



Assessment of Professional Competence

# Commercial Property Practice

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# Commercial Property Practice

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## About the APC

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

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, business and management skills.

## How to use this guide

This guide supports the commercial property pathway. It is designed to help you understand more about qualifying as an RICS member in commercial property practice. Commercial Property Practice is a global pathway but it is appreciated that markets may vary from country to country. If you have any queries please contact your local office. 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 practice APC.

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

You **MUST** use this guide in conjunction with the core APC documentation which is available on the RICS website and comprises:

- APC Requirements and competencies guide
- The candidate guide
- The counsellor guide.

You can download all the supporting guidance from

[www.rics.org/apcguides](http://www.rics.org/apcguides)

# Introduction

## 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 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.

**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.

## 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.

## How to find help

RICS has fully trained teams across the globe who will be able to help you with any general APC queries. For details of your local office – [www.rics.org/contactus](http://www.rics.org/contactus)

RICS HQ  
Parliament Square  
London SW1P 3AD  
United Kingdom

T +44 [0]24 7686 8555  
F +44 [0]20 7334 3811  
contactrics@rics.org  
www.rics.org

## About commercial property practice

The work of chartered surveyors in this area covers all types of real estate used for business purposes. The principal sectors within commercial property are retail, office, industrial and leisure.

Commercial property serves a vast array of purposes supporting public and private sector business and services, such as government, service industries, education, healthcare, manufacturing, telecommunications and other civil infrastructure.

The exception is real estate related to agricultural or residential use.

## RICS qualification

The commercial property practice APC is a broad based pathway to RICS membership. It is ideal for anyone pursuing a career in commercial property 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:

**Purchase, sale and leasing of real estate:** acting as an agent, broker or auctioneer in the purchase, sale and leasing of commercial real estate.

**Management:** managing all property resources – including both the human and financial implications of property – ranging from day-to-day management to integrated asset management.

**Landlord and tenant:** This includes rent reviews, lease renewals and preparing submissions for dispute resolution.

**Corporate real estate:** the handling, processing, maintaining and negotiating of the contractual relationship between a landlord and tenant, for either party.

**Telecommunications:** all real estate issues relating to developing telecommunications networks infrastructure.

**Valuation\*:** commercial property surveyors must have knowledge of valuation.

**Investment\*:** advice on investment appraisal, performance measurement and analysis and portfolio management

**Planning and development\*:** advising developers, funders, occupiers and the public sector on potential demand, rental levels and valuation;

**Real estate finance and funding\*:** for the ownership or development of real estate, including applying and appraising different finance and funding structures.

RICS also offers a commercial property and real estate agency pathway in its Associate qualification.

\*Although these areas are core skills to many candidates undertaking the commercial property practice pathway, they also have specialist pathways of their own. Candidates and their employers must consider if these are more appropriate in the context of their personal career.

## Chartered alternative designations related to this pathway

All candidates qualifying under the commercial property practice APC pathway will be entitled to use the designation 'Chartered Commercial Property Surveyor'.

RICS also offers a **Real estate agency, Valuation and Residential property management** pathway in its Associate qualification.

For further details on Associate membership and this pathway please go to [rics.org/associate](https://www.rics.org/associate)

# Pathway requirements

## Commercial Property Practice

### Mandatory competencies

You must achieve the minimum levels as set out in the mandatory competencies. **Please note, if you wish to become an RICS Registered Valuer you must take Valuation to Level 3.**

#### Level 3

- Conduct rules, ethics and professional practice

#### Level 2

- Client care
- Communication and negotiation
- Health and safety

#### Level 1

- Accounting principles and procedures
- Business planning
- Conflict avoidance, management and dispute resolution procedures
- Data management
- Sustainability
- Team working

### Core competencies

#### Level 3

- Inspection

#### Level 2

- Measurement of land and property
- Valuation (or Level 3\*)

### Optional competencies

Three competencies to Level 3\* from the list below:

- Access and rights over land
- Auctioneering
- Building information modelling (BIM) management

- Building pathology
- Capital taxation
- Compulsory purchase and compensation
- Contaminated land
- Corporate real estate management
- Development appraisals
- Indirect investment vehicles
- Insurance
- Investment management (including fund and portfolio management)
- Landlord and tenant (including rent reviews and lease renewals)
- Leasing/letting
- Local taxation/assessment
- Planning
- Property finance and funding
- Property management
- Property management accounting
- Property records/information systems
- Purchase and sale
- Strategic real estate consultancy
- Accounting principles and procedures **or** Conflict avoidance, management and dispute resolution **or** Sustainability

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

\* If valuation is taken to Level 3 the requirements are as follows;

From the optional competency list you must select **two** at Level 3 and **one** at Level 2

#### plus

From the full list of technical competencies you must select **one** to Level 3 or **two** at Level 2

Although commercial real estate is the focus for the pathway, up to 30% of your experience can come from other property sectors, e.g. residential.

Candidates are advised against choosing Strategic real estate consultancy and Corporate real estate management together as optional competencies.



## Competency guidance

The pages that follow are intended to provide guidance for candidates on the main competencies associated with commercial property practice.

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 commercial property practice.

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.

## Mandatory competencies

These competencies are a mix of the professional practice, interpersonal, business and management skills that are considered common to, and necessary for, all professional members.

