

Your APC pathway guide to Property Management



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Introduction

About the APC

The RICS/SCSI Assessment of Professional Competence (APC) ensures that those applying for RICS/SCSI membership are competent to practise and meet the high standards of professionalism required by RICS/SCSI. There is a wide range of pathways available to qualify as an RICS/SCSI member covering 19 different areas of practice, at APC (Chartered) level.

The APC normally consists of:

- a period of structured training
- a final assessment.

The structured training is based on candidates achieving a set of requirements or competencies. These are a mix of technical, professional, interpersonal, business and management skills.

How to use this guide

This guide is designed to help you understand more about qualifying as an RICS/SCSI member in commercial property practice. The material is set out in three sections.

Section one- provides information on this area of practice with a general overview of the commercial property practice pathways.

Section two- lists the competency requirements of the commercial property APC

Section three- describes the main technical competencies associated with commercial property practice, providing expanded sector specific guidance on each of them. This forms the main part of the guide.

About the competencies

The APC aims to assess that you are competent to carry out the work of a qualified chartered surveyor. To be competent is to have the skill or ability to perform a task or function. The RICS/SCSI competencies are not just a list of tasks or functions, they are also based upon attitudes and behaviours. The competencies have been drawn up in a generic way so that they can be applied to different areas of practice and geographical locations. This guide is designed to help you interpret these competencies within the context of commercial property practice.

The competencies are defined at three levels of attainment and each APC pathway has its own specific combination of competencies that you must achieve at the appropriate level. You must reach the required level in a logical progression and in successive stages:

Level 1 – knowledge and understanding

Level 2 – application of knowledge and understanding

Level 3 – reasoned advice and depth of technical knowledge.

The competencies are in three distinct categories:

Mandatory competencies – the personal, interpersonal, professional practice and business competencies common to all pathways and compulsory for all candidates. These are explained in more detail in the *APC Requirements and competencies guide*.

Core competencies – the primary competencies of your chosen APC pathway.

Optional competencies – a set of competencies selected by the candidate from a list defined for the particular pathway. In most cases there is an element of choice. These are mostly technical competencies, but certain mandatory competencies also appear on the optional competency list and candidates are permitted to select one of these at a higher level.

This guide only deals with the principal core and optional competencies associated with this area. It does not cover the mandatory competencies.

Choosing your competencies

It is important that you give careful thought to your choice and combination of competencies. Your choice will inevitably reflect the work you do in your day-to-day environment (driven by the needs of your clients/employer). Your choice and combination of competencies will be a reflection of your judgment. At the final assessment interview, the assessors will take these choices into account. They will expect you to present a sensible and realistic choice that reflects the skills needed to fulfil the role of a surveyor in your field of practice.

This guide should help candidates and employers with a degree of assistance in choosing the competencies that are most appropriate to their area of practice.

How to find help

SCSI Education and Membership will be able to help you with any general APC queries:

T 01 6445500

F 01 6611797

education@scsi.ie

www.scsi.ie

About Property Management

The work of chartered surveyors in this area covers the property management of all types of real estate. The principal sectors include commercial property management (management of retail, office and industrial) and residential property management.

The property manager oversees the day to day operation of real estate property on behalf of a Client (Landlord / Asset Manager / Key Stakeholder), under a formal contract and in return for the payment of a fee. The property manager will commonly assist with services which include: meeting an owner's investment objectives, maintaining detailed tenancy records, ensuring lease terms are complied with, including rent and operating expenses collection, service charges annual rendering, tenant liaison on a day-to-day basis, meeting statutory obligations, maintaining a proper building condition and operating property on a sustainable basis.

Although the Property Manager is employed by the Client, their primary function is the day to day protection and general wellbeing of the asset in conjunction with the Client's goals and objectives for that asset and its tenants. In performing this function, the Property Manager will have regular interaction with 4 key stakeholders:-

- Clients
- 3rd Party Contractors, Service Providers & Professional Advisors
- Tenants
- Site Staff

Property Management APC

The Property Management APC is a broad based pathway to RICS membership. It is ideal for anyone pursuing a career in the provision of property management services in either the private or public sector. The majority of candidates are therefore likely to gain experience in a number of the key areas summarised below:

Property management: This includes day to day issues relating to works, health and safety, landlord and tenant relationships, inspections, rent collection, and the administration of service charges.

Landlord and tenant: This includes providing solutions to issues relating to Landlords and Tenants during the course of the day to day management of real estate.

Property management accounting: This includes understanding the key principles of accounting that relate to the day to day management of assets with specific focus on lease charges / debt management, service charge administration and auditing and relevant tax awareness.

Property records & information systems: This includes the compiling, recording and maintaining of critical data in bespoke IT systems that assist with the provision of property management services to clients.

Client requirements: This includes understanding the requirements of the client, tailoring the approach necessary to deliver results for client and communicating and reporting throughout the duration of the instruction.

Supplier management: This includes the utilisation (i.e. tendering, appointing, managing and paying) of 3rd party suppliers and contractors required to undertake day to day servicing of real estate in conjunction with property managers.

All candidates qualifying under the Property Management APC pathway will be entitled to use the designation Chartered Surveyor

Pathway Requirements

Pathway requirements Property Management APC

Mandatory competencies

You must achieve the minimum levels as set out in the mandatory competencies.

Core competencies

Level 3

- Property Management (T070)
- Inspection (T044)

Level 2

- Landlord & Tenant (T048)
- Property Records/Information Systems (T072)
- Property Management Accounting (T071)

Level 1

- Valuation (T083)

Optional competencies

Three competencies to Level 3 from the list below.

- Access and rights over land (T001)
- Analysis of Client Requirements (T003)
- Building pathology (T006)
- Contaminated Land (T015)
- Corporate Real Estate Management (T019)
- Development appraisals (T023)
- Housing Aid or Advice (T038)
- Housing Maintenance, Repair and Improvements (T039)
- Housing Management and Policy (T040)
- Housing Strategy and Provision (T041)
- Inspection (T044)
- Insurance (T045)
- Investment management (including fund and portfolio management) (T046)
- Landlord and tenant (including rent reviews and lease renewals) (T048)
- Land Use and Diversification (T049)
- Leasing/letting (T050)

- Maintenance Management (T053)
- Measurement of Land and Property (T057)
- Planning (T061)
- Procurement and Tendering (T062)
- Project Administration (T064)
- Risk Management (T077)
- Supplier Management (T080)
- Property records/information systems (T072)
- Property management accounting (T071)
- Valuation (T083)
- Conflict avoidance, management and dispute resolution procedures (M006) or Sustainability (M009)

Plus one competency to Level 3 or two competencies to Level 2 from the full list of technical competencies including any not already chosen from the list above.

Competency Guidance

The pages that follow are intended to provide guidance for users on the main competencies associated with Property Management pathway.

The guidance has been drawn up by experienced practitioners and aims to give you a clear and practical understanding of how to apply the listed core and optional competencies in the context of Property Management. The guidance does not cover the mandatory competency requirements.

The official competency definitions (at levels one, two and three) are provided, followed by a description of the key knowledge and activities that are likely to fall within the scope of each competency.

The information provided is designed to be helpful but informal guidance. The knowledge and activities described under each competency are not exhaustive, and should not be relied upon as any form of revision list. Candidates must satisfy themselves and their employers that they have reached the required level of attainment before applying for final assessment.

