



# Management consultancy

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# 1 Introduction

This guide supports the Management consultancy pathway. It is designed to help you understand more about qualifying in this area.

You must use this guide in conjunction with the core assessment documentation, which is available on the RICS website and comprises of:

- Requirements and competencies guide
- Candidate guide for your RICS assessment, e.g. APC, Academic, Senior Professional, Specialist
- Counsellor guide.

You can download all the supporting guidance from the [Sector pathways](#) web page.

All RICS pathways are global, though it is appreciated that markets may vary from country to country. If you have any queries please contact your local office.

## About the competencies

The RICS competency framework ensures those applying for the RICS qualification are competent to practise and meet the highest standards of professionalism required by RICS. There is a wide range of pathways available to qualify as an RICS professional covering many different areas of practice.

The RICS assessment 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 competencies are also based on attitudes and behaviours. The competencies are presented in a generic way so they can be applied to different areas of practice and geographical locations.

It is important that you interpret them within the context of your own area of practice or specialism and location.

Each competency is defined at three levels of attainment. You must reach the required level in a logical progression and in successive stages.

**Level 1** – knowledge and understanding

**Level 2** – application of knowledge

**Level 3** – reasoned advice, depth and synthesis of technical knowledge and its implementation.

The competencies are in three distinct categories:

**Mandatory** – the personal, interpersonal, professional practice and business skills common to all pathways and mandatory for all candidates.

**Technical core** – the primary skills of your chosen pathway.

**Technical optional** – selected as additional skill requirements for your pathway from a list of competencies relevant to the area of practice.

The mandatory competency requirements are set out in detail in the *Requirements and competencies guide*.

## 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 judgement.

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.

RICS pathways are designed to include rules about competency selection.

- For pathways with a **core** competency required to Level 1, candidates **can choose** the same competency to Level 2 or Level 3 as part of their **optional** selection where it is permitted in the pathway guide.

For example, in the Building surveying pathway, Fire safety is **core** to Level 1. It is also **optional** and can be selected to a higher level.

- For pathways with a **core** competency required to Level 2, candidates **cannot choose** the same competency to Level 3 as part of their **optional** selection.

- Some pathways include **mandatory** competencies that can be selected to a higher level as part of the **core** or **optional** requirements.

Where this is the case, the competencies are grouped together as 'one' (see example below). Candidates can choose **only one\*** as part of their overall selection.

## Optional competencies

### Three to Level 3

- Accounting principles and procedures  
**or** Conflict avoidance, management and dispute resolution **or** Data management  
**or** Sustainability

(\* For the Building control pathway, candidates can select up to two of these competencies. This is because Client care and Data management are grouped as 'one' and Sustainability is listed separately.)

- Most pathways require candidates to choose at least one competency from the full list of technical competencies in the *Requirements and competencies guide* (see example below).

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

Where this is the case, a **mandatory** competency can only be selected:

- if it is listed as technical (**core** or **optional**) in the pathway guide **and**
- if grouped with other competencies as 'one' (see third bullet point above), no other competency from the group has already been selected.

## Where to find help

RICS has fully trained teams across the globe who will be able to help you with any queries. For details of your local office, visit the [Contact us](#) web page.

## 2 About the pathway

Management consultants provide independent, impartial advice in all areas of the business and real estate life cycle. In the main they identify and implement business solutions to real estate problems.

They are natural strategists within any organisation where real estate plays a significant part in the business. Management consultants provide advice for strategy building and tactical planning as well as the consultancy skills to implement these for property or general business.

Chartered Management Consultancy Surveyors are trained in economics, business and management skills and to communicate their technical skills for the benefit of customers.

### RICS qualification

The Management consultancy pathway is suitable for individuals who are looking to practice in a predominantly non-transactional, non-technical environment. Management consultants are business facing property professionals who understand the strategic importance of property in the context of the delivery of corporate objectives. This pathway is unlikely to be suitable for individuals who are at the beginning of their career as the competencies require a significant degree of experience and business understanding.

Chartered Management Consultancy Surveyors are skilled in economics and business management. In the context of this pathway, management consultants would primarily operate in several key areas, including:

- developing real estate strategies to rectify problems with production oversupply, wrong location and incorrect facilities
- separating funding and corporate finance issues from the functional needs of a client
- developing acquisition strategies to meet business objectives and evolving such a real estate strategy in consultation with the
- business by using strategic tools, management consultancy processes and micro-economic modelling techniques
- working in corporate recovery and insolvency
- working with lenders and accountants to devise exit strategies relating to the restructuring or disposal of a business.

