"Seriously, how can Bellway leave site with the fire hydrant NOT working"*

*"Should we tell the Owners? What about the Residents?"*

***"There is another way,  
Ringley's Managing Agent Plus Service"***

**Richard Read**  
Head of Wales & West Region

✉ richard.read@ringley.co.uk  
☎ +44 7743 058663

# PR/Communications Strategy

As well as delivering real results on the ground, 'Managing Agent Plus' is accompanied by a positive communication and engagement strategies to deliver support on the ground as well as earning some rave reviews!

Our 'communication strategies' exist at 3 levels:

1

## Site Manager

- Friday updates
- Meet the Team sessions
- Coffee mornings
- Scan to rate the cleaning
- App to book fire door inspections

2

## HQ support

- Residents Handbook
- Budget with every demand
- Single topic EGMs with expert present
- Fire door inspections bookings
- Invitation to NUDGE us to do .....
- Pre-appraisal owner engagement

3

## Site Team

- Inspections visible on portal
- QR codes to rate the cleaning Facade Issues

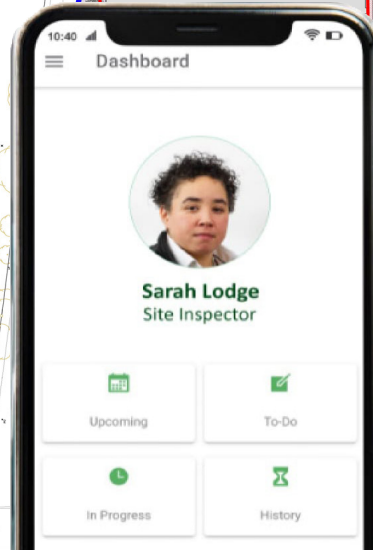
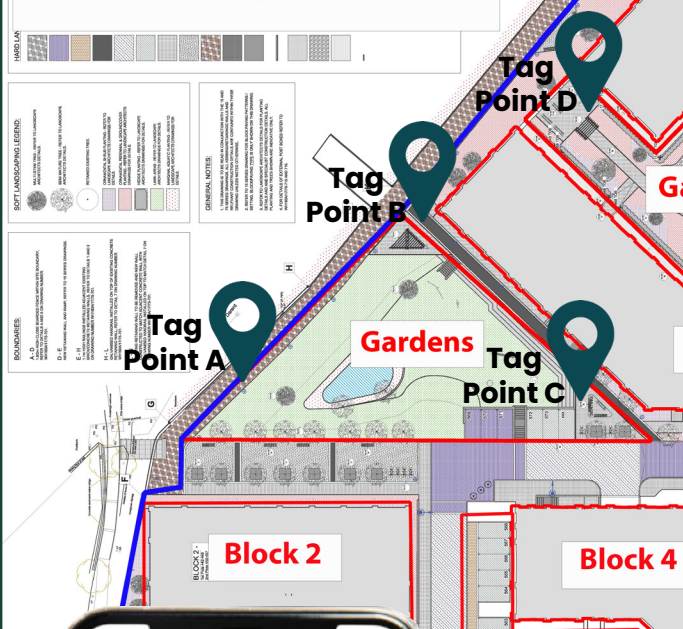


In addition to 7 all Owners meetings in a year - we have had 34 Directors meetings and worked through 477 action items



# Inspection Programme

	Week 1	Week 2
Monday	Block 1	Parking spaces
Tuesday	Gardens	Block 2
Wednesday	Block 3	Water features
Thursday	Plant room	Block 4
Friday	Block 5	Boundaries
Saturday	Footpaths	Block 6



Tag points prove security staff walk their rounds

# Site Staff Accountability

## Strategies delivered:

- Inspection Apps: to connect teams to their work
- Incentives: for resident engagement
- QR codes: for residents to rate the cleaning
- Tag points: to enforce patrols
- Fire Door App: for Residents to book required inspections

## Method: We....

1. zoned the site into small areas
2. scheduled daily mini-inspection checklists to evidence
  - emergency light & smoke alarm tests
  - inspection of plant warning lights
  - security walk-about
  - cleaning standards
  - the 42 Fire Door checks
3. We then mapped responses to route to the Estate Manager, Inspector or on-site teams as appropriate.