The competencies are arranged in alphabetical order. The full list of RICS/SCSI competencies and pathway requirements can be found in the APC Requirements and competencies guide.

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Access and rights over land

Reference no. T001

Description of competency in context of this sector

This competency is about access and easements for power, water and communications infrastructure including way leaves and the differing methods of acquisition and compensation negotiations, including fees.

Examples of likely knowledge, skills and experience at each level:

Level 1

Demonstrate knowledge and understanding of the legislation and/or framework for acquiring sites or access for the provision of power, water, pipelines, other third party or communications infrastructure. This should include the methodology and techniques used in valuation for these purposes.

Examples of knowledge comprised within this level are:

- The processes involved in the acquisition of land for the purposes of establishing access agreements, wayleaves and easements for the provision of power, water, pipelines or communications infrastructure
- Compensation procedures associated with such acquisitions, including any temporary accommodation and other works required for the construction and maintenance of infrastructure on the land acquired.

Level 2

Provide evidence of identifying and understanding the appropriate routing for lines, cables and other third party infrastructure. This should include associated environmental assessment; undertaking inspections, and evaluating and negotiating payments for their use or acquisition.

Examples of activities and knowledge comprised within this level are:

- Negotiating with occupiers and companies regarding the routes, accommodation works, temporary works, and reinstatement and compensation.
- Agreeing heads of terms and final documentation

Level 3

Provide evidence of reasoned advice, undertake valuations on and write reports in relation to all matters relating to provision of power, water, pipelines, other third party or communications infrastructure. Examples of knowledge comprised within this level are:

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice on complex elements of the subject including dispute resolution.
- Preparing and providing strategic advice on unusual or challenging cases.

Analysis of client requirements

Reference no. T003

Description of competency in context of this sector

This competency is about the establishment and agreement of a client brief, but primarily deals with the inception stage of a building project. This requires a sound understanding of the law applying to building projects, the preparation of outline design proposals in various formats, the preparation of budget costs, project programmes, and advising on various procurement options. It also requires an understanding of matters concerning energy efficiency, sustainability and alternative energies.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the need to collect data, analyse and define the needs of clients.

Examples of knowledge comprised within this level are:

- The methods of data gathering during the inception stage of a project including client briefings and site based information
- The law applicable to building projects and in particular those relating to consents and approvals
- The principles of energy efficiency
- The principles of sustainability
- The principles of alternative energy sources
- The principles of the preparation of alternative outline design proposals including sketch drawings
- The methodology of preparing an option appraisal
- The principles of preparing outline schedules of work along with approximate quantities.
- The principles of the preparing budget costs including elemental cost plans
- The principles of preparing a project programme of works
- The various traditional contract procurement options
- The need for specialist consultants and options for engaging them.

Level 2

Provide evidence of the practical application of that knowledge and understanding. This should include the development of strategies and methodologies and, where appropriate, undertaking feasibility studies, design proposals and costings.

Examples of activities and knowledge comprised within this level are:

- Analysing the data gathered through the client briefing process and formulating a detailed client brief
- Consulting with the statutory authorities on the consents and other approvals required
- Considering the impact of energy efficiency, sustainability and the need for alternative energy sources
- Preparing alternative outline design proposals including sketch drawings
- Preparing of option appraisals
- Preparing outline schedules of work with approximate quantities
- Preparing budget costs including elemental cost plans
- Preparing a project programme of works
- Analysing contract procurement options
- Considering the need for specialist consultants and the options for engaging them.

Level 3

Provide evidence of developing appropriate strategies to meet the client's requirements under minimum supervision, based on analysis and interpretation. Demonstrate the ability to report on and present tailored strategies to the client.

Examples of activities and knowledge comprised within this level are:

- Analysing the data gathered through the client briefing process and formulation of a detailed client brief
- Advising on the need for statutory and other consents and approvals
- Advising on the impact of energy efficiency, sustainability and the need for alternative energy sources
- Presenting alternative outline design proposals including sketch drawings
- Presenting option appraisals
- Presenting outline schedules of work with approximate quantities
- Presenting budget costs including elemental cost plans
- Presenting a project programme of works
- Advising on contract procurement options
- Advising on the need for specialist consultants and the options for engaging them
- Presenting a feasibility study
- Presenting a detailed project plan.

Building pathology

Reference no. T006

Description of competency in context of this sector

Building pathology is core to many areas of surveying. It is essential that all candidates have an understanding of defects analysis, and the likely resultant defects from failures in building fabric. This will range from the effects of a defective waterproof covering at simple building pathology, to much more complex defects such as interstitial condensation, and the possible effects on building fabric. Candidates will be expected to have an in-depth knowledge of the range of defects found in typical buildings in their locality, as well as an understanding of defects that they may come across more infrequently. In order to be competent in building pathology and defects analysis candidates will need to have detailed construction technology knowledge.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate your knowledge and understanding of building defects, including collection of information, measurements, and tests.

Examples of knowledge comprised within this level are:

- Knowledge and understanding of typical defects relating to typical buildings found in your locality you may have come across and explain cause and effect of these
- Knowledge and understanding of building defects likely to be encountered in typical building surveying activities
- Knowledge and understanding of the various methods to collect, store and retrieve information for various differing purposes when carrying out property inspections
- Knowledge and understanding of the various types of inspection that may be carried out, and the importance of the accurate recording of information during inspection
- Knowledge and understanding of differing types of testing, and the limitations of the tests, for example the use of damp meters, and borescopes.

Level 2

Apply your knowledge to undertake surveys, use survey and other information to diagnose cause and mechanisms of failure.

Examples of activities and knowledge comprised within this level are:

- Explaining in detail cause and mechanics of varying types of failure
- Explaining procedures for carrying out inspections of properties
- Being able to explain, using detailed examples, the relationship between observations taken on site and the diagnosis of failure in building fabric
- Being able to use examples, from your own experience, to demonstrate your application of knowledge gained at Level 1
- Being able to use knowledge and information gathered from several sources, including if necessary specialist inspections, to diagnose and explain building fabric failure.

Level 3

Give reasoned advice and appropriate recommendations, including the preparation and presentation of reports.

Examples of activities and knowledge comprised within this level are:

- Preparing reports for clients, explaining in non-technical language the causes of failure, and the likely results of failure, together with the appropriate remedial measures
- Using information gathered from inspections to formulate the necessary remedial/preventative works including specific detail, in the form of a schedule of works, if required
- Showing an understanding of the appropriate level of detail required in typical reports, including examples of layout, and the use of sketches/drawings and photographs
- Discussing in detail examples of unusual defects you have been involved in and remedial works employed
- Demonstrating the different requirements of reports to clients, for example the differences between schedules of condition, schedules of dilapidations, and pre acquisition reports.

Conflict avoidance, management and dispute resolution procedures

Reference no. M006

Description of competency in context of this sector

This competency covers knowledge, understanding and application of a range of processes related to dispute/conflict avoidance, management and dispute resolution.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your APC pathway.