Title	Definition	Level required
Conduct rules, ethics and professional practice	<p><b>Level 1</b> Demonstrate knowledge and understanding of the role and significance of RICS and its functions. Also an appreciation of your personal professional role and society's expectations of professional practice and RICS Rules of Conduct and conduct regulations, including the general principles of law and the legal system, as applicable in your country of practice.</p> <p><b>Level 2</b> Provide evidence of practical application in your area of practice, being able to justify actions at all times and demonstrate personal commitment to the RICS Rules of Conduct, ethics and RICS 5 professional and ethical standards.</p> <p><b>Level 3</b> Provide evidence of application of the above.</p>	3
Client care	<p><b>Level 1</b> Demonstrate knowledge and understanding of the principles and practice of client care including:</p> <ul style="list-style-type: none"> <li>• the concept of identifying all clients/colleagues/third parties who are your clients and the behaviours that are appropriate to establish good client relationships</li> <li>• the systems and procedures that are appropriate for managing the process of client care, including complaints</li> <li>• the requirement to collect data, analyse and define the needs of clients</li> </ul> <p><b>Level 2</b> Provide evidence of practical application of the principles and practice of client care in your area of practice.</p>	2
Communication and negotiation	<p><b>Level 1</b> Demonstrate knowledge and understanding of effective oral, written, graphic and presentation skills including the methods and techniques that are appropriate to specific situations.</p> <p><b>Level 2</b> Provide evidence of practical application of oral, written, graphic and presentation skills that are appropriate in a variety of situations, specifically including where negotiation is involved.</p>	2

Title	Definition	Level required
Health and safety	<p><b>Level 1</b> Demonstrate knowledge and understanding of the principles and responsibilities imposed by law, codes of practice and other regulations appropriate to your area of practice.</p> <p><b>Level 2</b> Provide evidence of practical application of health and safety issues and the requirements for compliance, in your area of practice.</p>	2
Accounting principles and procedures	Demonstrate knowledge and understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets.	1
Business planning	Demonstrate knowledge and understanding of how business planning activities contribute to the achievement of corporate objectives.	1
Conflict avoidance, management and dispute resolution procedures	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.	1
Data management	Demonstrate knowledge and understanding of the sources of information and data, and of the systems applicable to your area of practice, including the methodologies and techniques most appropriate to collect, collate and store data.	1
Sustainability	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.	1
Team working	Demonstrate knowledge and understanding of the principles, behaviour and dynamics of working in a team.	1

# Technical competencies

## Access and rights over land

### Description of competency in context of this sector

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

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

Level 1	Level 2	Level 3
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.	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.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>The processes involved in the acquisition of land for the purposes of establishing access agreements, for the provision of power, water, pipelines or communications infrastructure</li> <li>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.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Negotiating with occupiers and companies regarding the routes, accommodation works, temporary works, and reinstatement and compensation</li> <li>Agreeing heads of terms and final documentation.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Providing strategic advice on complex elements of the subject including dispute resolution</li> <li>Preparing and providing strategic advice on unusual or challenging cases</li> </ul>

## Accounting principles and procedures

### Description of competency in context of this sector

This competency covers the basic principles of accounting and the interpretation of company accounts in order that reasoned advice can be given to Clients.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of accounting concepts and the format and preparation of management and company accounts, including profit and loss statements, cash flow statements and balance sheets.	Provide evidence of interpretation of company accounts and balance sheets in your area of practice and application of appropriate accounting and regulatory standards.	Provide evidence of reasoned advice given to clients with regard to profit and loss statements and balance sheets.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• An awareness of the Generally Accepted Accounting Principles (GAAP) relevant to the candidate's geographical area of experience and how property is treated in an entity's accounts</li> <li>• An awareness of International Accounting Standards (IAS), broadly how IAS vary from National GAAP and how property is treated in an entity's accounts prepared under IAS</li> <li>• An understanding of an entity's financial results and basic accounting principles including balance sheets, profit and loss and cash flow statements</li> <li>• An understanding of the role of the Auditor.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The application of knowledge obtained to achieve Level 1 and specific knowledge of the accounting standards that relate to property</li> <li>• Considering financial statements to establish, for example, the financial strength of an entity</li> <li>• Reviewing and understanding analyst's reports on financial statements</li> <li>• Considering and understanding common financial measures such as return on capital employed, net assets per share and gearing ratio.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing clients, in an appropriately supervised manner, with reasoned advice relating to the financial standing of a company e.g. for agency activities such as leasing, buying and selling or to assess suitability for a commercial relationship</li> <li>• Preparing, or assisting in the preparation of service charge accounts</li> <li>• Preparing, or assisting in the preparation of management accounts for a property</li> <li>• Preparing, or assisting in the preparation of an entity's accounts ie balance sheet, profit and loss and cash flow statements</li> <li>• Providing other professional advice related to the interpretation and/or preparation of accounts.</li> </ul>

## Auctioneering

### Description of competency in context of this sector

This competency reflects the complex factors governing auctioneering. It includes aspects of law of sale and contract, misdescription etc, as well as requiring the candidate to have knowledge of the auction process and the reasons for recommending sale by auction (or otherwise) over and above other methods of disposal.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the basic principles and legal obligations of auction. This should include preparation for, and procedures prior to or during, an auction.	Provide evidence of the practical application of your knowledge to the preparation for the sale of property at auction and procedures prior to or during an auction.	Provide evidence of reasoned advice based on a thorough working knowledge and experience of the auction process, including experience of attending an auction and assisting with the auction process. It is possible to demonstrate this level of competency without rostrum experience.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The principles of the law governing auction and its implications</li> <li>• An understanding of the process of how an auction works, including an understanding of the information required prior to auction and the process on the day.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Compiling information relating to property to be sold at auction</li> <li>• Assisting in the process of drawing up auction catalogues</li> <li>• Dealing with queries and issues raised prior to the auction in consultation with others</li> <li>• Dealing with issues arising post auction in consultation with others.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising clients on the suitability of sale by auction</li> <li>• Advising clients on pricing</li> <li>• Attending an auction and assisting with the selling of lots</li> <li>• Assisting with taking of deposit and completion of memorandum of sale</li> <li>• Advising on pre and post auction sales.</li> </ul>