### Chartered alternative designations

All candidates qualifying through this pathway will be entitled to use the designation 'Chartered Management Consultancy Surveyor'.

### 3 Pathway requirements

Mandatory	Core	Optional
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Ethics, Rules of Conduct and professionalism</li> </ul> <p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>• Client care</li> <li>• Communication and negotiation</li> <li>• Health and safety</li> </ul> <p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>• Accounting principles and procedures</li> <li>• Business planning</li> <li>• Conflict avoidance, management and dispute resolution procedures</li> <li>• Data management</li> <li>• Diversity, inclusion and teamworking</li> <li>• Inclusive environments</li> <li>• Sustainability</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Business case</li> <li>• Business planning</li> <li>• Consultancy services</li> <li>• Research methodologies and techniques</li> </ul>	<p><b>One to Level 3 and one to Level 2</b></p> <ul style="list-style-type: none"> <li>• Business alignment</li> <li>• Change management</li> <li>• Corporate finance</li> <li>• Corporate recovery and insolvency</li> <li>• Data Management</li> <li>• Development appraisals</li> <li>• Development projects/briefs</li> <li>• Economic development</li> <li>• Managing resources</li> <li>• Performance management</li> <li>• Programming and planning</li> <li>• Property finance and funding</li> <li>• Smart cities and intelligent buildings</li> <li>• Strategic real estate consultancy</li> <li>• Workspace strategy</li> </ul> <p>Plus, one competency to Level 2 from the full list of technical competencies, including any not already chosen from the optional list.</p>

## 4 Technical competencies guidance

### Business alignment

This competency is about the core drivers and objectives of a corporate business.

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

##### Level 1

Demonstrate knowledge and understanding of how the business's core drivers impact on property provision and vice versa.

Examples of knowledge comprised within this level are:

- global economic and market conditions
- the changing nature of business
- core business drivers
- organisational structures, values and objectives
- business performance
- strategic use of real estate
- decentralised vs centralised
- organisational objectives.

##### Level 2

Provide evidence of the practical application that allow a closer working relationship between business functions and corporate real estate solutions.

Examples of activities and knowledge comprised within this level are:

- demonstrate linkages with other business functions such as human resources and IT operations
- demonstrate working knowledge of core business and how CRE impacts on it
- benefits of business alignment
- collating relevant data
- using your knowledge of real estate to find strategic solutions to meet clients' requirements.

##### Level 3

Provide evidence of reasoned advice of developing appropriate strategies to develop and align real estate portfolio and workplace strategies with those of the business.

Examples of activities and knowledge comprised within this level are:

- demonstrate CRE contribution within business planning process
- demonstrate clear implications of CRE strategy on operational performance
- demonstrate CRE contingency plans to maintain operational performance
- strategic advice and recommendations to clients
- presenting data to support recommendations
- presentations to clients
- providing solutions to achieve corporate objectives.

## Business case

This competency is about the development and execution of a business case. It sets out the rationale for undertaking a project, investment or other course of action by setting out the benefits, costs and impacts of a proposal, along with a financial evaluation.

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

#### Level 1

Demonstrate knowledge and understanding of business cases and their application in corporate real estate.

Examples of knowledge comprised within this level are:

- financial analysis and metrics required to support a business case
- the elements and structure of a business case
- organisational structures
- methods for collecting business case data
- purpose of the business case
- approval process, stakeholders and audience.

#### Level 2

Provide evidence of the practical application of the business case.

Examples of activities and knowledge comprised within this level are:

- preparing a business case
- engaging with stakeholders
- application of business case data collection
- understanding the financial impact of a real estate business case, including any applicable financial standards.

#### Level 3

Provide evidence of advising on the preparation and presentation of business cases for a variety of purposes.

Examples of activities and knowledge comprised within this level are:

- identify impact on key business indicators of CRE strategic proposals
- offer alternative CRE strategic options based on key business indicators
- presenting a business case to stakeholders with a clear recommendation
- providing reasoned advice and justification on business case findings
- adapting business case to client specific requirements
- receiving feedback and revising
- obtaining approval.



