



Candidate Pack

Independent Member  
*Standards and Regulation Board*



# Summary

RICS is the world's leading professional body for land, property, construction and infrastructure. Established by Royal Charter in 1868, it sets, promotes and enforces the professional standards and qualifications that underpin confidence in built environment markets worldwide.

RICS operates across more than 140 countries, with a global footprint encompassing all of the world's major financial centres and a growing presence across Europe, the Middle East and Africa, Asia Pacific and the Americas, alongside a strong heritage in the UK. RICS works with professionals, firms, governments and international agencies to ensure confidence in the sector through the development, oversight and enforcement of professional standards, ethics and regulatory frameworks.

The profession is evolving rapidly. RICS members and firms are responding to new technology, innovative uses of data, and global challenges including climate change and sustainability. RICS' regulatory framework must keep pace with these changes while retaining its independence, integrity and commitment to the public interest. It is within this context that the Standards and Regulation Board (SRB) play a critical role.

Full details of RICS, its work and global reach can be found at [www.rics.org](http://www.rics.org).

The independently led SRB provides assurance to the profession, the public and stakeholders that RICS members and regulated firms meet professional standards, including those set out in RICS' Rules of Conduct. The SRB leads the development of a consistent global regulatory strategy and oversees operational delivery across all world regions where members operate.

The SRB operates independently of RICS' executive management and its commercial and representative functions, ensuring that regulatory decisions are taken objectively and in the public interest.

# Purpose of the SRB

The SRB is responsible for the oversight of the full regulatory lifecycle. This includes:

## Standards and Entry to the Profession:

- Rigorously applying the principles of Better Regulation and maintaining regulatory autonomy.
- Setting and upholding the standards of entry and assessment to the profession.
- Overseeing professional standards, including approving technical standards, setting conduct standards (including the RICS Rules of Conduct) and developing regulatory policy, with due consideration of the needs of consumers.

## Regulatory Compliance and Enforcement:

- Using targeted, proactive regulatory compliance, enforcement and assurance activities to regulate RICS members and firms.
- Working with the profession, the public, external stakeholders and global agencies to share intelligence and lead regulatory best practice.

## Dispute Resolution:

- Developing, setting and upholding the professional standards of RICS' Dispute Resolution Service, including the appointment of dispute resolvers, the education and accreditation of alternative dispute resolution (ADR) qualifications, the administration of disputes and the promotion of alternative mechanisms of dispute resolution.

## Governance and Assurance:

- Providing assurance to Governing Council that the Regulatory Tribunal and its processes are operating effectively for the consideration of cases involving serious allegations of failing to adhere to the Rules of Conduct and incompetence against RICS members and firms.

More information on the SRB's remit and how it conducts its work can be found [here](#).

# Independent Member - Role Description

The SRB currently comprises 11 members: an independent Chair, five independent (non-RICS) members and five RICS members.

Independent Members contribute to the Board's strategic oversight, assurance and collective decision-making, helping to ensure that RICS' regulatory framework is robust, transparent, globally relevant and firmly grounded in the public interest. Independent Members operate collectively as part of a unitary Board, alongside fellow Board members and RICS executive staff, contributing to the formulation and delivery of RICS' standards, policy and regulatory strategy.

## Key Role Responsibilities:

- Contributing to the oversight, development and continuous improvement of RICS' professional standards and regulatory frameworks, ensuring they remain robust, proportionate and aligned with the public interest.
- Providing independent judgement and constructive challenge in relation to regulatory proposals, policy development, standards and governance processes.
- Reviewing and scrutinising complex Board and Committee papers, including consultation outputs, policy proposals and regulatory frameworks, in advance of meetings, and contributing to informed, evidence-based decision-making.
- Supporting the Board in ensuring that regulatory activity is transparent, accountable and underpinned by appropriate assurance, including oversight of risk and controls.
- Contributing to the consideration of regulatory issues across different jurisdictions, bringing a global perspective to discussions and decision-making.
- Engaging constructively with fellow Board members, RICS executive staff and other stakeholders to support effective governance and collective decision-making.
- Upholding the principles of independence, integrity and objectivity, acting at all times in the public interest.
- Contributing to the ongoing development and effectiveness of the Board, including participation in Board evaluations and governance reviews where appropriate.
- Attending and actively participating in scheduled Board and Committee meetings, including thorough preparation in advance. Meetings are held virtually and occasionally in person; some international travel may be required.