## Building information modelling (BIM) management

### Description of competency in context of this sector

This competency encompasses the establishment and management of the information modelling systems on projects. It covers collaborative process and technological principles involved in implementing Building Information Modelling (BIM) management.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the technical, process and collaborative aspects of the use of BIM on projects.	Develop and apply management systems to facilitate the use of BIM on projects including unified control and reporting procedures.	Provide evidence of the knowledge and experience gained in this competency has been applied to advising clients and/or senior management on BIM strategy.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding appropriate data capture and measurement techniques such as laser scanning</li> <li>• Understanding of BIM strategies and implementation</li> <li>• Understanding of the various technical options and solutions for information modelling</li> <li>• Understanding of the collaborative processes necessary for BIM adoption</li> <li>• Knowledge of standard classification systems and their use in infrastructure</li> <li>• Knowledge of relevant internationally recognised management standards such as Construction Operations Building Information Exchange (COBie)</li> <li>• Understanding appropriate RICS guidance such as Measured Surveys 3rd edition guidance note 2014</li> <li>• Understand BIM relevant software.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Capturing and delivering appropriate measured survey information (Point Cloud, .DXF, 3D models etc) as necessary to build a BIM model</li> <li>• Preparing a BIM execution plan</li> <li>• Designing and implementing a BIM management process</li> <li>• Analysing comparative BIM solutions</li> <li>• Maintaining an information model</li> <li>• Agreeing and implementing contractual aspects of BIM such as separate protocol</li> <li>• Facilitating and managing project team members for BIM implementation.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing, assessing, evaluating and reporting on options for BIM strategies at a corporate or project level</li> <li>• Advising on data capture techniques, model future proofing and integrity of 3D information</li> <li>• Advising on visualization and integration with other datasets</li> <li>• Designing and advising on collaborative strategies for the successful implementation of BIM on projects</li> <li>• Advising on the contractual and commercial implications of using BIM on projects</li> <li>• Advising on options for software and protocols on BIM projects</li> <li>• Advising on technical information systems requirements for BIM at corporate or project level.</li> </ul>

## Building pathology

### 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	Level 2	Level 3
Demonstrate your knowledge and understanding of building defects including collection of information, measurements and tests.	Apply your knowledge to undertake surveys, use survey and other information to diagnose cause and mechanisms of failure.	Provide evidence of reasoned advice and appropriate recommendations, including the preparation and presentation of reports.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Knowledge and understanding of building defects likely to be encountered in typical building surveying activities</li> <li>• Knowledge and understanding of the various methods to collect, store and retrieve information for various differing purposes when carrying out property inspections</li> <li>• 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</li> <li>• Knowledge and understanding of differing types of testing, and the limitations of the tests, for example the use of damp meters, and other relevant equipment.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using examples, from your own experience, to demonstrate your application of knowledge gained at Level 1</li> <li>• Explaining the cause and mechanics of varying types of failure</li> <li>• Explaining procedures for carrying out inspections of properties</li> <li>• Explaining, with use of detailed examples, the relationship between observations taken on site and the diagnosis of failure in building fabric</li> <li>• Using knowledge and information gathered from several sources, including if necessary specialist inspections, to diagnose and explain building fabric failure.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• An understanding of the appropriate level of detail required in typical reports, including examples of layout, and the use of sketches/drawings and photographs</li> <li>• Discussing in detail examples of unusual defects you have been involved in and remedial works employed</li> <li>• Demonstrating the different requirements of reports to clients, [for example the differences between, schedules of condition, schedules of dilapidations, and pre acquisition reports].</li> </ul>



## Capital taxation

### Description of competency in context of this sector

This competency includes valuations and negotiations for inheritance tax, capital gains tax, which may also include advising on stamp duty, capital allowances and advising on litigation. It involves measurement of and analysis of comparables and application of evidence to resolve negotiations. It also includes application of statute and case law.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the relevant provisions for capital taxation of real estate, equipment and/or other property.	Undertake valuations and negotiations for a variety of different property types using different valuation methods for the purposes of capital taxation.	Provide evidence of reasoned advice to stakeholders (to include senior management within your organisation, clients and courts/tribunal members) in respect of specific cases and/or other capital taxation issues.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Code of measuring practice to include zoning of shops</li> <li>• Application of statute and case law</li> <li>• Analysis of evidence and relevance of the law</li> <li>• Valuation methods applicable to different types of property.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Undertaking measurement and inspection</li> <li>• Undertaking valuation of a range of property types</li> <li>• Using different methods of valuation: using comparables, the investment method, profits and discounted cash flow techniques where appropriate</li> <li>• Negotiating valuations and settlement of cases.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on settlement or litigation of cases</li> <li>• Advising on the costs of options and actions</li> <li>• Advising on the impact of such actions across the wider arena.</li> </ul>

## Compulsory purchase and compensation

### Description of competency in context of this sector

The understanding and practical application, within the appropriate legal framework, of compulsory purchase powers. Including the assessment of and claim for compensation. The candidate is expected to have an understanding from both the acquiring authority and claimant's position.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the powers and procedures of government and other bodies in relation to the compulsory purchase and compensation. This should cover interests in real estate and of the rights of owners and occupiers of the various interests in property.	Assist in the preparation of the various stages involved in the process of compulsory purchase including the estimation of a claim for compensation.	Provide evidence of reasoned advice in relation to the validity and level of a claim for compensation, using a variety of valuation methodologies appropriate for the circumstances of the claim. Take an active role in the negotiation of claims, using a variety of bases of statutory and other valuation methodologies. Provide reasoned advice on the role of compulsory purchase in facilitating planning and regeneration initiatives.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The historical background, requirement for and justification of the use of compulsory purchase powers</li> <li>• An overview of the relevant applicable laws covering acquisition of land and rights, planning and compensation</li> <li>• The basic principles of compensation (the before and after principle), accommodation works, and the legal right to claim.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Outlining the stages and timing involved in making, confirming and implementing a compulsory purchase order</li> <li>• An understanding of statutory abilities to acquire rights other than outright purchase, such as those exercised by utilities companies</li> <li>• Setting out heads of claim under a compensation claim</li> <li>• Being aware of and using appropriately the relevant statutory and case law in the assessment of a claim for compensation.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Supplying and justifying evidence for a statement of claim using both valuation and logical techniques to back up the quantum of the claim</li> <li>• Dealing with best practice in the implementation of a compulsory purchase order on say a road scheme</li> <li>• Developing a rationale for the use of compulsory purchase powers in order to enable development, taking into account human rights legislation</li> <li>• Being aware of the fee basis for chartered surveyors and the role of the Lands Tribunal [or relevant local equivalence] as well as mediation/arbitration</li> <li>• Assisting in the preparation for and attendance at a Public Inquiry into a Compulsory Purchase Order including understanding of procedure and process.</li> </ul>