Examples of knowledge comprised within this level are:

A basic knowledge and understanding of some of the following, as most appropriate to your market sector/areas of specialism:

- Common causes of disputes
- The contribution of some of the following to dispute avoidance:
- Risk management – its basic principles and techniques
- Early warning systems
- Partnering techniques
- Clear and robust client briefings
- Theories of negotiation and the role of effective communication and negotiation
- The primary features, advantages and disadvantages of a range of dispute resolution procedures and their surrounding statutory and/or non-statutory legal/judicial context (e.g. how forms of contract deal with dispute resolution, and the scope of such clauses):
- Mediation (could include contracted and project mediation) and conciliation

Level 2

Provide evidence of practical application in your area of practice having regard to the relevant law.

Examples of activities and knowledge comprised within this level are:

- Advising clients of the most suitable means of dispute avoidance on their projects, and of dispute resolution procedures appropriate to their individual circumstances, demonstrating appreciation of when to seek further specialist advice and when to advise clients within the scope of the P.I. cover of the candidate's organization
- Adopting - or encouragement of the adoption of (as appropriate) – suitable dispute avoidance techniques
- Negotiating actively on behalf of clients (e.g. negotiations of a dilapidations claim, a party wall award or final account on a construction project) prior to third party referral
- Assisting in the collation or preparation of claims/counter-claims and submissions
- Assisting in the identification, gathering and collation of facts and expert evidence for use in expert reports

Level 3

Provide evidence of the application of the above in the context of advising clients in the various circumstances referred to above.

Examples of activities and knowledge comprised within this level are:

- Involvement in, or assistance with, a referral to a 3rd party resolution process and associated management of that process on behalf of client.
- NB: Please note that the roles of acting as a 3rd party dispute resolver, expert witness, or advocate, are – for the vast majority of APC candidates – not likely to be an activity that is undertaken. It is only a small minority of candidates with substantive work experience for whom this is likely to be relevant.

Conflict avoidance, management and dispute resolution procedures

Reference no. M006

Continued

Examples of likely knowledge, skills and experience at each level

Level 1 continued

Demonstrate knowledge and understanding of the techniques for conflict avoidance, conflict management and dispute resolution procedures including for example adjudication and arbitration, appropriate to your APC pathway.

- Early Neutral Evaluation (ENE)
- Dispute Resolution Boards (DRBs)
- Dispute Resolution Advisers (DRAs)
- Adjudication
- Independent expert determination
- Arbitration; med-arb
- Litigation
- The possible roles of a surveyor as an expert witness and/or an advocate, to include an awareness of the existence and scope of applicability of the RICS/SCSI Practice Statements and Guidance Notes for expert witnesses and advocates
- The range of nominating bodies and services available to resolve disputes, and particularly the role of the RICS/SCSI Dispute Resolution Service and any specialised dispute resolution schemes it offers relevant to your market sector.

Level 2 continued

Provide evidence of practical application in your area of practice having regard to the relevant law.

- Sufficient understanding of the main points of the statutory or non-statutory law relevant to/underpinning any particular dispute resolution process and its application.

Contaminated land

Reference no. T015

Description of competency in context of this sector

This competency is about advising on contaminated land (urban and/or rural) in the context of management, purchase, sale, or development of residential property.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how land becomes contaminated through human activities and natural occurrences. Clearly illustrate the implications of contamination for real estate valuation, development and management.

Examples of knowledge comprised within this level are:

- Understanding what constitutes contaminated land within the relevant legislation
- Areas of professional practice where contaminated land is relevant, e.g. valuations, development, asset management, transactions, environmental assessment
- The relevance of environmental legislation and RICS Published Guidance and Practice Notes
- Demonstrate an understanding of the limitations upon Chartered Surveyors in this area, e.g. Professional Indemnity Insurance, Public Liability Insurance.

Level 2

Prepare a brief and/or specification for the appointment of a specialist(s) to undertake a site investigation.

Examples of activities and knowledge comprised within this level are:

- Advising clients on the application of contaminated land to their asset management, planning and development projects
- Advising clients on the law and regulation and procedures and RICS/SCSI guidance and practice appertaining to contaminated land
- Assembling specialist team members to advise on contaminated land assessment and remediation.

Level 3

Supervise a site investigation, interpret the results of laboratory analyses and make recommendations as to remedial treatments.

Examples of activities and knowledge comprised within this level are:

- Providing reasoned advice on contaminated land issues to clients
- Assisting in project management of and undertaking phased contaminated land assessments and remediation options appraisals
- Negotiating and liaising with clients and regulators on contaminated land issues
- Working with specialist project teams dealing with contaminated land assessment and remediation.

Corporate real estate management

Reference no. T019

Description of competency in context of this sector

This competency covers the strategic management of occupational property – the space a business or public body needs in order to operate – taking an overall strategic view about its suitability for that business operation and the financial implications of continued occupation whilst ensuring that the facility is managed on a day to day basis in a cost effective and high quality manner to maximize occupational productivity.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the role of real estate in the context of the corporate occupier.

Examples of knowledge comprised within this level are:

- Understand the role of property, space use and the financial implications of acquisition/leasing accommodation as well as the ongoing occupational costs of running the facility in the context of business/public authority operations
- Understand the key interaction of property (accommodation), people (staff/customers), place (location) and euro (financial effects) in the context of business or public sector operations.

Level 2

Apply your knowledge to the management of corporate real estate under appropriate supervision.

Examples of activities and knowledge comprised within this level are:

- Understanding of the criteria which drive business/public authority strategy formulation and how aligned accommodation and facility service provision strategies are then developed
- Demonstrating the importance of aligning operational resource planning to meet strategic business requirements
- Awareness of the financial implications of property and facility management to business operations – the effect on the balance sheet and on the P & L account
- Using analysis techniques associated with comparative returns on investment, for example in various fit-outs and the return to the business in the short, medium and longer term. Familiarity with life cycle costing and whole life returns on facility investment should be demonstrated
- Communicating the strategic importance of property and facilities management within a boardroom context.

Level 3

Provide evidence of reasoned advice on corporate real estate strategy to the corporate occupier in order to meet business needs.

Examples of activities and knowledge comprised within this level are:

- Advising on property and facilities management strategies demonstrating the following:
- a full understanding of the business, its strategies and financial constraints;
- corporate support at a senior and preferably, Boardroom level;
- a strategic, not a tactical day to day approach to delivery;
- an ability to procure and manage the effective and high quality provision of a wide range of facilities services;
- full knowledge and reliable data of the operational portfolio; • IT availability and user skills.
- Developing property and facilities management plans which support the relevant business and include some or all of the following strategic requirements:
- occupation cost minimisation;
- flexibility of occupation and use
- promotion of corporate image;
- promotion of a marketing, sales and/or selling messages;

Corporate real estate management

Reference no. T019

Continued

Level 3 continued

Provide evidence of practical application in your area of practice having regard to the relevant law.

- improving staff facilities, workplace conditions and workstyle flexibility;
- improved operational efficiency and productivity;
- facilitating corporate culture changes;
- protection, realisation and/or enhancement of asset value.
- Using of performance measurement techniques and benchmarking as valuable indicators by which to formulate and 'test' property and facilities management strategies and evidence the added value of strategically focused property and facilities management to the business.
- Using and understanding the various methodologies and metrics used by businesses and public bodies to measure business performance and develop an understanding of how these may be used to measure the contribution of property and facilities management to business efficiency, effectiveness and productivity.