## Accountability and Reporting:

- The SRB reports to RICS Governing Council. Board members are required to uphold the RICS Global Conflicts of Interest Policy and maintain the confidentiality of Board discussions and decisions until authorised for communication.

# Eligibility, Independence and Inclusion

## Eligibility Criteria:

Independent Members are drawn from outside the RICS membership to ensure genuine independence of perspective.

Candidates should not hold roles that would give rise to a conflict of interest with the work of the SRB. Any actual, potential or perceived conflicts of interest are required to be declared as part of the application process.

Candidates should not be members of RICS Governing Council or hold a role on any other RICS board, governance body or committee, including, for the avoidance of doubt, the Regulatory Tribunal.

Any questions about eligibility can be directed to our independent talent partner, Michelle Paoloni at House Recruitment: [RICS@houserecruitment.co.uk](mailto:RICS@houserecruitment.co.uk).

## Equality, Diversity and Inclusion:

RICS is committed to building a Board that reflects the global profession it serves. The SRB has historically benefited from a diverse membership, including gender balance, individuals from underrepresented backgrounds and members from a wide range of geographic locations, and is committed to maintaining and strengthening that diversity.

We welcome applications from candidates of all backgrounds, and particularly encourage those currently underrepresented in senior governance roles to apply. Applications are welcomed from candidates based anywhere in the world.

All appointments are made on merit, underpinned by a commitment to fair and inclusive processes throughout.

# Independent Member - Person Specification

*(against which candidates will be shortlisted)*

## Essential Criteria:

### International Regulatory Perspective

- Significant experience of professional regulation, regulatory governance or standards oversight within a professional body, regulator, public authority or comparable governance environment.
- Experience operating within organisations with an international footprint, including familiarity with regulatory frameworks, governance arrangements or professional standards across multiple jurisdictions.
- A global outlook, with the ability to consider regulatory issues beyond a UK context, including across the regions and markets in which RICS operates.

### Regulatory Governance and Assurance

- Strong governance and assurance capability, including experience providing independent challenge, scrutinising complex proposals and overseeing risk and controls in the public interest.
- Experience contributing to boards, regulatory bodies or governance committees where independent judgement, scrutiny and evidence-based decision-making are required.
- Understanding of how professional standards or regulatory frameworks are developed, consulted upon, approved and maintained within professional bodies or regulatory organisations.
- Experience ensuring that governance and regulatory processes are robust, transparent, evidence-based and defensible.

### Stakeholder Engagement and Public Interest

- Ability to engage credibly with senior stakeholders and to support evidence-based decision-making, balancing professional, regulatory and public-interest perspectives.
- Clear understanding of the role of professional standards and regulation in protecting the public interest and maintaining confidence in professional practice.
- Appreciation of the responsibilities and public-interest mandate of professional bodies and regulators, and of the importance of maintaining trust and confidence in professional standards.
- Excellent communication and listening skills, with the ability to contribute clearly and constructively in a board or committee environment.
- Able to work constructively with a diverse group of stakeholders, building consensus and providing clarity on complex regulatory and standards issues.
- Confidence to represent external perspectives and provide independent challenge while maintaining collaborative and productive group dynamics.

### Strategic Thinking and Decision-Making

- Ability to review and interpret complex information, including policy proposals, consultation outputs and regulatory frameworks, and provide balanced, well-reasoned input.

Continued

# Independent Member - Person Specification

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- Ability to balance competing priorities and perspectives in order to support proportionate and defensible governance decisions.
- Experience assessing risk, proportionality and systemic impacts when reviewing regulatory or standards proposals.