## Conflict avoidance, management and dispute resolution procedures

### 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	Level 2	Level 3
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.	Provide evidence of practical application in your area of practice having regard to the relevant law.	Provide evidence of the application of the above in the context of advising clients in the various circumstances referred to above.
<p>A basic knowledge and understanding of some of the following, as most appropriate to your market sector/areas of specialism:</p> <ul style="list-style-type: none"> <li>• Common causes of disputes</li> <li>• The contribution of some of the following to dispute avoidance: <ul style="list-style-type: none"> <li>– Risk management – its basic principles and techniques</li> <li>– Early warning systems</li> <li>– Partnering techniques</li> <li>– Clear and robust client briefings</li> </ul> </li> <li>• Theories of negotiation and the role of effective communication and negotiation</li> <li>• 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] ranging from mediation through to litigation</li> <li>• 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 Practice Statements and Guidance Notes for expert witnesses and advocates</li> <li>• The range of nominating bodies and services available to resolve disputes, and particularly the role of the RICS Dispute Resolution Service and any specialized dispute resolution schemes it offers relevant to your market sector.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Adopting – or encouragement of the adoption of [as appropriate] – suitable dispute avoidance techniques</li> <li>• 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</li> <li>• Assisting in the collation or preparation of claims/ counter-claims and submissions</li> <li>• Assisting in the identification, gathering and collation of facts and expert evidence for use in expert reports</li> <li>• Sufficient understanding of the main points of the statutory or non-statutory law relevant to/ underpinning any particular dispute resolution process and its application.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Involvement in, or assistance with, a referral to a 3rd party resolution process and associated management of that process on behalf of client.</li> <li>• 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.</li> </ul>

## Contaminated land

### Description of competency in context of this sector

This competency is about an understanding of contaminated land in the context of urban and rural land and property asset management, transaction and development, law and planning.

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

Level 1	Level 2	Level 3
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.	Prepare a brief and/or specification for the appointment of a specialist(s) to undertake a site investigation.	Supervise a site investigation, interpret the results of laboratory analyses and make recommendations as to remedial treatments.
<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The definition of contaminated land and associated legislation</li> <li>• Areas of professional practice where contaminated land is relevant, e.g. valuations, development, asset management, transactions, environmental assessment</li> <li>• The relevance under Planning Policy Guidance and RICS Published Guidance and Practice Notes</li> <li>• Demonstrate an understanding of the limitations upon Chartered Surveyors in this area.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising clients on the application of contaminated land to their asset management, planning and development projects</li> <li>• Advising clients on the law and regulation and procedures and RICS guidance and practice appertaining to contaminated land</li> <li>• Assembling specialist team members to advise on contaminated land assessment and remediation</li> <li>• Undertaking desk top environmental reports and advise clients accordingly.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing reasoned advice on contaminated land issues to clients</li> <li>• Assisting in project management of and undertaking phased contaminated land assessments and remediation options appraisals</li> <li>• Negotiating and liaising with clients and regulators on contaminated land issues</li> <li>• Working with specialist project teams dealing with contaminated land assessment and remediation.</li> </ul>

## Corporate real estate management

### 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 maximise occupational productivity.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the role of real estate in the context of the corporate occupier.	Apply your knowledge to the management of corporate real estate under appropriate supervision.	Provide evidence of reasoned advice on corporate real estate strategy to the corporate occupier in order to meet business needs.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>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</li> <li>Understand the '4Ps': the key interaction of property [accommodation], people [staff/customers], place [location] and pounds [financial effects] in the context of business or public sector operations.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Understanding of the criteria which drive business/public authority strategy formulation and how aligned accommodation and facility service provision strategies are then developed</li> <li>Demonstrating the importance of aligning operational resource planning to meet strategic business requirements</li> <li>Awareness of the financial implications of property and facility management to business operations – the effect on the balance sheet and on the P &amp; L account</li> <li>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</li> <li>Communicating the strategic importance of property and facilities management within a boardroom context.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Advising on property and facilities management strategies demonstrating the following: <ul style="list-style-type: none"> <li>a full understanding of the business, its strategies and financial constraints;</li> <li>corporate support at a senior and preferably, Boardroom level;</li> <li>a strategic, not a tactical day to day approach to delivery;</li> <li>an ability to procure and manage the effective and high quality provision of a wide range of facilities services;</li> <li>full knowledge and reliable data of the operational portfolio;</li> <li>IT availability and user skills.</li> </ul> </li> <li>Developing property and facilities management plans which support the relevant business and include some or all of the following strategic requirements: <ul style="list-style-type: none"> <li>occupation cost minimisation;</li> <li>flexibility of occupation and use;</li> </ul> </li> </ul>

continued on next page

## Corporate real estate management continued

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

Level 1	Level 2	Level 3 (cont.)
		<ul style="list-style-type: none"> <li>- promotion of corporate image;</li> <li>- promotion of a marketing, sales and/or selling messages;</li> <li>- improving staff facilities, workplace conditions and workstyle flexibility;</li> <li>- improved operational efficiency and productivity;</li> <li>- facilitating corporate culture changes;</li> <li>- protection, realisation and/or enhancement of asset value</li> <li>• 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:</li> <li>• 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.</li> </ul>