Development appraisals

Reference no. T023

Description of competency in context of this sector

This competency is about the role of development appraisals in residential and commercial development. Development appraisals also have a role in residual valuations of development sites but it should be remembered that the two are different activities.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles and practices underlying a valid development appraisal.

Examples of knowledge comprised within this level are:

- The role of development appraisals in the marketplace and the situations where their use is appropriate
- The content of appraisals and how different issues such as planning requirements can be reflected
- The sensitivities of appraisals, what factors affect the appraisal?
- Awareness of external factors which have an influence upon the appraisal process.

Level 2

Identify, select, assemble and analyse data relevant to carrying out development appraisals. Undertake appraisals using relevant techniques and methodology and identify possible sources of development funding.

Examples of activities and knowledge comprised within this level are:

- Analysing appropriate sources of information and data
- Preparing appraisals for possible acquisition, disposal or valuation of development sites including residential, commercial and/or mixed use
- Using different techniques and software available for appraisals (whilst having an understanding of the basic principles of development appraisal)
- Undertaking a sensitivity analysis
- Assisting in the selection of appropriate sources of development finance.

Level 3

Interpret and provide evidence of reasoned advice on development appraisals and further opportunities.

Examples of activities and knowledge comprised within this level are:

- Using development appraisals to advise on the acquisition, disposal or valuation of development sites
- Producing reasoned analysis of risk using appropriate sensitivity analysis
- Advising on the appropriate sources of development finance.

Housing aid or advice

Reference no. T038

Description of competency in context of this sector

This competency is primarily aimed at the advice given by housing providers who manage portfolios of property, covering landlord and tenant issues specifically within the public sector. Advice is also available from independent agencies.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the rights and responsibilities of landlords, tenants, licence holders, leaseholders, or shared owners in relation to legislation and statutory guidance. Be aware of the options available for obtaining housing aid or advice.

Examples of knowledge comprised within this level are:

- Understanding of housing policy and law
- Principles of landlord and tenant relationship
- Knowledge of social issues in relation to the housing market.

Level 2

Assist with the provision of housing aid or advice on landlord and tenant issues.

Examples of activities and knowledge comprised within this level are:

- Advising clients on property related issues
- Producing reports and cost analysis for landlords and tenants
- Interpreting contracts and agreements.

Level 3

Provide evidence of housing aid or reasoned advice on a range of landlord and tenant issues taking full account of legislation and statutory guidance.

Examples of activities and knowledge comprised within this level are:

- Advising clients of options available for the provision of housing
- Liaising with key stakeholders on property related matters
- Assessing housing needs for a range of clients.

Housing maintenance, repair and improvement

Reference no. T038

Description of competency in context of this sector

This competency is about having the skills to assess maintenance and repair issues to the managed estate and being able to advise and implement strategies to meet housing needs.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the roles of owners, occupiers, providers and local authorities in the maintenance, repair and improvement of housing. Demonstrate knowledge of funding methods available, legislative requirements, and property related health and safety issues.

Examples of knowledge comprised within this level are:

- Housing policy and law relating to maintenance and repair including decent homes requirements
- The principles of landlord and tenant relationship
- Property maintenance issues in relation to the housing market.

Level 2

Apply your knowledge to assess the condition of housing, prepare reports and cost estimates. Advise on obtaining funding and prepare contracts in relation to the work programmes. Assess and advise on residents' needs.

Examples of activities and knowledge comprised within this level are:

- Producing project plans and reports
- Interpreting and prepare contracts and agreement
- Managing relationships between contractors and clients
- Assessing client needs in relation the housing market.

Level 3

Manage work in progress and payments. Demonstrate and apply your understanding of defect liability and dispute resolution procedures.

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice upon landlord and tenant matters
- Responding to client needs
- Managing the work programme.

Housing management and policy

Reference no. T040

Description of competency in context of this sector

This competency is about understanding and applying your experience to the activities surrounding residential property management. This covers all matters arising between the client and agent in the management of housing.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the legislation and statutory regulations that are relevant to the management of housing.

Examples of knowledge comprised within this level are:

- Understanding the principles of housing law
- Understanding of political and economic framework surrounding the management of social housing
- Demonstrate knowledge of the social factors affecting the client and agent relationship.

Level 2

Apply your knowledge to day-to-day housing management functions, including the implementation of tenancy conditions, leases or licences, relevant legislation and statutory guidance.

Examples of activities and knowledge comprised within this level are:

- Producing project plans and reports
- Interpreting and prepare contracts and agreements
- Managing relationships between contractors and clients
- Assessing client needs in relation the housing market.

Level 3

Provide evidence of reasoned advice including the preparation and presentation of reports relating to the formulation and implementation of housing management policy and good practice.

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice upon landlord and tenant matters
- Dealing with more unusual/challenging cases
- Demonstrating an understanding as to how the housing management standards are applied In relation to guidance notes and codes from the housing sector
- Understanding the factors affecting and influencing housing providers from the property industry but also from external influences such as government, economic and technological change.

Housing strategy or provision

Reference no. T041

Description of competency in context of this sector

This competency is about having the skills to assess the housing needs of a range of clients and being able to advise and implement strategy for the provision of social housing. It also describes knowledge of the whole residential property market.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the various methods used to assess and identify overall housing needs. Be aware of the options available for housing providers to meet these housing needs.

Examples of knowledge comprised within this level are:

- Understanding the principles of housing law
- Understanding of political and economic framework surrounding the management of social housing
- Understanding the dynamics of housing policy and their application on a wide range of issues.

Level 2

Apply your knowledge to identify and respond to housing needs. This should include house types, tenures, funding, planning, and other statutory or non-statutory considerations.

Examples of activities and knowledge comprised within this level are:

- Demonstrating an understanding of the processes and procedures of housing policy and identify best practice
- Producing reports, contracts and agreements
- Entering into negotiations and consultation with clients
- Undertaking research and demonstrating your awareness of housing issues.

Level 3

Provide evidence of reasoned advice and contribute to the formulation and implementation of a housing strategy to meet identified housing needs.

Examples of activities and knowledge comprised within this level are:

- Advising clients on the options for the management and provision of housing
- Advising on requirements and recommending alternative options available to a range of clients
- Understanding the factors affecting and influencing housing strategy from the property industry including external influences such as government, economic and technological change
- Demonstrating an ability to provide strategic advice possibly assisting alongside other professionals within the industry.

Inspection

Reference no. T044

Description of competency in context of this sector

Property inspection is fundamental to providing accurate property advice. It is important that candidates are able to demonstrate knowledge and understanding of the core requirements of property inspection. Assessors will be seeking confirmation that all candidates have a good knowledge of building construction, location analysis and defects.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the different requirements for inspection, together with the required information and factors affecting the approach to an inspection.

Examples of knowledge comprised within this level are:

- Understand the requirements and reasons for a property inspection
- Understand safety issues when undertaking an inspection
- Implications of location and situation
- Identify access arrangements
- Basic knowledge of building construction and specification
- Awareness of the legal requirements that impact upon the occupation/ownership of buildings.
- Understanding of the different client requirements that may pertain to different types of properties such as: office, retail, industrial etc.

Level 2

Undertake inspections and apply the information gained to prepare reports, schedules and/or registers of equipment, presenting appropriate information gained from the inspection.