## Business planning

This competency is about the principles and tools of business planning.

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

#### Level 1

Demonstrate knowledge and understanding of how business planning activities contribute to the achievement of corporate objectives.

Examples of knowledge comprised within this level are:

- types of business plan – strategic, departmental, operational, corporate
- the essential elements of a business plan
- the essential elements of a marketing plan
- organisational structures
- methods for financial benchmarking (e.g. key financial ratios)
- meaning of working capital, stock, debtors and creditors
- accounting techniques
- forecasting techniques
- planning to meet corporate objectives.

#### Level 2

Provide evidence of application of the principles and demonstrate your ability to use the tools of business planning appropriate to your area of practice.

Examples of activities and knowledge comprised within this level are:

- setting objectives and targets
- undertaking risk analysis
- preparing a business plan
- preparing a marketing plan
- creating an organisational chart
- using financial ratios
- using company accounts.

#### Level 3

Provide evidence of reasoned advice given to clients and others of the principles and tools of business planning and be able to evaluate your performance and outcomes.

Examples of activities and knowledge comprised within this level are:

- undertaking presentations and reports
- undertaking option appraisals
- setting performance indicators
- reviewing performance against targets and indicators.

## Change management

This competency is about the development and execution of change programmes in relation to the use of real estate by an organisation. It involves the identification of requirements for change, development of a strategy and implementation of the project. Knowledge of the technical issues relating to the property being occupied, the delivery of its management and new processes and technologies associated with this area of work will be expected. However, candidates will also be expected to display an understanding of the importance of developing relationships with property users and decision makers. Candidates attempting to achieve this competency may use evidence from work carried out either on a consultancy basis or from working in house for an occupier.

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

#### Level 1

Demonstrate knowledge and understanding of change management and its application in real estate.

Examples of knowledge comprised within this level are:

- the drivers for change and how a requirement for change may be identified
- the process by which the appropriate outcome for change may be decided on
- how a change plan can be developed
- the concepts, approaches, models, tools and techniques available to support work in this area
- the analysis techniques for appraising the options for change
- the common reasons why change projects fail and the implications of these failures.

#### Level 2

Provide evidence of practical involvement within change management projects.

Examples of activities and knowledge comprised within this level are:

- identifying requirements for change
- developing a strategy for change within an organisation
- carrying out optional appraisals in respect of change strategies
- undertaking a change impact assessment
- producing communications and stakeholder engagement plans
- undertaking stakeholder analysis and identifying appropriate interventions
- project managing the implementation of a change programme
- assessing and addressing risks presented by change
- evaluating the success of an organisational change project.

#### Level 3

Provide evidence of advising on the development and implementation of strategies for change.

Examples of activities and knowledge comprised within this level are:

- communicating the costs and benefits of a change project
- offering alternative strategic options based on an organisation's requirements
- presenting a proposed strategy to stakeholders with a clear recommendation
- obtaining approval for implementation of a proposal
- managing stakeholders to ensure resolution of issues
- receiving feedback and revising the strategy for change.

## Consultancy services

This competency is about the provision of management consultancy services to a range of different clients from inception to completion.

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

#### Level 1

Demonstrate knowledge and understanding of the procurement and execution of advisory and strategic consultancy services in the context of the real estate and construction sectors.

Examples of knowledge comprised within this level are:

- different forms of procurement for consultancy services
- the range of different consultancy interventions and approaches
- the types of problems, risks and issues that may arise during each phase
- the importance of agreeing a clear contract with clients
- the need for the planning, timing and managing of consultancy interventions
- managing the use of resources
- managing client expectations
- forms of reporting
- how to manage ethical dilemmas
- the principal tools and techniques relevant to consultancy services
- importance of confidentiality when dealing with sensitive information.

#### Level 2

Apply your knowledge of the provision of consultancy services in the context of the real estate and construction sectors.

Examples of activities and knowledge comprised within this level are:

- preparing consultancy service plans
- preparing client briefs
- update reports to clients
- negotiating client contracts
- dealing with ethical dilemmas
- selecting appropriate tools and techniques for a given consultancy service
- using selected tools and techniques to achieve agreed outcomes
- keeping appropriate records.

#### Level 3

Give reasoned advice, prepare and present consultancy reports, together with relevant analysis to clients, in the context of the real estate and construction sectors.