## Development appraisals

### 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	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and practices underlying a valid development appraisal.	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.	Interpret and provide evidence of reasoned advice on development appraisals and further opportunities.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The role of development appraisals in the marketplace and the situations where their use is appropriate</li> <li>• The content of appraisals and how different issues such as planning requirements can be reflected</li> <li>• The sensitivities of appraisals, what factors affect the appraisal</li> <li>• Awareness of external factors which have an influence upon the appraisal process.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing appropriate sources of information and data</li> <li>• Preparing appraisals for possible acquisition, disposal or valuation of development sites including residential, commercial and/or mixed use</li> <li>• Using different techniques and software available for appraisals [whilst having an understanding of the basic principles of development appraisal]</li> <li>• Undertaking a sensitivity analysis</li> <li>• Assisting in the selection of appropriate sources of development finance.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using development appraisals to advise on the acquisition, disposal or valuation of development sites</li> <li>• Producing reasoned analysis of risk using appropriate sensitivity analysis</li> <li>• Advising on the appropriate sources of development finance.</li> </ul>

## Indirect investment vehicles

### Description of competency in context of this sector

This competency is about developing an understanding of indirect investment vehicles and debt structures. It requires an awareness of existing vehicles and trends in the market and an ability to advise clients on optimal indirect investment solutions.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles of indirect investment including the different structures and instruments relating to the ownership and funding of real estate.	Apply your knowledge to identify which structures might suit an investor or lender in any given scenario. Understand the management and risk issues that may differ from a more direct form of investment. Gain an appreciation of how investing indirectly can assist portfolio risk and return management.	Assist in the analysis and preparation of reasoned advice covering the benefits or otherwise of indirect investment. Participate in the establishment and management of such vehicles and demonstrate an understanding of how these vehicles impact the larger direct market.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understand the different forms of indirect investments</li> <li>• Understand how property derivatives work</li> <li>• Understand debt structures</li> <li>• Be aware of trends in the indirect investment markets and the reasons clients invest indirectly</li> <li>• Understand the attractions of varying forms of indirect holding.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding the investment implications of indirect forms of investment for clients</li> <li>• Reviewing structures for indirect investment vehicles.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on indirect vehicles to invest in</li> <li>• Advising clients seeking to divest on possible solutions such as indirect vehicles, derivatives, etc.</li> </ul>



## Inspection

### 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	Level 2	Level 3
Demonstrate knowledge and understanding of the different requirements for inspection, together with the required information and factors affecting the approach to an inspection.	Undertake inspections and apply the information gained to prepare reports, schedules and/or registers of equipment, presenting appropriate information gained from the inspection.	Provide evidence of reasoned advice and recommendations arising from inspections.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understand the requirements and reasons for a property inspection</li> <li>• Understand safety issues when undertaking an inspection</li> <li>• Implications of location and situation</li> <li>• Identify access arrangements</li> <li>• Basic knowledge of building construction and specification</li> <li>• Awareness of the legal requirements that impact upon the occupation/ ownership of buildings.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Accurate recording of building and site characteristics</li> <li>• Preparing (or assisting in the preparation of) reports for clients</li> <li>• Understanding potential defects of buildings and implications</li> <li>• Assessing quality of location, design and specification.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Preparing reports for clients, containing detailed information particularly with regard to valuation reports and the marketing of buildings</li> <li>• Providing detailed reasoned advice to clients</li> <li>• Making clients aware (where appropriate) of their statutory responsibilities.</li> </ul>

## Insurance

### Description of competency in context of this sector

In this context many candidates will be involved with insurance in relation to re-instatement and owner/tenant liability. The candidate should demonstrate a thorough working knowledge of how insurance is dealt with, and likely costs in the market place.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and practices of insurance in relation to your area of practice.	Apply your knowledge and/or be involved with the insurance of construction and/or property-related matters.	Demonstrate a thorough understanding of the regulations and practice governing the insurance of construction and/or property-related matters.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Demonstrate an understanding of elements comprising property and liability insurance</li> <li>• Demonstrate an understanding of the regulations governing the placing of insurance policies</li> <li>• Be aware of the major terms and factors influencing insurance.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Placing insurance relating to property and liability</li> <li>• Inspection of property to ensure compliance with terms of insurance policy</li> <li>• Liaising and negotiating with tenants or owners of the insured property</li> <li>• Dealing with claims arising from start to completion.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Undertaking assessments and valuations for insurance purposes</li> <li>• Negotiation with insurance companies in relation to policy details and wording</li> <li>• Ensuring compliance with regulations and governance of insurance.</li> </ul>

## Investment management

### Description of competency in context of this sector

To be conversant with the key principles of investment management theory and practice. 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	Level 2	Level 3
Demonstrate knowledge and understanding of the principles of financial investment in property.	Apply the principles of managing property as a financial investment.	Provide evidence of reasoned and strategic advice on property as a financial investment, including the preparation and presentation of reports.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Grasp the fundamental elements of property returns including capital and retail returns, plus how these are generated in practice</li> <li>Understand the mainstream types of property valuation and be conversant with the theory behind these</li> <li>Gain a good working knowledge of the principles of portfolio management and asset management.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Assisting on selected asset management activity and demonstrate how this fits into the portfolio strategic performance plan</li> <li>Working with fellow project professionals from a diverse range of backgrounds, drawing various skill bases together to achieve an asset or portfolio objective</li> <li>Awareness of appropriate legislation and regulations relating to the management of property as a financial investment.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Generating and implementing strategic advice independently both at portfolio and asset specific level</li> <li>Reporting in a manner that appropriately communicates this to clients and/or advisers in a focused, relevant manner</li> <li>Working knowledge of key legislation and regulation.</li> </ul>