*“ We inject motivated and accountable people into spaces to make them become places. ”*

Nick Pratt – Team Leader





# Site Staff Reorientation

## Before

- vacant posts
- objectives unclear
- reports unactioned
- no connection to Agent or HQ
- health & safety lacking

## After People : Tools : Training

- role review, appraisals, uniforms
- key objectives on mousemats
- digitalised PPM running at 100%
- Staff making plant training videos
- 275 staff qualifications achieved
- daily App based staff inspections
- 34   5\* reviews



*“ I’ve been at Prospect Place since 2014. Challenges we experienced on site include members of original staff were disillusioned and others stuck in their ways and disruptive. We now have a good site staff team that are happy to go above and beyond....  
Now it feels like T E A M”*

**T**ogether  
**E**veryone  
**A**chieves  
**M**ore



Byron

The Prospect Place App enables:

- group & 1-2-1 chat
- booking fire door inspections
- reporting repairs



The Gateway portal shows:

- budget : spend
- every invoice
- minutes, actions, reports



# Fire safety

## What good looks like

Fire Doors – communal & riser inspections	Quarterly
Fire Doors – Owners door inspections	Annually
Fire Risk Assessment	Annually
Compartmentation (Flats to communal areas) survey	
paid for by Welsh Government	Free
– Results published	
– NHBC/Developer to do works	
Compartmentation (Flat to flat e.g., risers)	One Off cost
– Results published	
– NHBC/Developer to do works	
EWS1/Cladding – Certificate A designation	5 yearly
– Results published	
– NHBC/Developer to do works	
PPM to prove life safety equipment is maintained:	
– AOV's/smoke vents & alarms	six-monthly
– Fire Alarms	six-monthly
– Hydrants	six-monthly
– Wet/Dry risers	six-monthly
– Emergency lighting	monthly

### No. of Fire door checks

- 59 communal
- 47 riser
- 40 owners

### Outcomes

- PASS
- FAIL some works
- FAIL new door set required

Certificates provided for pre-sales packs.

- **Book**
- **Inspect**
- **Tender**
- **Manage**



# The PPM Planner:

## Planned Preventative Maintenance

The Asset Register has been created. 3,457 equipment items catalogued and QR code tags affixed. Site Staff are now trained on The PPM Scheduler. And, the Capital Expenditure plan (CapEX) is based on the actual quantum of equipment on site.

**Prosect Place's PPM is now running at 100%.**

Recommendations have been databased and acted upon.

**PPM Audit:** Ringley HQ audit the PPM twice a year to ISO45001.

### The PPM Tracker shows the

- contractor assigned
- last inspection date
- date next inspection due
- test reports
- Works Orders

### We have automated

- British Standard requirements
- scheduling inspections
- chasing overdue reports
- Client Dashboard

Expense Code	Block	Budgeted £	Spent £	Term order	Contractor	No	Plant
02 -	Block B-flats 7-14	£6,000.00	£0.00		ZURICH	6	Passenger Express 78NX1455
P08 - emergency lighting	Block F-flats 100-115	£2,520.00	£210.00		ACDC	7	7
P11 - Fire Protection	Block A-flats 1-6	£11,850.00	£0.00		ACDC	7	50
P12 - Fire Protection Dry Risers	Block A-flats 1-6	£1,935.00	£0.00		M&F Fire Protection LTD	7	16
P34 - Fire	Block	£2,540.00	£0.00		Woodside	2	30 mins

# Our Gateway Portal - see what we do

## Fire Safety records shared

### How we keep them safe

- scan QR code from the Resident's App, to see when life safety equipment was last maintained

### No. plant items tagged:

**1,910** fire doors

**983** owners fire doors

**3,567** equipment items  
& lifecycle databased



SCAN ME

### Developer build issues resolved

In the spirit of The Building Safety Act 2022, and The Defective Premises Act 1972 with new increased limitation period of 30 years, we put together a routemap on all fire safety issues that we are now rolling out.