Examples of activities and knowledge comprised within this level are:

- providing reports containing strategic advice and recommendations to a range of clients
- presenting to clients
- implementing consultancy intervention.

## Corporate finance

Corporate finance is a specific area of finance dealing with the financial decisions corporations make and the tools as well as analyses used to make these decisions within the context of the property world.

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

#### Level 1

Demonstrate knowledge and understanding of the principles and practices underlying the structuring and financing of corporate transactions, with particular reference to the role of real estate within these transactions.

Examples of knowledge comprised within this level are:

- the role and importance of real estate for corporate organisations
- researching financial and corporate organisational information
- financial markets, in particular the equity and money markets
- the structure of company accounts and accurately conveying the significant points.

#### Level 2

Apply your knowledge and understanding to assist in advising corporate organisations on the capital structure options relating to both occupational and surplus real estate. This should include the calculation and modelling of the cost of capital, plus a working knowledge of the regulatory framework within which the corporate finance marketplace operates.

Examples of activities and knowledge comprised within this level are:

- the investment mathematics and cash flow techniques used in investment and portfolio analysis
- identifying key groups of lenders and equity providers and understanding the type of terms associated with their lending requirements
- calculating the effect of capital structure decisions on the cost of capital
- understanding drivers that affect loan transactions and investor returns, such as the term, loan to value ratio (LTV), amortization and margin
- practical knowledge of commercial, technical and regulatory issues.

#### Level 3

Give reasoned advice on the effects of different corporate financing techniques and structures on real estate (or plant and machinery) holdings in a corporate context. This should include impacts on accounts and contributions to both merger and acquisition activity, as well as general corporate financing/restructuring transactions.

Examples of activities and knowledge comprised within this level are:

- the key issues and being familiar with the basic outline of how securitisation structures work
- undertaking analysis to give an opinion on the impact of taxation on capital structures
- performing analysis to form an opinion on the relative financial strength of a company
- providing strategic advice and recommendations to clients supported by analysis
- understanding structuring issues on different asset holding entities including tax efficient structures.

## Corporate recovery and insolvency

This competency relates to providing reasoned valuation advice to parties when a business is struggling to meet its commitments. This could include working with a fixed charge receiver or advising insolvency practitioners or turnaround specialists and lenders among others. It includes valuation advice on a variety of assets including, business assets, intangible assets, R&D and liabilities as well as trading related real estate and occupational premises.

Note: for the purpose of this competency the term 'fixed charge receiver' can be locally interpreted as per the candidate's geographical location as required.

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

#### Level 1

Demonstrate knowledge and understanding of the role of the chartered surveyor in corporate recovery and insolvency situations.

Examples of knowledge comprised within this level are:

- different types of insolvency routes for both personal and corporate
- rights and remedies available to creditors
- difference between floating charge/debenture and fixed charge.

#### Level 2

Demonstrate an understanding of the various types of appointment that can be made to administer/manage the affairs of insolvent and potentially insolvent companies and individuals.

Examples of activities and knowledge comprised within this level are:

- ability to understand clients/receivers needs and timetables
- undertaking oral and written communication between yourself and client/mortgagor/mortgagee
- implementing agreed strategy
- liaising with other professional advisers as part of 'team'.

#### Level 3

Provide evidence of reasoned advice, prepare and present reports on the property assets of insolvent companies and individuals and/or in the administration of fixed charge receivership appointments.

Examples of activities and knowledge comprised within this level are:

- being involved with instruction/appointment from start to finish
- providing input into advice/strategy having regard to needs and timetable of client/receiver
- implementing advice/strategy and ability to adapt this as events unfold.

## Data management

This competency covers how data relating to individual projects and a surveyor's work generally is collected, stored and retrieved. In addition to having knowledge of the different storage systems and data sources and how they work, a candidate should also understand the principles behind the systems and what makes them effective. Candidates should also have knowledge of how general information and data is managed on a project and the increasing use of computerised central project databases.

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

#### Level 1

Demonstrate knowledge and understanding of the sources of information and data, and the systems applicable to your area of practice, including the methodologies and techniques most appropriate to collect, collate and store data.