## Landlord and tenant

### 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	Level 2	Level 3
Demonstrate knowledge and understanding of the law and practice relating to landlord and tenant.	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.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The principles of property law</li> <li>• The statutory and common law framework applying to the landlord and tenant relationship</li> <li>• The content, form, and structure of leases</li> <li>• Relevant market conditions and property values.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Reading and interpreting leases</li> <li>• Preparing reports containing recommendations prior to the commencement of negotiations</li> <li>• Giving appropriate valuation advice</li> <li>• Carrying out market research, collating and analysing comparable evidence</li> <li>• Preparing, serving and responding to legal notices</li> <li>• Entering into negotiations</li> <li>• Reaching an agreed solution and reporting recommendations to client</li> <li>• Instructing legal advisers and seeing matters to conclusion.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Providing strategic advice upon landlord and tenant matters, relating to individual properties or blocks of properties</li> <li>• Dealing with more unusual/ challenging cases</li> <li>• Providing advice as to alternative dispute resolution options in the event of breakdown of negotiations and taking any necessary action to protect the clients position</li> <li>• Demonstrating involvement with third party determination and associated submissions.</li> </ul>

## Leasing/letting

### Description of competency in context of this sector

This competency is specifically in relation to the market for leasehold property and includes assignments. Candidates should be able to demonstrate an understanding and experience (if appropriate) of working for both landlord and tenant. The candidate should have a knowledge of the whole transactional market for property.

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

Level 1	Level 2	Level 3
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.	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.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Understand the market for leasing and letting, and how values and lease terms may be affected by market trends and pressures</li> <li>Understand the legislative framework associated with lease terms and show how this is reflected in the market place</li> <li>Show what factors affect value for property in the letting market.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Experience of leasing/letting for both landlord and tenant</li> <li>Experience of transaction from initial inspections through to completion of documentation</li> <li>Negotiation with both prospective parties and the property owner</li> <li>Decision making and recommendation of courses of action including valuation advice.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Experience of complex letting/leasing cases and explaining the factors which made the case deviate from the market norm</li> <li>Commenting clearly on why decisions were made in relation to the chosen route of leasing/letting</li> <li>Reporting to clients with recommendations including valuation advice</li> <li>Reporting to clients with recommendations on strategy in relation to all options for the property</li> <li>Dealing with externalities to the market which may affect leasing/letting</li> <li>Utilising negotiation and business skills in relation to challenging leasing situations.</li> </ul>

## Local taxation/assessment

### Description of competency in context of this sector

Valuation and negotiation of rating appeals. Inspection, measurement and analysis of comparables. Application of evidence when dealing with appeals to include an understanding of the use of comparable rental evidence. Application of statute and casework.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the provisions for taxation of real estate, plant and machinery and/or other property types at a local/municipal level.	Undertake valuations and negotiations for a variety of different property types using different valuation methods for the purposes of local/municipal taxation.	Provide evidence of reasoned advice to stakeholders (including senior management within your organisation, clients and courts/tribunal members) in respect of specific cases and/or other local taxation issues.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Code of measuring practice to include zoning of shops</li> <li>• Application of statute and case law</li> <li>• Analysis of evidence and relevance of the law of Landlord and Tenant</li> <li>• Various methods of valuation applicable to different types of property</li> <li>• Plant and machinery in respect of the above.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Measuring and inspecting properties</li> <li>• Valuing different property types</li> <li>• Using different methods of valuation: rental and comparative approaches, profits, receipts and expenditure and costs</li> <li>• Participating in negotiation, valuations and settlement of appeals.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Advising on settlement or litigation of cases</li> <li>• Advising on the costs of options and actions</li> <li>• Advising on the impact of various actions with an appreciation of the wider context.</li> </ul>

## Measurement of land and property

### 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 particularly to measurement of saleable/lettable areas for agency or valuation purposes.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the principles and limitations of measurement relevant to your area of practice.	Apply your knowledge to undertake measurement. Use basic and/or advanced instrumentation to collect data. Present appropriate information gained from measurement.	Evaluate, present, manage, analyse data and/or apply spatial data and information. Show an advanced understanding of accuracy, precision and error sources.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Relevant data capture techniques including the use of lasers and tapes</li> <li>• The limitations of different methods of measurement</li> <li>• Checking procedures for the instruments used and the calculations undertaken</li> <li>• Potential sources of error from use of the instruments</li> <li>• Understanding the basis on which measurements should be undertaken ie the core definitions of measurement and their application</li> <li>• Awareness of the appropriate standards and guidance relating to measurement with particular reference to the RICS Property measurement</li> <li>• The degree of accuracy that is required for different types of property and the use to which the measurements will be put</li> <li>• The use and limitations of plans and drawings.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using the appropriate instrumentation (including lasers and tapes) to capture sufficiently accurate data, based on an understanding of limitations of different instruments</li> <li>• Dealing with and advising on sources of error from use of instruments</li> <li>• Applying the appropriate guidance correctly in practice to undertake measurement of a variety of properties, understanding the basis on which measurements should be undertaken</li> <li>• Undertaking necessary calculations</li> <li>• 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.</li> </ul>	<p>Please note, Level 3 is only recommended for candidates with specialist knowledge and experience of sophisticated measurement and data capture practice.</p> <p>Most property candidates will only attain Level 2. For guidance on Level 3 please refer to RICS Geomatics Professional Group.</p>

## Planning

### 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	Level 2	Level 3
Demonstrate knowledge and understanding of the principles of planning.	Apply your knowledge to matters relevant to the planning process.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• The purpose of the planning system</li> <li>• The importance of the strategic planning framework</li> <li>• The decision making process on planning applications</li> <li>• Awareness of special planning powers for conservation areas</li> <li>• The requirements for community involvement in the planning system.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Completing the submission of planning applications</li> <li>• Applying pre-consultation and negotiation processes to the planning application process</li> <li>• Participating in the formulation of spatial planning strategies</li> <li>• Interpreting strategic planning policies.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Producing viability/feasibility reports</li> <li>• Providing reasoned client advice on planning applications including advice on appeals</li> <li>• Advising clients on reasonableness of planning conditions and involvement in related negotiations</li> <li>• Justifying environmental and other impact assessments</li> <li>• Overseeing the work of external consultants such as architects or engineers etc.</li> </ul>