**On the portal, owners can view the detail and progress made with access to the majority of our safety records.**



## 'to do list' shared

### Engagement

- multiple ways to interact with teams

### Management

- the minutes of our meetings
- the actions we take
- our site inspections
- tendering & new contractors
- QR codes on assets in the buildings

### Responsible reasoned budgeting

- reserve plans with works target dates
- fire safety work planned in
- project work investigations
- fault analysis / life cycle planning



Meeting Minutes



Fire Door Inspections



Interim Health & Safety Inspections



Fire Risk Assessments



Site Staff Inspections

### Is it working? Well.....

- we have reduced aged arrears from £750K to £148K!
- negotiated £192K (3 years utilities from the developer)
- re-engaged the developer in resolving fire hydrant issues
- lodged multiple NHBC claims
- presented fire door install faults to the developer
- appealed Fire Enforcement Notices
- got Type 2 and 4 Risk Assessments paid for by the Welsh Government
- commented on BBC Wales
- engaged with a number of local politicians
- developer now working under licence and 'mortgage comfort letter' delivered

# Your own Residents App

## Residents App = 100% transparency on fire safety

We have provided a Residents App branded as Prospect Place to facilitate fire door inspection bookings and to connect people to their community. Our Residents Apps can also deliver core services and enable residents to report repairs, chat, news & repair notifications and alerts. Better still residents can scan QR Codes of plant and equipment and scrutinise the fire safety and maintenance logs – as well as book their fire door inspections.



## Value for money

We believe that value for money starts with our brand promise of **"100% transparency"**

And, that by showing what goes on behind the scenes, we win the hearts and minds at each step of tangible strategic progress. Together some on-site cosmetic improvements we believe value for money can be felt.

We offer owners scrutiny of:

- every invoice
- how we spend vs the budget



# Ringley Leasehold Law

**Lee Harle**

*Senior Partner - Ringley Law*

Lee Harle Lee qualified as a solicitor in 2005 and became a partner in Ringley Law in 2010. Lee specialises in leasehold enfranchisement, lease extensions, right to manage, landlord and tenant matters, service charge disputes, and conveyancing. Lee has extensive experience in leasehold property and has been dealing with all aspects of residential property law to help Clients and Directors of resident management companies whether they be right to manage, resident management or freehold management companies in company matters too.



[lee.harle@ringleylaw.co.uk](mailto:lee.harle@ringleylaw.co.uk)



0207 428 1977

## Take control

### Right to Manage

Did you know that you have the **LEGAL RIGHT** as leaseholders to take over the management of your block and of the Right To Manage rules?

This change could take place in as little as 6 months.

At Ringley Leasehold Law, we are experts in Right to Manage.

Contact us for a free legal appraisal as to how to take control of your block and free legal advice as to the strategy and tactics that you can use.

Force through the change that you want - take control of your block.

Contact Ringley Leasehold Law for a free appraisal now.

# Sell faster

## Speed Up the Conveyancing on the Sale of Your Flat

Ringley Leasehold Law acts for leaseholders in the legal work required to sell leaseholders' flats.

We have a unique process which can trim weeks of the all too lengthy conveyancing process.

At Ringley Leasehold Law, we are experts in leasehold law.

Most conveyancing firms hate doing leasehold conveyancing - we love it!

Contact us when you put your property on the market to learn the many benefits of using Ringley Leasehold Law for your flat sale conveyancing.

# Ringley Leasehold Law

**Julian Ings**

*Head of Ringley Leasehold Law Wales*

Julian Ings has been a property lawyer for over 25 years and is a specialist in leasehold law. He previously founded and led the largest specialist leasehold law unit in Wales. He has long been recognised as a leader in leasehold law in Wales and has acted for hundreds of leaseholders in both Wales and England.

Recently, he has been working with the Welsh Rental Sector Regulator in assisting landlords in the interpretation of The Renting Homes (Wales) Act 2016 and co-wrote the official legal landlord's handbook.



[julian.ings@ringleylaw.co.uk](mailto:julian.ings@ringleylaw.co.uk)



+44 7889 498028

**Renting Homes  
(Wales) Act 2016**

Last updated: 09.09.2022






# Owners deserve a safe home

## It is not just about fire..... It is about getting what you paid for

Every new build buyer was promised a property that met the 'approved as built drawings' anything less leaves homeowners short changed whilst someone else is profiting.