Examples of knowledge comprised within this level are:

- the use of published sources of data
- how data is collected, analysed and stored within your employer's organisation
- how project information is stored within your employer's organisation
- how electronic database systems work
- the use of computerised central project databases or building information modelling, the benefits, challenges and dangers
- how technical libraries are set up and used
- legislation applicable to data management and data access.

#### Level 2

Provide evidence of practical application in your area of practice and understand the relevance of information gathered and the uses to which it can be applied. Analyse the information and data collected.

Examples of activities and knowledge comprised within this level are:

- obtaining data from published sources for use on a project
- obtaining data from in-house sources
- extracting data for inclusion in a database
- setting up and using paper based or electronic project filling systems
- using a computerised central project database
- inputting and extracting data from BIM
- retrieving information from a technical library
- setting up a technical library.

#### Level 3

Provide evidence of reasoned advice given to clients and others on the use and practical application of the information collected and systems used, and/or specify the most appropriate way for your own and/or client organisation to collect, analyse and apply relevant information and data.

Examples of activities and knowledge comprised within this level are:

- advising on data storage systems
- advising on business filling systems
- benchmarking from analysed historic data
- advising on the use of a computerised central project database
- complying with client's data security requirements.

## Development appraisals

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
- external factors that have an influence on 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 (while understanding 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.

## Development/project briefs

This competency is about understanding the preparation and development of a brief that reflects the client's requirements. It includes how the information provided by the client is understood and used by the project team to manage the client's requirements for the development/project. It also covers the clarification and co-ordination of the roles of individual project stakeholders.

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

#### Level 1

Demonstrate knowledge and understanding of the information required to prepare a development brief or project brief.

Examples of knowledge comprised within this level are:

- information required to prepare the brief
- the need to understand the client's requirements, including the project definition, and any key constraints
- the need to understand of the roles of individual stakeholders
- the importance of understanding the terms of reference between the client and the project team.

#### Level 2

Apply your knowledge to identify, select, assemble and analyse information relevant to the preparation of development briefs or outline project briefs.

Examples of activities and knowledge comprised within this level are:

- preparing and understanding the outline business case
- clarifying the client's required cost, time and performance/quality expectations
- establishing success measurement criteria and benefits of the project to the client
- establishing any known project risks, constraints and interfaces
- developing a development/project brief or outline project brief.

#### Level 3

Apply information in the preparation and presentation of development briefs or detailed design briefs, or parts thereof.

Examples of activities and knowledge comprised within this level are:

- developing a project execution plan for managing the detailed design and specification of the development/project
- clearly identifying whether the information prepared by the project team accurately reflects the development/project brief
- establishing clear procedures for managing changes to the development/project brief
- presentation of a development/project brief to a client.



## Economic development

This competency is about understanding international, national, regional and local economic development policies and the provision of appropriate strategic property advice to clients that accord with or complement such policies.

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

#### Level 1

Demonstrate knowledge and understanding of the principles and practices underlying sound economic development policies in the context of international, national, regional and local economic issues. This should include inward investment strategies and urban regeneration strategies.

Examples of knowledge comprised within this level are:

- international, national, regional and local economic development policies
- macroeconomics (international and national)
- microeconomics
- development appraisal
- funding regimes, e.g. European funding, partnering
- inward investment strategies
- urban regeneration strategies.

#### Level 2

Identify and fully understand the organisational processes and mechanisms involved in implementing economic development policies, and their impact on urban regeneration, property development and infrastructure provision.

Examples of activities and knowledge comprised within this level are:

- making appropriate use of relevant statistical sources
- selecting funding and grant sources, qualifications and restrictions
- understanding organisational responsibilities
- explaining place marketing and inward investment.

#### Level 3

Undertake initial feasibility studies and analysis as a preliminary to advising clients on appropriate economic development strategies.

Examples of activities and knowledge comprised within this level are:

- examining an employment analysis
- examining census data
- exploring a floor space analysis
- analysing business surveys
- performing grant calculations.

## Managing resources

This competency is about managing the effective use, allocation and costing of resources (not including human resources).

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

#### Level 1

Demonstrate knowledge and understanding of the resources required and their cost for the effective operation of a business.

Examples of knowledge comprised within this level are:

- types of resources required
- how to manage financial resources
- accounting techniques
- budgeting techniques
- forecasting techniques
- methods for obtaining resources and monitoring their use
- personal resource management
- costing of resources
- relationship between cost and value of resources.