## Property finance and funding

### Description of competency in context of this sector

This competency focuses on the candidates understanding of the range of finance available, their understanding of how this is sourced and how this may used to assist with property investment and development scenarios. Candidates will be expected to apply this knowledge in order 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	Level 2	Level 3
Demonstrate knowledge and understanding of the role and importance of finance in property, including the principal forms of investment finance and their sources.	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.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• A broad knowledge of the various senior debt providers, and their expectations in terms of pricing and security</li> <li>• An understanding of the impact of gearing on equity returns</li> <li>• The ability to demonstrate this gearing affect numerically</li> <li>• A knowledge of how mezzanine and equity finance might be priced</li> <li>• A broad understanding of the financing process</li> <li>• Use of financial information such as audited report and accounts.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing investment and development projects to ascertain the level of senior debt that could be raised within the mathematical limits</li> <li>• Applying likely finance pricing required by senior debt providers</li> <li>• Using market knowledge to assess whether the level of senior debt mathematically capable of being sustained is acceptable to the debt providers</li> <li>• Sourcing and collating information which is necessary to support a presentation to secure a financing</li> <li>• Sourcing and understanding the role of valuation advice</li> <li>• Analysing and illustrating the impact of financial covenants.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Analysing and understanding a stand alone financing from the outset to completion and draw down of funds</li> <li>• Reviewing and comprehending financing documents and in particular loan agreements and facility letters</li> <li>• Confirming that financing documents reflect the commercial terms agreed and how the controls of the provider may impact on the borrower's management flexibility</li> <li>• Illustrating multi-tiered financing arrangements numerically and using this to assess the true cost of finance at each level</li> <li>• Advising accordingly on the above.</li> </ul>

## Property management

### 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	Level 2	Level 3
Demonstrate knowledge and understanding of property management and the relationship between owner and occupier.	Apply the principles of property management to provide solutions to issues affecting both owners and occupiers of real estate.	Provide evidence of reasoned advice including the preparation and presentation of reports in relation to property management.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understand the key factors determining the landlord and tenant relationship in relation to the running of a property</li> <li>• Understand key lease terms and their implications to property management</li> <li>• Understand how disputes and problematical issues can be resolved, and be able to prioritise key tasks.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Managing property from both a landlord and tenant perspective, and understand the key factors from each viewpoint</li> <li>• Understanding legal requirements associated with multi let property and/or managed property</li> <li>• Understanding property management accounting principles from the landlord and tenant perspective, and also the requirements of law and RICS</li> <li>• Understanding courses of action in relation to breaches of lease by landlord and tenant.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Participating in all aspects of property management including works, emergency reactive maintenance, planned programmes, budgets etc</li> <li>• Applying your negotiation, communication, and business skills in relation to contentious issues with both landlord and tenant</li> <li>• Participating in issues such as applications, together with the associated legal frameworks.</li> </ul>

## Property management accounting

### 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	Level 2	Level 3
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.	Undertake day-to-day management and recording of property management accounts and service charge accounts.	Prepare final accounts and tax returns, and report (applying statutory and regulatory standards) on property management accounts and service charge accounts.
Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Understand Lease Terms and Accounting implications</li> <li>• Legal requirements</li> <li>• RICS Codes of practice and accounting regulations.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Creating Service Charge accounts</li> <li>• Service Charge Budget implementation</li> <li>• Reporting both Rent and Service Charge figures to Clients</li> <li>• Create Clients accounting systems/templates for Rent and Service Charge collection.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Producing Trial Balance for Balance Sheet Service Charge reporting</li> <li>• Producing Draft Tax computations in respect of UK and Overseas Clients for Auditors/Accountants.</li> </ul>

## Property records/information systems

### 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 (e.g. for residential valuation, property management).

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of the factors required for property records/information systems, including the sourcing and collation of data.	Demonstrate your ability to apply knowledge to analyse data and assemble it for use in a database.	Demonstrate your ability to extract data from property records/ information systems in order to use and present data for specific purposes.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Use and limitations of property information tools within your area of practice</li> <li>• Electronic records</li> <li>• Legal documentation (including leases)</li> <li>• Difference between deeds/ registered titles</li> <li>• Supporting maps/plans</li> <li>• Index maps.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Using a property information system to extract information for a range of different scenarios</li> <li>• Writing clear and factual reports on information extracted from a property record or information system</li> <li>• Interpreting plan/map data</li> <li>• Interpreting legal language in relation to property records</li> <li>• Ensuring security of data.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Retrieving data from existing records, manual or electronic</li> <li>• Advising on security of data</li> <li>• Writing reports on unusual or challenging cases</li> <li>• Preparing clear and factual reports and letters to clients</li> <li>• Assisting in the development of a property information system.</li> </ul>

## Purchase and sale

### Description of competency in context of this sector

This competency relates to the purchase and sale of property on a freehold and leasehold basis. Sales and purchases of investment property are therefore included. Candidates should have regard to all property markets and alternative uses and values. Similarly, the candidate should have awareness of other forms of disposal.