**Facade issues:** insurance premiums are rising fast

<p><b>What the New Build Warranty Provider says</b></p> <p>" we are not a statutory regulator of the building industry and we are not responsible for the quality of new homes builders sell to homeowners"</p>	<p>Where does this leave the poor customer?</p>	<p><b>What the Builder says:</b></p> <p>" We understand that the building works were signed off by the NHBC as being fully compliant with the Building Regulations at the time of construction"</p>
---	---	---

	<p>The EWS1 regime (EWS stands for 'external wall system') classifies façade risk as with an A1, A2, A3 or B1, B2 certificate.</p> <ul style="list-style-type: none"> <li>• Certificate A means unlikely to support combustion</li> <li>• Certificate B means combustible materials are present</li> </ul>
	<p>Insurance premiums are rising as Insurers ut premiums up on buildings with Certificate B to drive remedial works.</p>
	<p>Mortgages on troubled buildings are hard to get.</p>

## How did it come to this?

In short because:

- 1. Desk based materials choice combinations:** materials that may independently of each other be acceptable (in the right circumstance), but that together are potentially disastrous
- 2. Substituted materials:** cheaper materials that look the same but that perform inherently different
- 3. Lack of Quality Assurance:** scant documentation, lack of inspection, rushed work with gaps and omissions quickly covered up and work often undertaken by contractors not properly accredited to do the works

The RICS and ARMA Code of Practice for Managing Residential Properties makes it clear that managing the day to day is the Managing Agents job and that specialists should be engaged for technical matters. Not to understand this is like asking your GP to operate on your ear.



# What you need to know...

## Fire compartmentation made simple.....

Since about the 1960s buildings should be split into compartments to stop fire spreading, the 30 minute compartment was established in 1981.

## Compartmentation can be:

- flat to flat  
(enforceable by the Local Authority)
- communal hallways  
(enforceable by the Fire Service)

## Key elements of compartment:

**Walls:** to separate flat from other flats & from the communal hallways

**Floors:** and penetrations from service pipes

**Doors:** residents front doors and communal hallway doors

**Fire breaks:** to seal off air gaps behind materials & around wall openings

## Every new build block now needs a compartmentation survey.

**In Wales:** blocks over 11 meters can seek funding towards their 'Building Safety Passport' (compartmentation & facade surveys).

## Fire Doors explained

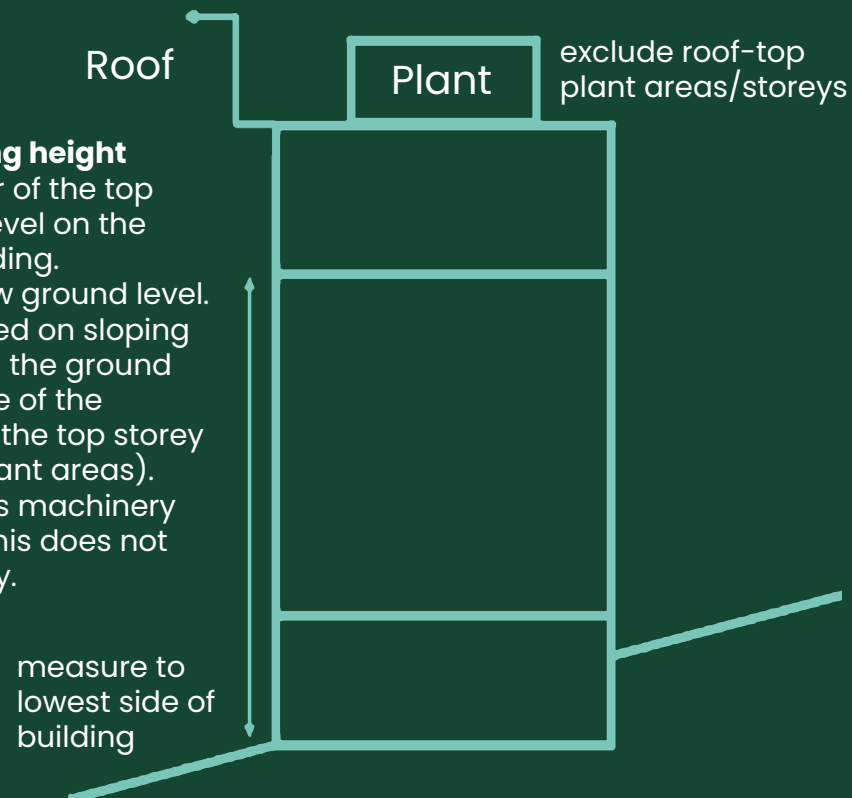
The Fire Safety Act 2021 requires inspection of fire doors:

Requirement:	Frequency <11m	Frequency > 11m
• Residents front doors	N/a	annually
• communal/riser cupboards doors	twice-yearly	quarterly

So, all buildings must now budget for fire door inspections

## How to determine building height

1. Measure from the floor of the top storey to the ground level on the lowest side of the building.
2. Ignore any floors below ground level.
3. If the building is situated on sloping ground, measure from the ground level on the lowest side of the building to the floor of the top storey (excluding roof-top plant areas).
4. If the top floor contains machinery or plants exclusively, this does not count as the top storey.



**Note:** Whilst there is no Government Building Safety Fund in Wales, there are funding options to be claimed for surveys, but not remediation works (as of July 2023)

# Legal redress routes

Legislation to protect homeowners takes the form of:

	England Only		Wales Only	
Original Owners Breach of Contract claim	Duty of care to build the building to a good standard. (Building regulations, Drawings)	Good workmanship, Good design) and that not doing so was a Breach of Contract.	Duty of care to build the building to a good standard. (Building regulations, Drawings)	Good workmanship, Good design) and that not doing so was a Breach of Contract.
The Defective Premises Act 1972	✓		✓	
Consumer Rights Act 2015		✓		✓
Latent Damage Act 1986	✓		✓	
The Homes (Fitness for Human Habitation Act) 2018	✓			
Building Safety Act 2022	✓			
New Build Warranty Claim		✓		✓

It doesn't always have to resort to litigation. But investigations have to be properly scoped, understood and claims lodged, as well as recourse sought from developers.



# Claims Action Plan

*The NHBC do not charge for logging a claim and NHBC claims provide more added protection than the covenants a developer may agree to in an Access Licence to do work and more protection than the Welsh Government Pact or indeed the Self-Remediation Terms Contract (SRT) that developers may have signed with the Welsh Government. Expert evidence and submissions will be required, to argue your claim (as insurance claims always seek the wriggle room to not pay) - but generally litigation is avoided.*



**Jon Curtis,**  
Head of Building  
Engineering Ringley

## How to prepare for a NHBC claim or claim under Building Safety Act 2022

to appoint a suitably qualified persons to:

examine any NHBC, Premier or BLP New build Warranty to ascertain if “Technical Standards cover” is included and to identify cover periods for relevant items;

collate a list of lease start dates, warranty start and end dates where New Build Warranty periods may be close to ending (including land registry title searches as a disbursement to enable list compilation) to confirm construction methods, materials or omissions and/or to test construction against building regulations;

carry out an investigative flat to flat compartmentation survey;

carry out an investigative flat to common parts compartmentation survey.

## Due diligence – starts now

Fire Safety Act 2021 Legal Compliance that enables Owners to sell:

instruct EWS1 survey if ACM, EPL, brick slips, render or other cladding is present and any building is > 11 metres;

where an EWS1 identifies cladding procure a PAS9980 inspection;

where the level at which a resident stands on the top floor is > 11 meters instruct Owners Fire Door Inspections;

instruct Communal Fire Door Inspections TWICE a year for buildings < 11 meters & FOUR times a year if over > 11 meters.

# New Build Warranty claims

## The optimum time to act

Some New Build warranties include cover for the building control process built, some do not beyond year 2. Cover for different issues also expires at different times, and many parts of a new build warranty cover don't last the full 10 years.

Here are some examples:

**Section 2 cover years 1 and 2:** The Cost of any work from a Resolution Service report between developer and owner not completed by the Builder. Cost of works a Builder in insolvency would otherwise have been liable for under Section 2 or any arbitration award or court judgment the builder has failed to honour.

**Section 3 cover years 3 to 10:** actual physical Damage caused by a Defect e.g., foundations, walls, external render/vertical hanging tiles, roofs, ceilings, floors, staircases, retaining walls, double or triple-glazing panes to external windows and doors, below-ground drainage.