#### Level 2

Provide evidence of the application in your area of practice, giving reasoned advice on the most effective use, allocation and cost of resources.

Examples of activities and knowledge comprised within this level are:

- setting financial objectives
- constructing a budget
- monitoring and managing financial resources
- setting personal objectives
- preparing reports and recommendations for the use and allocation of resources.

#### Level 3

Provide evidence of the evaluation of managing resources in specific business cases.

Examples of activities and knowledge comprised within this level are:

- undertaking cost benefit analysis
- monitoring performance against budgets
- taking action to improve poor performance against budgets/plans
- reviewing personal performance
- reviewing project performance.

## Performance management

This competency is about a broad range of performance management approaches and methodologies in corporate real estate (CRE).

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

#### Level 1

Demonstrate knowledge and understanding of performance management approaches and methodologies.

Examples of knowledge comprised within this level are:

- the different types of CRE data and data collection techniques
- the various techniques for measuring performance
- the principles of KPIs and SLAs and how these align with stakeholder objectives.

#### Level 2

Apply your knowledge and understanding of performance management within a business context.

Examples of activities and knowledge comprised within this level are:

- collection of CRE benchmarking data
- collection of occupier satisfaction data
- development and use of KPIs
- preparing data/information
- using selected methodologies and techniques such as balanced scorecard to achieve agreed outcomes
- methods to improve performance management.

#### Level 3

Provide evidence of reasoned advice on the organisational requirements of performance management and show evidence of performance metric tracking across CRE services and capabilities.

Examples of activities and knowledge comprised within this level are:

- interpreting CRE benchmark data leading to clear action plan
- interpreting occupier satisfaction data leading to clear action plan
- interpreting key CRE KPIs leading to clear action plan
- providing feedback on performance
- implementing a performance management plan
- continuous performance management.

## Programming and planning

This competency covers a surveyor's involvement with the programming and planning of construction projects, including the various principles, techniques and issues that relate to the programming and planning of projects generally. They must have a thorough understanding of how these principles and techniques have been used and how specific issues have been dealt with on their projects.

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

#### Level 1

Describe the principles of financial and programme monitoring of projects, including planning techniques such as Gantt charts, etc. Demonstrate knowledge of the various types of programmes and schedules commonly used on projects.

Examples of knowledge comprised within this level are:

- the need for pre-contract planning and programming techniques
- different planning techniques
- the principles of how a programme is affected by change
- the need for good programming when forecasting accurately materials, manpower, machinery and money
- the use of planning and programming when forecasting expenditure
- the importance of a project or a contract programme when used together with different forms of contract
- different procurement options.

#### Level 2

Assess, interpret and report on the programme control of projects.

Examples of activities and knowledge comprised within this level are:

- formulating and reporting on a project programme for different construction projects using planning techniques
- reporting the client's financial forecast expenditure of a project using planning techniques
- calculating a network analysis as appropriate to determine the longest path
- identifying the impact of contractual provisions on the effective planning of projects.

#### Level 3

Provide evidence of reasoned advice on, or implement the principles of, executive programme control of projects. Your advice should demonstrate a good understanding of planning techniques (pert diagrams, network analysis/critical path methods).

Examples of activities and knowledge comprised within this level are:

- interpreting the effectiveness of a project programme
- providing reasoned advice on the financial planning of construction projects (e.g. a client/developer might have a particular way of funding a project, either fully financed or generating finance from sales in phase one to finance later phases. This would give rise to very different strategies affecting both the timing and the cost of a project)
- analysing and advising on the possible outcomes in the event of a strategy change, e.g. financing provisions, time of construction, scope changes
- advising on a project programme when determining different procurement options.

## Property finance and funding

This competency focuses on the candidates' understanding of the range of finance available, their understanding of how this is sourced and how this is used to assist with property investment and development scenarios. Candidates will be expected to apply this knowledge to provide advice to clients on their financing options and the impact of this on their returns.

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

#### Level 1

Demonstrate knowledge and understanding of the role and importance of finance in property, including the principal forms of investment finance and their sources.

Examples of knowledge comprised within this level are:

- the various senior debt providers, and their expectations in terms of pricing and security
- the impact of gearing on equity returns
- the ability to demonstrate this gearing effect numerically
- how mezzanine and equity finance might be priced
- the financing process
- use of financial information such as audited report and accounts.