Examples of activities and knowledge comprised within this level are:

- Accurate recording of building and site characteristics
- Preparing (or assisting in the preparation of) reports for clients
- Understanding potential defects of buildings and implications
- Assessing quality of location, design and specification.

Level 3

Provide evidence of reasoned advice and recommendations arising from inspections.

Examples of activities and knowledge comprised within this level are:

- Preparing reports for clients, containing detailed information particularly with regard to tenant breaches, unauthorised tenants alterations, change of uses and compliance with regulations
- Providing detailed reasoned advice to clients
- Making clients aware (where appropriate) of their statutory responsibilities
- Evidence of research carried out, in addition to inspection, to reach a reasoned analysis in relation to issues such as valuation, and defects that may potentially impact on the use of a building.
- Identifying and making clients aware of unauthorised tenant alterations, change of use and other potential breaches of covenant.

Insurance

Reference no. T045

Description of competency in context of this sector

This competency covers specific insurance provisions related to property and development. Candidates should be aware of how insurance is used to deal with risk in development. They should have a detailed understanding of the contractual requirements under the various standard forms of contract.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles and practices of insurance in relation to your area of practice.

Examples of knowledge comprised within this level are:

- The insurance provisions within the standard forms of contract
- Specific insurance mechanisms such as joint names, subrogation, net contribution clauses, in the aggregate, each and every event and excess provisions
- Specialist insurances such as performance bonds, professional indemnity and retention bonds.

Level 2

Apply your knowledge and/or be involved with the insurance of construction and/or property related matters.

Examples of activities and knowledge comprised within this level are:

- Developing specialist knowledge in areas such as asbestos and terrorism
- Compiling cost data for an insurance claim
- Compiling cost data for a fire insurance valuation.

Level 3

Demonstrate a thorough understanding of the regulations and practice governing the insurance of construction and/or property related matters.

Examples of activities and knowledge comprised within this level are:

- Reporting on cost impact of insurance claims to loss adjustor
- Reporting on re-construction costs for fire insurance valuations
- Advising clients on trends in the construction insurance market
- Advising on how insurances can be used to mitigate risk.

Investment management (including fund and portfolio management)

Reference no. T046

Description of competency in context of this sector

This competency covers the key principles of investment management theory and practice. Additionally candidates are expected to Acquire and develop detailed asset management expertise and knowledge across a broad range of sectors and be able to apply these in a strategic context.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles of financial investment in property.

Examples of knowledge comprised within this level are:

- Grasp the fundamental elements of property returns including capital and rental returns, plus how these are generated in practice
- Understand how investment properties are valued and have an understanding of investment appraisal techniques
- Gain a good working knowledge of the principles of portfolio management and asset management.

Level 2

Apply the principles of managing property as a financial investment.

Examples of activities and knowledge comprised within this level are:

- Assisting with selected residential asset management activities, demonstrating how this fits into the portfolio strategic performance plan
- Working with fellow project professionals from a diverse range of backgrounds where appropriate, to achieve an asset or portfolio objective
- Awareness of appropriate legislation and regulations relating to the management of property as a financial investment.

Level 3

Provide evidence of reasoned and strategic advice on property as a financial investment, including the preparation and presentation of reports.

Examples of activities and knowledge comprised within this level are:

- Generating and implementing strategic advice independently both at a portfolio and property specific level
- Reporting in a manner that appropriately communicates this to clients and/or advisers in a focused, relevant manner
- Working knowledge of key legislation and regulation affecting residential property as an investment asset
- Advising on the impact of issues such as leasehold enfranchisement on asset value.

Landlord and tenant

Reference no. T048

Description of competency in context of this sector

This competency is about the management of the landlord and tenant relationship. It has a broad scope covering all aspects of lease negotiations arising between landlord and tenant. The candidate will be expected to understand the issues and how they affect both parties.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the law and practice relating to landlord and tenant.

Examples of knowledge comprised within this level are:

- The principles of property law
- The statutory and common law framework applying to the landlord and tenant relationship
- The content, form, and structure of leases
- Relevant market conditions and property values.

Level 2

Apply the principles of the law and practice relating to landlord and tenant. Carry out relevant negotiations to provide solutions to issues affecting both owners and occupiers of real estate.

Examples of activities and knowledge comprised within this level are:

- Reading and interpreting leases
- Preparing reports containing recommendations prior to the commencement of negotiations
- Giving appropriate valuation advice
- Carrying out market research, collating and analysing comparable evidence
- Preparing, serving and responding to legal notices
- Entering into negotiations
- Reaching an agreed solution and reporting recommendations to client
- Instructing legal advisers, and required consultants in general, and seeing matters to conclusion
- Understanding and advising clients on the various alternative dispute resolution techniques
- Surrenders/Break Clauses including break notices.

Level 3

Provide evidence of reasoned advice, prepare and present reports on the law and practice relating to landlord and tenant. Apply your knowledge to assist in undertaking relevant dispute resolution procedures.

Examples of activities and knowledge comprised within this level are:

- Providing strategic advice upon landlord and tenant matters, relating to individual properties or blocks of properties
- Dealing with more unusual/challenging cases
- Providing advice as to alternative dispute resolution options in the event of breakdown of negotiations and taking any necessary action to protect the client's position
- Demonstrating involvement with third party determination and associated submissions.

Land use and diversification

Reference no. T049

Description of competency in context of this sector

This competency is about understanding land use and the diversification options available to owners/occupiers. This competency is normally applied in a rural context.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how a variety of land uses, policies and options for diversification have an impact on real estate and business.

Examples of knowledge comprised within this level are:

- The principles and rationale for diversification projects
- Knowledge and understanding of the relevant planning issues
- Knowledge of agencies likely to be involved when diversifying into new enterprises
- Knowledge of the basic taxation issues.

Level 2

Apply your knowledge to recognise and evaluate the economic, social and environmental needs of different land uses and options for diversification in relation to location and markets.

Examples of activities and knowledge comprised within this level are:

- Preparing and analysing a full feasibility study and financial appraisal
- Preparing a planning appraisal for a potential scheme
- Preparing and analysing both development and management options
- Interpreting findings.

Level 3

Provide evidence of reasoned advice, write reports and undertake the management of land use and, where appropriate, diversification and related projects.

Examples of activities and knowledge comprised within this level are:

- Providing advice on the more complex aspects of diversification
- Providing advice on the valuation, progress and management of a diversification project.

Leasing/letting

Reference no. T050

Description of competency in context of this sector

This competency is about the letting of residential property. (Buying and selling long residential leasehold properties is covered by the competency 'Purchase and Sale'). In order to achieve this competency. The professional adviser must apply his/her knowledge and experience to assist landlords and tenants in the marketing/selection of property and in the negotiation of a deal through to completion. Candidates should be able to apply their knowledge of the whole transactional property market in order to provide reasoned advice to clients on the appropriate solutions for them.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how various types of property are let (or a similar interest is acquired for a client) and the different types of interests that may be placed on the market. Demonstrate an understanding of the economics of the market for such interests and the appropriate legal frameworks.

Examples of knowledge comprised within this level are:

- An understanding of residential landlord and tenant law
- An understanding of the operation of residential letting and management market
- Knowledge of the social factors affecting the landlord and tenant relationship
- A basic understanding of residential building pathology
- An appreciation of the quality of location, design and specification of residential property.