**Section 4 cover years 3 to 10:** Present or imminent danger to the physical health & safety of the occupants due to non-compliance with specified Building Regulations for: structure, fire safety, site prep, hygiene, drainage/waste, protection from falling, collision & impact.

**Section 5 cover years 3 to 10:** contamination & land remediation

### Other useful information:

- Typically cover is capped at the original purchase price shown on the Insurance Certificate,
- or a maximum of: £1,000,000 for a newly-built home,
- £500,000 for a converted home, and
- £5 million for all the homes in a continuous converted structure.

Also cover diminishes over time as policies as each year some properties will fall off cover. So delay could cost you your claim.



# Company Overview



Many Management Companies make the mistake of expecting a Managing Agent to resolve build-defects, fire issues and building warranty claims. The RICS Code of Practice is quite clear that the Managing Agent is not a 'block policeman', rather their role is to 'manage' and 'arrange' the day to day activities:

- maintenance/repair of the buildings as built,
- collection of service charges,
- the budget,
- property owner enquiries

Master plan sites need a specialist: to address build defects, warranty claims and CapEx (capital expenditure) projects and work with the Board on PR.



Over 20 years of industry experience

**£6bn assets  
under management**

**13,000  
homes**

**120  
people**

# The roles of the players



## Senior Personnel

RESPONSIBLE FOR: Client strategy, Asset Business Plan, PR/Strategic communication & resident engagement strategies



### Richard – Head of Wales & West Region

RESPONSIBLE FOR: Wales & West Region. Leads teams and Clients to create a strategic plan that enhances the value of owners' homes and future-proof estates.



### Nick – Site Staff Leader

RESPONSIBLE FOR: recruiting, vetting, uniforms, onboarding, RAMS training, appraisals, daily inspection regime, conflict resolution.



### Byron – Facilities Manager

RESPONSIBLE FOR: managing PPM, swimming pool tests, site inspections, contractor permits to work, small works.



### Natalie – Training Manager

RESPONSIBLE FOR: systems set up, systems training, help desk manager, customer service escalation.



### Mary-Anne – Strategic Lead

RESPONSIBLE FOR: Strategy: Fire, Developer, Community Engagement. Investigation, technical analysis and opinion to signpost legal routes and weigh up what might constitute relevant evidence for Court or Tribunal scrutiny. Setting out the position to the fire service, developers, and Board/Committees.



### Julian – Property Lawyer

RESPONSIBLE FOR: Legal guidance on all leasehold and property issues for Wales region. Conveyancing, RTM/RMC advice, licences.



### Jon – Chartered Engineer

RESPONSIBLE FOR: Fire risk assessment, fire door inspection regime, building regulations advisory, packaging evidence, Expert Witness, negotiator, and dealing with the Fire Service