#### Level 2

Identify the factors that affect the ability to obtain finance to fund any investment project. Identify appropriate sources of finance and understand the principles that apply to securing finance for different purposes.

Examples of activities and knowledge comprised within this level are:

- analysing investment and development projects to ascertain the level of senior debt that could be raised within the mathematical limits
- applying likely finance pricing required by senior debt providers
- using market knowledge to assess whether the level of senior debt mathematically capable of being sustained is acceptable to the debt providers
- sourcing and collating information that is necessary to support a presentation to secure financing
- sourcing and understanding the role of valuation advice
- analysing and illustrating the impact of financial covenants
- reviewing and comprehending financing documents, particularly loan agreements and facility letters
- confirming that financing documents reflect the commercial terms agreed and how the controls of the provider may impact on the borrower's management flexibility.

#### Level 3

Provide evidence of reasoned advice on maximising the viability of any funding situation. Demonstrate your appreciation of the impact of property matters on valuation and funding. Demonstrate your understanding of the impact of funding matters on the property market.

Examples of activities and knowledge comprised within this level are:

- analysing and understanding a stand-alone financing from the outset to completion and draw down of funds
- illustrating multi-tiered financing arrangements numerically and using this to assess the true cost of finance at each level
- advising accordingly on the above.

## Research methodologies and techniques

This competency focuses on the candidates understanding of the range of finance available, their understanding of how this is sourced and how this may be used to assist with property investment and development scenarios. Candidates will be expected to apply this knowledge to provide advice to clients on their financing options and the impact of this on their returns.

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

#### Level 1

Demonstrate your ability to collect and collate appropriate data and other relevant material. Demonstrate familiarity with data and other sources, and with data handling and manipulation techniques.

Examples of knowledge comprised within this level are:

- the different data handling and manipulation techniques
- how to select appropriate methodologies and techniques for different consultancy services
- the benefits and limitations of each technique
- relevant IT support
- how to deal with sensitive information
- relevant legislation regarding handling and using data.

#### Level 2

Demonstrate the effective and appropriate analysis and interpretation of data and other material. Demonstrate your ability to make effective use of appropriate research methodologies and techniques, and to match your choice of methodologies to client requirements.

Examples of activities and knowledge comprised within this level are:

- preparing data/information
- analysing data using a range of different methodologies and techniques
- using selected methodologies and techniques to achieve agreed outcomes
- keeping appropriate records and files
- drawing conclusions based on analysed information both quantitatively and qualitatively.

#### Level 3

Demonstrate effective application of analysis and interpretation of research. Demonstrate your ability to apply the analysis to client requirements.

Examples of activities and knowledge comprised within this level are:

- reporting to clients providing advice based on detailed data analysis and interpretation
- evaluating the effectiveness of methodologies and techniques used.

## Smart cities and intelligent buildings

This competency involves the integrated and disparate IT systems and spatial data science and the role will include the solution of complex problems through the leveraging of data and technology as applied to the individual building level or the wider neighbourhood or city level.

Candidates will be part of multidisciplinary project teams, including planners, city engineers, surveyors, data architects, data engineers, and analysts, working with smart city and building technology. The work is likely to include liaison with policy and operations teams to develop and understand how smart city and intelligent buildings might benefit the stakeholders involved.

It requires a knowledge and understanding of component elements of an IT service, including hardware, software, applications, sensors and networks and their integration into complete services to satisfy an operational requirement.

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

#### Level 1

Demonstrate knowledge of the types of data that can be collected through building, personal and infrastructure sensors and how sensor data can be processed to support the management and visualisation in the built environment.

Examples of knowledge comprised within this level are:

- the different phases of software development life cycle
- the role that technology can play in the operation and monitoring of buildings in use
- how technology can enhance the experience for end users
- look at how complimentary technologies can be combined to produce rich management information that can drive decision making
- the risks and opportunities associated with the gathering, storing and utilisation of building data
- IT infrastructure and services and the impact of legacy services to protect the integrity of the operational environment
- demonstrate understanding of the principles of the Internet of Things (IoT) and the appreciation of the impact and relevance to smart cities
- the principles of a technical security architecture and how these can be used to reduce information risk
- beyond RICS' ethical standards, candidates should understand and adhere to the applicable data science ethics framework.