Level 2

Apply your knowledge and skills to the leasing/letting of all types of property and demonstrate practical experience of the associated decision-making process, marketing, reporting and completion of the transaction. Demonstrate knowledge and understanding of other forms of property transaction, and of the reasons supporting the decision to proceed along the chosen leasing or letting route.

Examples of activities and knowledge comprised within this level are:

- Practical involvement in the letting of residential property
- Preparing documentation required for the letting of residential property
- Managing the process of negotiation and consultation between the landlord and tenant
- Managing the landlord/tenant relationship during or at the end of the lease.

Level 3

Provide evidence of reasoned advice and report to clients on all types of leasing or letting transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance. Be able to provide clients with a holistic view of the entire transactional market, and advise them clearly and appropriately, not only on the letting or leasing market, but also on other areas.

Examples of activities and knowledge comprised within this level are:

- Experience of complex residential letting cases and explaining the factors which made the case deviate from the market norm
- Commenting clearly on why decisions were made
- Reporting to clients with recommendations including valuation advice
- Reporting to clients with recommendations on strategy in relation to all options for the property
- Explaining the variety of factors which impact upon the residential lettings market
- Utilising negotiation and business skills in relation to challenging letting situations.

Maintenance management

Reference no. T053

Description of competency in context of this sector

Deliver maintenance services to residential property or blocks of properties based on occupational need, either using an in-house work force, or maintenance contractors.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the maintenance requirements of buildings, structures and other real estate.

Examples of knowledge comprised within this level are:

- Planned maintenance
- Reactive maintenance
- Maintenance inspections
- Statutory inspections
- Compliance requirements
- Prioritising forward maintenance
- Integrating maintenance activity with the occupational requirements of the property.

Level 2

Manage and keep up-to-date maintenance information to determine and implement operational maintenance policies.

Examples of activities and knowledge comprised within this level are:

- Maintaining record systems
- Identifying maintenance requirements
- Implementing maintenance policy
- Placing contracts (orders) for maintenance
- Confirming satisfactory completion of work
- Determining landlord and tenant responsibilities.

Level 3

Provide evidence of reasoned advice, write and present reports on maintenance management.

Examples of activities and knowledge comprised within this level are:

- Providing advice and recommendations on issues relating to the management of maintenance policy
- Dealing with the costs associated with maintenance of residential property.

Measurement of land and property

Reference no. T057

Description of competency in context of this sector

This competency is relevant to all data capture and measurement of land or property. In the context of the property pathways it refers in particular to measurement of residential property for lettings, sales or valuation purposes, as well as in connection with property management.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles and limitations of measurement relevant to your area of practice.

Examples of knowledge comprised within this level are:

- Relevant data capture techniques including the use of lasers and tapes
- The limitations of different methods of measurement
- Checking procedures for the instruments used and the calculations undertaken
- Potential sources of error from use of the instruments
- Understanding the basis on which measurements should be undertaken i.e. the core definitions of measurement and their application (Net Sales Area, Gross External Area, Gross Internal Area and Net Internal Area etc)
- Awareness of the appropriate standards and guidance relating to measurement with particular reference to the RICS/SCSI Code Of Measuring Practice
- The degree of accuracy that is required for different types of property and the use to which the measurements will be put
- The use and limitations of plans and drawings.

Level 2

Apply your knowledge to undertake measurement. Use basic and/or advanced instrumentation to collect data. Present appropriate information gained from measurement.

Examples of activities and knowledge comprised within this level are:

- Using the appropriate instrumentation (including lasers and tapes) to capture sufficiently accurate data, based on an understanding of limitations of different instruments
- Dealing with and advising on sources of error from use of instruments
- Applying the appropriate guidance correctly in practice to undertake measurement of a variety of properties, understanding the basis on which measurements should be undertaken
- Undertaking necessary calculations
- Preparing and presenting measurements in a manner appropriate for the purpose they are to be used understanding the level of accuracy that is required for different types of property.

Level 3

Evaluate, present, manage, analyse data and/or apply spatial data and information. Show an advanced understanding of accuracy, precision and error sources.

Examples of activities and knowledge comprised within this level are:

Please note, Level 3 is only recommended for candidates with specialist knowledge and experience of sophisticated measurement and data capture practice. Most property candidates will only attain Level 2. For guidance on Level 3 please refer to RICS/SCSI Geomatics Pathway.

Planning

Reference no. T061

Description of competency in context of this sector

The planning system plays a vital role in the opportunities available for any potential development scheme. This means it is important for developers to have good working knowledge and experience of the processes involved to ensure successful development outcomes.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the principles of planning.

Examples of knowledge comprised within this level are:

- The purpose of the planning system
- The importance of the strategic planning framework
- The decision making process on planning applications
- Awareness of special planning powers for conservation areas, listed buildings and trees
- The requirements for community involvement in the planning system.

Level 2

Apply your knowledge to matters relevant to the planning process.

Examples of activities and knowledge comprised within this level are:

- Completing the submission of planning applications
- Applying pre-consultation and negotiation processes to the planning application process
- Participating in the formulation of spatial planning strategies
- Interpreting strategic planning policies.

Level 3

Give reasoned advice, including the preparation and presentation of reports on planning matters, brief other professional consultants and understand the application of specialist knowledge to the resolution of planning problems.

Examples of activities and knowledge comprised within this level are:

- Producing viability/feasibility reports
- Providing reasoned client advice on planning applications including advice on appeals
- Advising clients on reasonableness of planning conditions and involvement in related negotiations
- Justifying environmental and other impact assessments
- Overseeing the work of external consultants such as architects or engineers etc.

Property management

Reference no. T070

Description of competency in context of this sector

This competency covers all aspects of day to day functions associated with property management. It includes issues relating to works, health and safety, landlord and tenant relationships, and service charges. In general, any matter associated with the smooth running of a property.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of property management and the relationship between owner and occupier.

Examples of knowledge comprised within this level are:

- Understand the key factors determining the landlord and tenant relationship in relation to the running of a property
- Understand key lease terms and their implications to property management
- Understand how disputes and problematical issues can be resolved, and be able to prioritise key tasks
- Understand the differentiation in relation to management of different types of properties i.e. retail vs residential vs industrial vs office, and also car parks
- Understanding the use of Service Charges to enable landlord/OMC recovery of costs associated with services provided to multi-occupancy buildings.

Level 2

Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.

Examples of activities and knowledge comprised within this level are:

- Managing property from both a landlord and tenant perspective, and understand the key factors from each viewpoint
- Understanding legal requirements associated with multi let property and/or managed property
- Understanding property management accounting principles from the landlord and tenant perspective, and also the requirements of law and RICS/SCSI
- Understanding courses of action in relation to breaches of lease by landlord and tenant.

Level 3

Provide evidence of reasoned advice including the preparation and presentation of reports in relation to property management.

Examples of activities and knowledge comprised within this level are:

- Participating in all aspects of property management including works, emergency reactive maintenance, planned programmes, budgets etc.
- Applying your negotiation, communication, and business skills in relation to contentious issues with both landlord and tenant
- Participating in issues such as applications for licence to assign or for works, together with the associated legal frameworks.
- Understanding the use of Cost Centres/Schedules in order to achieve equity and transparency in Service Charge budgets particularly in relation to multi-occupancy buildings.
- Understanding of the principles and methods of implementation of the RICS Service Charge Guidelines.