## Values, Ethics and Independence

- High levels of personal integrity, sound judgement and a demonstrated commitment to acting impartially and in the interests of those the profession serves.
- Ability to act impartially, maintaining objectivity and independence in decision-making, including in complex or sensitive situations.
- Ability to commit sufficient time to prepare thoroughly for meetings, review Board papers and actively contribute to discussions and decision-making.
- Sufficient digital literacy to engage effectively with Board documentation, correspondence and virtual meeting platforms.

## Equality, Diversity and Inclusion

- Demonstrated commitment to equality, diversity and inclusion within professional, educational or regulatory settings.
- Clear alignment with the values of fairness, access and public confidence in professional standards and regulatory systems.
- Understanding of the importance of impartiality in regulatory decision-making, particularly on matters affecting professional entry, standards and public confidence.

## Desirable Criteria:

### Global Governance Structures

- Experience working within governance models where regional boards, advisory groups or sub-committees provide market insight into central decision-making.
- Experience helping to formalise and embed governance relationships across regions or jurisdictions in order to support effective oversight.

### Professional Education and Qualifications

- Experience of professional education, qualifications frameworks, accreditation or standards relating to entry into, or progression within, a profession.
- Familiarity with quality assurance approaches for professional standards, including evidence-based consultation, impact assessment or post-implementation review.

### Technology and Innovation (Regulatory Context)

- Awareness of emerging regulatory issues, including digital transformation, artificial intelligence, data governance or other technological developments, and their implications for professional standards and regulatory environments.

### Sector Understanding

- Familiarity with the built environment sector or with adjacent regulated professions operating internationally.

# Additional Information

## Remuneration:

- This role is remunerated at £12,000 per annum. Reasonable travel and subsistence expenses will be reimbursed in accordance with RICS policy. This role is not pensionable.

## Term of Appointment:

- Appointments are made for an initial term of up to three years, subject to annual performance evaluation. Reappointment for a subsequent term of up to three years is possible.

## Time Commitment:

- The time commitment for this role is approximately 15 days per annum.
- The SRB meets at least four times per year. Additional virtual catch-up calls and ad hoc meetings of task and finish groups may also be required from time to time.

## Location and Meetings:

- The SRB is a global board. The majority of meetings are held virtually, with in-person meetings and events held at RICS headquarters in Parliament Square, London, or in Birmingham, UK. The Board also holds an annual in-person meeting outside the UK; some international travel will therefore be required.
- Meeting dates and locations are determined by the Chair, having regard to the SRB's global remit and the availability of Board members.

## Scheduled SRB Meetings 2026:

Date	Location
4 Jun 2026	Birmingham / Hybrid
2 Jul 2026	Virtual
5 Aug 2026	Virtual
15, 16 and 17 September 2026	Milan (Annual In-Person Strategy Event)
6 Oct 2026	Virtual
4 Nov 2026	Virtual
3 Dec 2026	London

# The Application & Interview Process

## How to Apply:

Submit a copy of your CV and supporting statement to [RICS@houserecruitment.co.uk](mailto:RICS@houserecruitment.co.uk)

Within your supporting statement (maximum two pages) please outline how the requirements within the person specification are met, any desirable criteria and any additional information that may support your application.

Closing date for applications is **Friday 8 May 2026 at 17:00 (UK)**

On submission of your application to the above email address you will receive an auto response including a link to a diversity monitoring form to complete – monitoring information is held separately from the assessment process and is used solely to evaluate the reach and inclusivity of the recruitment activity.

Shortlisted candidates may be invited to an initial discovery call with Michelle Paoloni prior to interview, to discuss the role and the process in more detail.

## The Interview:

A panel interview is scheduled to take place (via MS Teams) on **Tuesday 26 May 2026**

## Questions:

Any questions please direct them to [RICS@houserecruitment.co.uk](mailto:RICS@houserecruitment.co.uk)