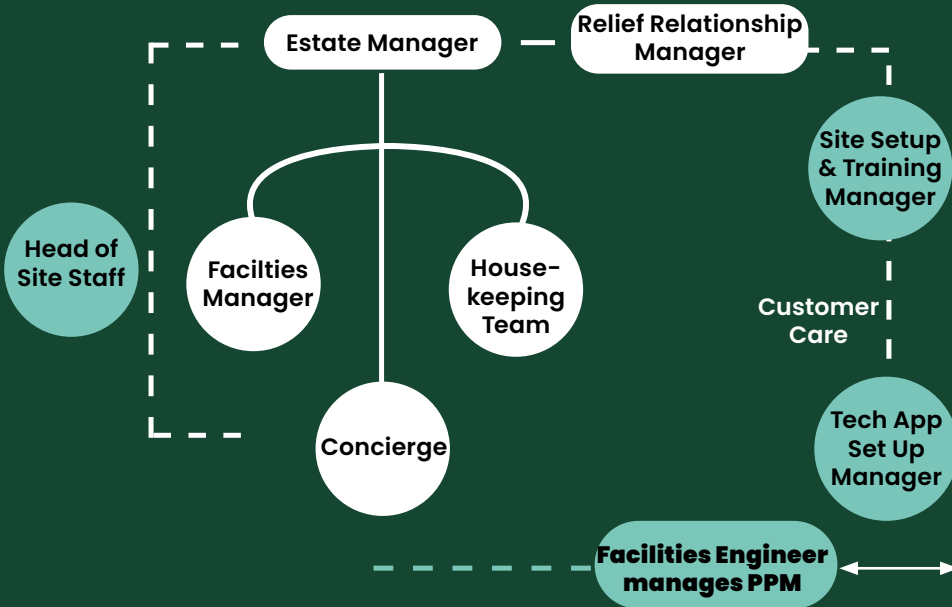
### Libby – Internal Audit & Compliance

RESPONSIBLE FOR: Internal Audit & Compliance for FM, asset tagging and PPM Management. Schedules fire door, AOV & Emergency light inspections.

# A joined up approach

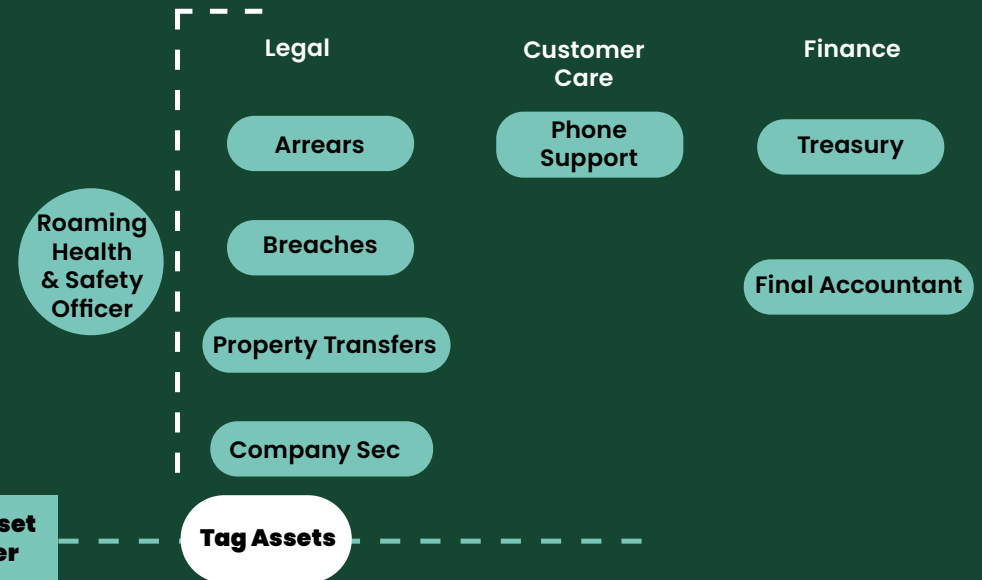
## Board Level: Oversight

### Site Team



## Expert Witness: Asset Manger

### Head Office Support



## YouTube Team training videos

We engaged site staff in making videos of how to use and reset critical plant & equipment, edited them and put onto their Dashboard via a private YouTube channel.

## Internal Audit to ISO45001

Managing Agent Plus provides Asset Management pay-as-you-go on demand to get your development to where it needs to be.

Managing  
Agent  
Plus



We want to make a difference in partnership with you

Get in touch with us today!

✉ [nick.pratt@ringley.co.uk](mailto:nick.pratt@ringley.co.uk)

☎ +44 7824 884058

in [linkedin.com/in/nick-pratt--/](https://www.linkedin.com/in/nick-pratt--/)

f @RingleyGroup

✉ [julian.ings@ringleylaw.co.uk](mailto:julian.ings@ringleylaw.co.uk)

☎ +44 7889 498028

f @RingleyGroup

✉ [richard.read@ringley.co.uk](mailto:richard.read@ringley.co.uk)

☎ +44 7743 058663

f @RingleyGroup

**Housing**  
Ombudsman Service



INVESTORS  
IN PEOPLE | Silver



iHASCO

City  
Guilds  
NVQ



irpm  
setting standards

DRO **Dispute Resolution**  
Ombudsman



FIRST INVENTORY  
INVENTORY CLERK TRAINING COURSE

**HSQE** ✓  
Health Safety Quality Environmen



RINGLEY LIMITED is registered in England, Company No.3302438  
Registered office: Ringley House, 1 Castle Road, London NW1 8PR.