Property management accounting

Reference no. T071

Description of competency in context of this sector

This competency is about all accounting aspects of Property Management whether this be in the Commercial/Residential or Agricultural fields. The candidate would be expected to have knowledge of all the statutory requirements and be able to report to Clients as well as Residents associations regarding the accounting results.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of any legal or regulatory principles (including taxation implications where appropriate) that apply to property management accounts and service charge accounts.

Examples of knowledge comprised within this level are:

- Understand Lease Terms and Accounting implications
- Landlord and Tenant Act requirements
- RICS/SCSI Codes of practice and accounting regulations.
- Understanding the uses and requirements of invoicing systems
- Understanding of PSRA requirements in relation to handling of client funds.

Level 2

Undertake day-to-day management and recording of property management accounts and service charge accounts.

Examples of activities and knowledge comprised within this level are:

- Creating Service Charge accounts
- Service Charge Budget implementation
- Reporting both Rent and Service Charge figures to Clients and Residents Associations
- Create Clients accounting systems/templates for Rent and Service Charge collection.
- Sinking Fund level reporting
- Understanding Interim Service Charge accounts reports to include Balance Sheet, Income & Expenditure, Budget Actual Variance Reports and debtor's summary.

Level 3

Understanding Year End reports to include Audited Accounts, Accountants Certificates, Composite VAT Statements, Balancing Debits/Credits, Prepare final accounts and tax returns, and report (applying statutory and regulatory standards) on property management accounts and service charge accounts.

Examples of activities and knowledge comprised within this level are:

- Producing Trial Balance for Balance Sheet Service Charge reporting
- Preparing Clients VAT returns.
- Designing an equitable and transparent Service Charge apportionment matrix for a multi-use development incorporating appropriate weightings based on area, use and position
- Calculation of Sinking Fund provisions.

Property records/information systems

Reference no. T072

Description of competency in context of this sector

This competency deals with the use management and development of property information systems (including automated valuation models) and systems for registering land and property rights. Property records and information systems are increasingly sophisticated and are used widely in the public sector (e.g. for tax assessment or property/land title registration) and the private sector (eg for residential valuation, property management).

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the factors required for property records/information systems, including the sourcing and collation of data.

Examples of knowledge comprised within this level are:

- Use and limitations of property information tools within your area of practice
- Electronic records
- Legal documentation (including leases)
- Difference between deeds/registered titles
- Supporting maps/plans
- Index maps.
- Understanding the uses and requirements of invoicing systems
- Knowledge and application of Freedom of Information requirements and data protection.

Level 2

Demonstrate your ability to apply knowledge to analyse data and assemble it for use in a database.

Examples of activities and knowledge comprised within this level are:

- Using a property information system to extract information for a range of different scenarios
- Writing clear and factual reports on information extracted from a property record or information system
- Interpreting plan/map data
- Interpreting legal language in relation to property records
- Ensuring security of data.
- Delivery of files on termination of relationship.

Level 3

Demonstrate your ability to extract data from property records/information systems in order to use and present data for specific purposes.

Examples of activities and knowledge comprised within this level are:

- Retrieving data from existing records, manual or electronic
- Advising on security of data
- Writing reports on unusual or challenging cases
- Preparing clear and factual reports and letters to clients
- Assisting in the development of a property information system.

Procurement and tendering

Reference no. T062

Description of competency in context of this sector

This competency covers how a project is structured and delivered in terms of risk allocation and contractual relationships and how tendering processes are used to establish a contract price. Candidates should have a clear understanding of the different types of procurement and tendering commonly used and the advantages and disadvantages of each to the parties involved. They should have a detailed working knowledge of the procurement routes and tendering procedures used on their projects.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the main types of procurement. Demonstrate knowledge and understanding of the tendering and negotiation processes involved in procurement. Examples of knowledge comprised within this level are:

Examples of knowledge comprised within this level are:

- The main types of procurement used in both the public and private sectors, both nationally and internationally
- Tendering and negotiation processes involved in procurement
- Ancillary processes such as partnering and framework agreements
- Codes of practice and procedures commonly used.

Level 2

Apply your knowledge to the implementation of the procurement routes selected for your projects and to carrying out tendering and negotiation processes relevant to them.

Examples of activities and knowledge comprised within this level are:

- Implementing procurement routes such as traditional, design and build, management forms, term and serial contracting and other types
- Producing and/or compiling tender documentation such as letter of invitation, form of tender, health and safety documentation, design documentation and contractual details (Please note: pricing documents are covered under the Quantification and costing of construction works)
- Carrying out of tendering and negotiation processes such as single and two stage tendering, the use of codes of practice and electronic tendering.

Level 3

Give reasoned advice on the appropriateness of various procurement routes. Manage the tendering and negotiation process and present reports on the outcome.

Examples of activities and knowledge comprised within this level are:

- Evaluating the appropriateness of various procurement routes
- Managing the tendering and negotiation process
- Preparing procurement and tendering reports.

Project administration

Reference no. T064

Description of competency in context of this sector

This competency concerns the contractual, legislative/statutory and other processes required to administer a project. It also covers the reporting and information management systems for projects such as medium/small scale mapping projects, high tech data capture and integration projects and large scale engineering survey projects. This competency is particularly applicable for geomatics professionals who are expected to data manage and integrate multiple data source and capture techniques on an almost daily basis.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of contractual, legislative and statutory terminology/requirements in the management of a project.

Examples of knowledge comprised within this level are:

- An understanding of the principles of contractual, legislative and statutory requirements of projects
- An understanding of the principles of document control requirements and information management systems
- An understanding of the administrative processes and management reporting requirements associated with a project.

Level 2

Implement management procedures necessary for the smooth running of a project.

Examples of activities and knowledge comprised within this level are:

- Identifying and implementing the contractual, legislative and statutory requirements needed for a development project including any collateral documents e.g. insurances, warranties etc.
- Managing document control and information management systems
- Managing management reporting systems
- Liaising with other professionals.

Level 3

Advise on the management procedures necessary for the smooth running of a project including document control techniques and systems, meetings and reporting procedures.

Examples of activities and knowledge comprised within this level are:

- Advising on the contractual, legislative and statutory requirements for a development project
- Advising on and designing document control and information management systems
- Advising on and designing management reporting systems
- Providing guidance on project organisation structures.

Risk management

Reference no. T077

Description of competency in context of this sector

This competency covers the management of risk on construction projects. Candidates should be aware of the benefits to be gained and the techniques and processes used to manage risk. They should have a detailed understanding of how risk is dealt with on their projects.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate your knowledge and understanding of the nature of risk and, in particular, of the risks associated with your area of business/practice.

Examples of knowledge comprised within this level are:

- The principles of risk management
- How the various procurement routes deal with risk
- Mitigation strategies
- The techniques used to quantify risk
- The effect of risk on programme and cost.

Level 2

Apply your knowledge to carry out risk assessments taking into account all relevant factors. Understand the application of the various methods and techniques used to measure risk.