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

Level 1	Level 2	Level 3
Demonstrate knowledge and understanding of how various types of property are sold (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	Apply your knowledge and skills to the purchase or sale 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 be aware of the reasons supporting the decision to proceed along the chosen purchase or sale route.	Provide evidence of reasoned advice and report to clients on all types of purchase or sale transactions. Demonstrate the ability to see complex cases through from start to finish with appropriate assistance. Be able to provide the client with an holistic view of the entire transactional market, and advise him/her clearly and appropriately, not only on the sale or disposal market but also on other areas.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Awareness of the different types of interests that can be sold or purchased, and the factors affecting value</li> <li>• Knowledge of factors governing the methods of disposal/acquisition and the advantages/disadvantages of each</li> <li>• Understanding of the legal processes needed to complete a sale/purchase</li> <li>• Demonstrate what factors affect value for property in the purchase/ sales market.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Selling or purchasing property</li> <li>• Decision making and recommending courses of action including valuation advice</li> <li>• Undertaking transactions from initial inspections through to completion of documentation</li> <li>• Negotiating with both prospective parties and where appropriate interested third parties</li> <li>• Understanding of the legal frameworks governing sale/purchase and the implications and penalties.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Participating in complex or difficult cases, and explaining the factors which made the case deviate from market norm</li> <li>• Advising on why decisions were made in relation to chosen route of sale or purchase; especially in relation to strategic advice given to your client on property</li> <li>• Experience of externalities to the market which may affect sale/ purchase</li> <li>• Reporting to clients with recommendations</li> <li>• Applying negotiation and business skills to handle difficult situations effectively.</li> </ul>

## Strategic real estate consultancy

### Description of competency in context of this sector

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	Level 2	Level 3
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.	Apply your knowledge and understanding of the business context of real estate in a corporate or other context.	Provide evidence of reasoned oral and written advice on the principles and application of real estate knowledge.
Examples of knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Organisational structures, values and objectives</li> <li>• Business performance</li> <li>• The role and importance of real estate in organisational/business performance</li> <li>• The role of real estate in business strategies</li> <li>• Strategic uses of real estate</li> <li>• The role of the real estate professional as a strategic business adviser</li> <li>• Styles of consultancy intervention.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Researching organisational background</li> <li>• Preparing relevant data</li> <li>• Analysing data</li> <li>• Using different styles of consultancy intervention for different clients needs</li> <li>• Using your knowledge of real estate to find strategic solutions to meet clients requirements.</li> </ul>	Examples of activities and knowledge comprised within this level are: <ul style="list-style-type: none"> <li>• Strategic advice and recommendations to clients</li> <li>• Presentations to clients</li> <li>• Meetings with clients</li> <li>• Presenting data to support recommendations.</li> </ul>

Note: Candidates are advised against choosing Strategic real estate consultancy and Corporate real estate management together as optional competencies.

## Sustainability

### 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	Level 2	Level 3
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.	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.	Provide evidence of reasoned advice given to clients and others on the policy, law and best practice of sustainability, in your area of practice.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Historical background/context – Earth Summits, Climate Change</li> <li>Knowledge of the legal and policy framework – UK legislation and EU directives</li> <li>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</li> <li>Understanding how property occupiers and investors are affected by economic, social and environmental sustainability concerns</li> <li>Demonstrate knowledge of current research being undertaken on Sustainability.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Using and interpreting reports produced with the main sustainability related tools</li> <li>Understanding the aims of analysis and be able to explain how the technique may be adapted to various scenarios within your own area of professional property practice.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>Providing reasoned advice/qualitative comment to clients or other stakeholders on the potential financial impact of sustainability on a property/project</li> <li>Providing reasoned comment to clients or other stakeholders on the impact of sustainability legislation/policy.</li> </ul> <p>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).</p>

## Valuation

### 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	Level 2	Level 3
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.	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.	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.
<p>Examples of knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• A general appreciation of the main drivers that have an impact on value</li> <li>• The principles and application of the RICS Appraisal and Valuation Standards or other relevant valuation standards</li> <li>• The principles of Professional Indemnity Insurance</li> <li>• The underlying principles of property law, planning and other relevant regulations or controls and their impact on property values</li> <li>• The different purposes for which valuations may be required</li> <li>• The principles of the various methodologies needed to provide both capital and rental valuation advice</li> <li>• An understanding of the importance of independence and objectivity.</li> </ul>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• Understanding client requirements and the preparation of Terms of Engagement</li> <li>• Inspection and information gathering relevant to the valuation work being undertaken</li> <li>• Analysis and interpretation of comparable evidence</li> <li>• Application of a range of valuation methods and techniques</li> <li>• Preparing valuation reports and advice to meet client needs and comply with the RICS Appraisal and Valuation Standards and other relevant standards</li> <li>• Be able to demonstrate competence to conduct a valuation task from beginning to end with appropriate supervision.</li> </ul> <p>To achieve Level 2 candidates will not necessarily be carrying out valuations as part of their full time day to day activities.</p>	<p>Examples of activities and knowledge comprised within this level are:</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• The types of property should ideally be varied both in terms of physical attributes, usage and also interest</li> <li>• Knowledge of standards in other areas of business, e.g. accounting standards</li> <li>• 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</li> </ul>

continued on next page



Valuation continued

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

Level 1	Level 2	Level 3 (cont.)
		<ul style="list-style-type: none"><li>• The candidate should demonstrate knowledge as to how their valuation advice inter-relates with their client's other professional advisers</li><li>• Have an understanding of the different levels of service that may be required, e.g. desk top advice versus a full valuation.</li></ul>



## Confidence through professional standards

RICS promotes and enforces the highest professional qualifications and standards in the development and management of land, real estate, construction and infrastructure. Our name promises the consistent delivery of standards – bringing confidence to the markets we serve.

We accredit 118,000 professionals and any individual or firm registered with RICS is subject to our quality assurance. Their expertise covers property, asset valuation and real estate management; the costing and leadership of construction projects; the development of infrastructure; and the management of natural resources, such as mining, farms and woodland. From environmental assessments and building controls to negotiating land rights in an emerging economy; if our members are involved the same professional standards and ethics apply.

We believe that standards underpin effective markets. With up to seventy per cent of the world's wealth bound up in land and real estate, our sector is vital to economic development, helping to support stable, sustainable investment and growth around the globe.

With offices covering the major political and financial centres of the world, our market presence means we are ideally placed to influence policy and embed professional standards. We work at a cross-governmental level, delivering international standards that will support a safe and vibrant marketplace in land, real estate, construction and infrastructure, for the benefit of all.

We are proud of our reputation and we guard it fiercely, so clients who work with an RICS professional can have confidence in the quality and ethics of the services they receive.

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