#### Level 2

Apply your knowledge to the collection, storage and management of spatial sensor data, demonstrating the achievement of data quality, data hygiene and data security.

Examples of activities and knowledge comprised within this level are:

- develops, codes, tests, corrects and documents simple programmes or scripts under the direction of others as part of a multi-disciplinary team
- able to build and test simple interfaces between systems, or can work on more complex integration as part of a wider team
- collaborates with others to review specifications where appropriate
- assists with the design, development and implementation of Business Continuity, Crisis Management and/or Disaster Recovery Plans under supervision
- able to recognise and articulate the impact to city efficiency based on effective use of open data sources
- apply the knowledge gained from the data collected to increase utilisation, improve efficiency and drive productivity within the buildings and for end users.

#### Level 3

Provide evidence of the ability to use and generate application scenarios that capture and store sensor data in structures that allows the analysis of the data by conventional and visual representation.

Examples of activities and knowledge comprised within this level are:

- able to recognise risks and non-compliance and makes recommendations for change or investigation by information security specialists
- advise clients on the design, development and implementation of business continuity, crisis management and/or disaster recovery plans
- develop and/or document application scenarios combining multiple API sources to allow for the analysis of spatial, building and the city data to solve inefficiencies or create value-added services.
- develop business cases supported by the data to drive organisational change and improve business outcomes.

## Strategic real estate consultancy

This competency is about the provision of strategic consultancy advice to clients on real estate issues influencing the business.

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

#### Level 1

Demonstrate knowledge and understanding of the business context of real estate, and an appreciation of the role of the real estate professional as a strategic adviser.

Examples of knowledge comprised within this level are:

- organisational structures, values and objectives
- business performance
- the role and importance of real estate in organisational/ business performance
- the role of real estate in business strategies
- strategic uses of real estate
- methods for appraising options for real estate strategies
- the role of the real estate professional as a strategic business adviser
- styles of consultancy intervention.

#### Level 2

Apply your knowledge and understanding of the business context of real estate in a corporate or another context.

Examples of activities and knowledge comprised within this level are:

- researching organisational background
- preparing relevant data
- analysing data
- undertaking option appraisals for real estate strategies
- using different styles of consultancy intervention for different clients' needs
- using your knowledge of real estate to find strategic solutions to meet clients' requirements.

#### Level 3

Provide evidence of reasoned oral and written advice on the principles and application of real estate knowledge.

Examples of activities and knowledge comprised within this level are:

- strategic advice and recommendations to clients
- presentations to clients
- presenting data to support recommendations.



## Workspace strategy

This competency explores the critical alignment of workspace with business strategy and operations to improve productivity.

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

#### Level 1

Demonstrate knowledge and understanding of how workspace strategy is integral to business.

Examples of knowledge comprised within this level are:

- the role of different types of work environment
- the activities undertaken in the work environment
- how the efficiency of the work environment is measured
- different types of workplace strategies
- how workspace strategy can impact a business
- the efficiency of a workspace in relation to the effectiveness of the workspace.

#### Level 2

Provide evidence of the practical application utilising workspace strategy to enhance and/or improve business performance.

Examples of activities and knowledge comprised within this level are:

- evaluate performance of the work environment based on cost
- evaluate performance of the work environment based on utilisation studies
- evaluate performance of workspace based on occupant feedback
- identifying impacts of implementing a workplace strategy
- understanding KPIs to determine a successful implementation.

#### Level 3

Provide evidence of reasoned advice relating to workspace strategies to enable the improvement of business performance.

Examples of activities and knowledge comprised within this level are:

- demonstrate alignment of the work environment to business processes
- demonstrate alignment of the work environment to occupier needs and preferences
- demonstrate how the work environment alignment impacts on business performance
- preparing and presenting a change of strategy to a stakeholder
- identifying the impacts a work environment strategy will have on a business.

## Delivering confidence

We are RICS. As a member-led chartered professional body working in the public interest, we uphold the highest technical and ethical standards.

We inspire professionalism, advance knowledge and support our members across global markets to make an effective contribution for the benefit of society. We independently regulate our members in the management of land, real estate, construction and infrastructure. Our work with others supports their professional practice and pioneers a natural and built environment that is sustainable, resilient and inclusive for all.

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