Examples of activities and knowledge comprised within this level are:

- Contributing towards the identification of risk
- Identifying who owns the risk in relation to the chosen procurement route on your project
- Contributing towards strategies to mitigate risk
- Contributing data towards the quantification of risk
- Considering the effect of risk on programme and management cost specific to their project.

Level 3

Provide evidence of reasoned advice and implement systems to manage risk by competent management in relation to specific projects.

Examples of activities and knowledge comprised within this level are:

- Advising on the appropriate procurement route in relation to the client's attitude to risk
- Recognising and advising on the appropriate methodologies and approach to risk on a project
- Taking ownership of the risk register and advising on appropriate risk mitigation strategies
- Applying techniques to quantify risk and advising client's on the appropriate level of contingency.

Supplier Management

Reference no. T080

Description of competency in context of this sector

This includes the utilisation (i.e. tendering, appointing, managing and paying) of 3rd party suppliers and contractors required to undertake day to day servicing of real estate in conjunction with property managers.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of how to manage suppliers using a logical process to ensure that the cost and quality of the service received meets organisational requirement.

Examples of knowledge comprised within this level are:

- Discuss in general terms a typical contractor tender document especially:
- the operational /performance specification within the document
- the make-up of a typical contract agreement for services.

Level 2

Apply your knowledge and understanding by using an existing process to manage suppliers to ensure that the cost and quality of the service received meets organisational requirements.

Examples of activities and knowledge comprised within this level are:

- Prepare an SLA/KPI's to be used with a contractor to ensure that there are no hidden cost overruns and that quality of service is being maintained.

Level 3

Help define organisational requirements for supplier services and develop an appropriate approach to the management of an individual supplier or group of suppliers based on the scale of the service and the risk of service failure.

Examples of activities and knowledge comprised within this level are:

- to prepare a full tender document and contract agreement for services
- to prepare a "Score Sheet" to allow tenderers to be ranked according to the requirements of the client's needs.

Sustainability

Reference no. M009

Description of competency in context of this sector

The Performance of commercial property as an occupational or investment asset is increasingly affected by sustainability considerations. This competency requires a broad appreciation of the core elements of sustainability – economic, social and environmental. It covers knowledge of the emerging issues in a broad context, and an understanding of the arguments surrounding the effect of sustainability on property performance, worth and value. It also includes the tools and techniques being developed to embed the concept into professional property practices such as property agency, investment, management and valuation practice.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of why and how sustainability seeks to balance economic, environmental and social objectives at global, national and local levels, in the context of land, property and the built environment.

Examples of knowledge comprised within this level are:

- Historical background/context – Brundtland, Earth Summits, Climate Change
- Knowledge of the legal and policy framework – UK legislation and EU directives
- An understanding as to how sustainability relates to property – (energy efficiency, accessibility, flexibility etc.), including an appreciation of the key threats to sustainable property use and performance
- Understanding how property occupiers and investors are affected by economic, social and environmental sustainability concerns
- Demonstrate knowledge of current research being undertaken on Sustainability.

Level 2

Provide evidence of practical application of sustainability appropriate to your area of practice, and of awareness of the circumstances in which specialist advice is necessary.

Examples of activities and knowledge comprised within this level are:

- Using and interpreting reports produced with the main sustainability related tools – such as BREEAM
- Understanding the aims of triple bottom line (TBL) analysis and be able to explain how the technique may be adapted to various scenarios within your own area of professional property practice.

Level 3

Provide evidence of reasoned advice given to clients and others on the policy, law and best practice of sustainability, in your area of practice.

Examples of activities and knowledge comprised within this level are:

- Providing reasoned advice/qualitative comment to clients or other stakeholders on the potential financial impact of sustainability on a property/project
- Providing reasoned comment to clients or other stakeholders on the impact of sustainability legislation/policy. NB: Sustainability advice may be given in the course of providing conventional property advice to clients or other stakeholders (such as valuation, investment or property/asset management advice).

Valuation

Reference no. T083

Description of competency in context of this sector

This competency is about the preparation and provision of properly researched valuation advice, made in accordance with the appropriate valuation standards, to enable clients to make informed decisions regarding real estate.

Examples of likely knowledge, skills and experience at each level

Level 1

Demonstrate knowledge and understanding of the purposes for which valuations are undertaken; the relevant valuation methods and techniques; the appropriate standards and guidance; and any relevant statutory or mandatory requirements for valuation work.

Examples of knowledge comprised within this level are:

- A general appreciation of the main drivers that have an impact on value
- The principles and application of relevant valuation standards
- The principles of Professional Indemnity Insurance
- The underlying principles of property law, planning and other relevant regulations or controls and their impact on property values
- The different purposes for which valuations may be required
- The principles of the various methodologies needed to provide both capital and rental valuation advice
- An understanding of the importance of independence and objectivity.

Level 2

Demonstrate practical competence in undertaking both capital and rental valuations and detailed involvement with the preparation and presentation of client reports. Demonstrate your ability to use valuation methods and techniques appropriate to your area of practice. Show how the relevant valuation standards and guidance have been applied to your valuation experience.

Examples of activities and knowledge comprised within this level are:

- Understanding client requirements and the preparation of Terms of Engagement
- Inspection and information gathering relevant to the valuation work being undertaken
- Analysis and interpretation of comparable evidence
- Application of a range of valuation methods and techniques
- Preparing valuation reports and advice to meet client needs and comply with relevant valuation standards
- Be able to demonstrate competence to conduct a valuation task from beginning to end with appropriate supervision. To achieve Level 2 candidates will not necessarily be carrying out valuations as part of their full time day to day activities.

Level 3

Demonstrate practical competence in undertaking valuations, either of a range of property types or for a range of purposes. Demonstrate the application of a wide range of valuation methods and techniques. Be responsible for the preparation of formal valuation reports under proper supervision and provide reasoned advice. Demonstrate a thorough knowledge of the appropriate valuation standards and guidance and how they are applied in practice.

Examples of activities and knowledge comprised within this level are:

- The properties considered may relate to a particular area of practice but the candidate's experience should cover a range of purposes (in a properly supervised manner), such as loan security, financial statements, internal management, purchase or sale reports, tax, stock exchange and litigation, but not necessarily all of these
- The types of property should ideally be varied both in terms of physical attributes, usage and also interest (i.e. free hold and leasehold)
- Knowledge of standards in other areas of business, e.g. accounting standards
- The candidate's knowledge of the main drivers which impact on property value should include an understanding of the wider influences such as government policy, the economic climate, technological change and other investment medium

Valuation

Reference no. T083

Continued

Examples of likely knowledge, skills and experience at each level

Level 3 continued

Demonstrate practical competence in undertaking valuations, either of a range of property types or for a range of purposes. Demonstrate the application of a wide range of valuation methods and techniques. Be responsible for the preparation of formal valuation reports under proper supervision and provide reasoned advice. Demonstrate a thorough knowledge of the appropriate valuation standards and guidance and how they are applied in practice.

- The candidate should demonstrate knowledge as to how their valuation advice inter-relates with their client's other professional advisers
- Have an understanding of the different levels of service that may be required, e.g. desk top advice versus a full valuation.



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Members' services are diverse and can include offering strategic advice on the economics, valuation, law, technology, finance and management in all aspects of the construction, land and property industry.

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