

Competency framework

For adviser use only

Module 4

Know your soft skills



An introduction



Consumers are demanding more product choice and greater flexibility in later life, which means financial services providers need to expand their offering across the advice spectrum to meet their requirements.

Those who have been providing clients with

advice on equity release and later life solutions appreciate the importance of developing expertise in the field. They also know they must explore all available options when making recommendations. It is this experience and willingness to be forward-thinking that we wanted to harness for these modules. In our industry, it is imperative we are confident the service we provide to consumers is of a consistently high standard.

The need has never been greater. People are living longer lives with diminishing pension savings and increasing financial and social pressures, but they are also recognising how the value of their properties can be used in financial plans. The once entrenched view that property was to be left to a beneficiary has given way, and any residual resistance to accessing the equity it holds is now driven purely by practical barriers.

Property is one of the biggest sources of the nation's household wealth, so it should be an option on every

homeowner's retirement checklist. The aim is, as always, to satisfy the needs of a changing demographic and help to meet the wider challenges of the modern socioeconomic environment in the future.

The competency framework has been produced for guidance and support purposes. It is optional and not a regulatory requirement nor a mandated set of standards for Equity Release Council members or other advisers.

The framework is based on the equity release advice journey and provides an educational syllabus with pathways based on advisers' levels of experience. It is designed to support and guide their training and development by allowing benchmarking of their knowledge and skills, acting as a CPD tool for self assessment, and signposting other materials to support their progress. Individuals and firms have the flexibility to consider which elements are most relevant to them or their business.

I would like to thank those who gave up their time and were willing to spend the best part of 18 months to bring this concept to life.

Finally, I would like to thank Canada Life for its support in sponsoring the production and recognise the superb job it has done in bringing about a style and format that we hope advisers will find easy and enjoyable to use.

Donna Francis,

Chief Operating Officer, Equity Release Council

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In our industry, it is imperative we are confident the service we provide to consumers is of a consistently high standard.

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The later life lending market has evolved dramatically over the past few years. Not only have we seen more entrants come to market, but the number of products has increased significantly to meet growing demand for equity release. To satisfy this need, it is important

we continue to help the market evolve in a sustainable way, stimulating innovation and growth. This includes educating advisers about how property wealth can work in their clients' portfolios.

Ultimately, it is the industry's responsibility to work collaboratively. At Canada Life, we are committed to supporting the growth of the market by ensuring advisers are well-equipped to give their customers the right advice and help them find the best possible solution.

This competency framework has been designed to

encourage advisers to explore the equity release market, and help them make the most of their qualifications. It's through this sharing of knowledge that we can continue to deliver a high standard of advice in the sector and ensure best outcomes for clients.

Alice Watson,

Head of Marketing, Cananda Life

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The competency framework pilot could not have come at a better time for me and I was happy to take part in it. Having been an independent financial adviser for many years, I had become increasingly aware of the growing need among clients for equity release solutions, so I

decided to become qualified in this area of advice.

After recently passing my exams, I found the framework to be a timely reminder of many of the key learning points related to this topic. One thing that stood out for me was the reference to further reading after the end of each chapter, which I will continue to investigate. This has proved beneficial in several cases and I truly believe this has led to a better experience for my clients.

Matthew Beard DipPFS, Cert CII (MP & ER),
Adviser, Bastion Financial Planning Ltd

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The purpose of this competency framework

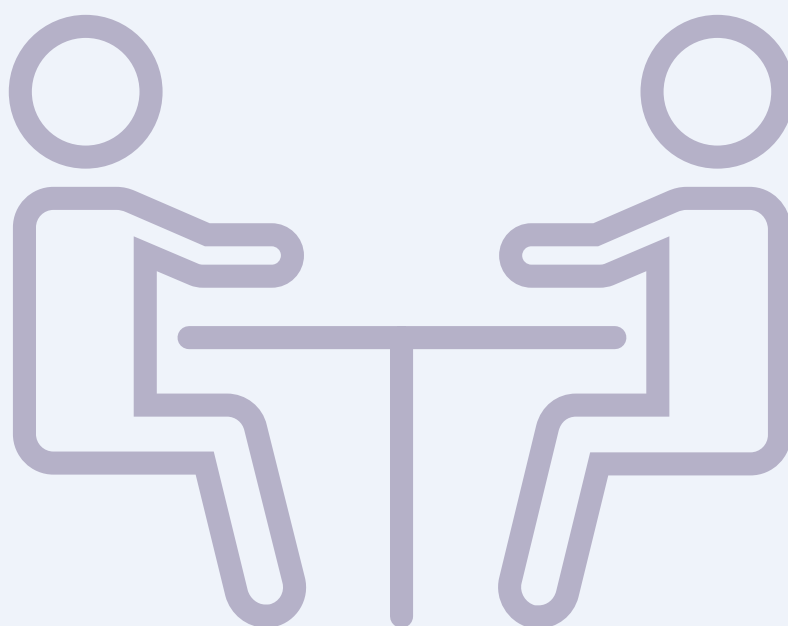
A competency framework is a summarised structure that sets out the knowledge and skills that enable businesses and individuals to effectively develop and fulfil roles within their organisation.

This framework aims to provide an objective way for firms to identify a common understanding of what good looks like. This includes both the competencies required by individuals within their organisations and a way to benchmark them against their training and competence programmes. In turn it will facilitate personal development and career progression for these individuals, allowing everyone to create their own bespoke learning path towards a common goal. If a role holder does not know what is required of them, they cannot measure their own performance appropriately.

This framework is structured around competencies for a specific job role – in this instance, for advisers who are working, or want to work, in the equity release market.

It may also be useful for people working in support roles with and alongside those advisers. Having this framework allows businesses to build a competency profile for each relevant job holder within the organisation.

By breaking down the requirements based on levels of adviser experience, it indicates how the depth of knowledge needs to be developed and disseminated. Put simply, the more experienced an individual becomes, the deeper and broader the knowledge they should have. The journey of learning is a continual drip feed of knowledge relative to that experience.



How to use this framework

Consider the framework like a syllabus. It isn't a textbook, nor is it a programme of learning.

The framework is divided into six modules that contain three learning pathways dependent on experience. It exists to provide a standard reference guide.

The framework is designed to be used primarily by businesses but can also provide high-level guidance for individuals as they define their own learning pathways to keep building successful careers in the later life market.

Business owners or the person responsible for training and development programmes within a firm can use the framework to conduct a gap analysis to benchmark, underline or expose development areas of training against any documented programmes and learning materials that currently exist. This will then allow for materials to fill those gaps to be developed in-house or accessed and supplemented by external education providers and/or materials.

If an individual works alone or does not have access to a dedicated in-house learning programme, it is highly recommended they should link up with an experienced buddy/mentor or supervisor for this exercise to be

successful. To facilitate this, they can talk to their professional organisation, if they are a member of one, or access other accredited bodies that provide dedicated educational support in this area. All of these contacts will be able to challenge self-perceived depth of knowledge and assist in providing a dedicated programme to construct a personal development plan.

When an individual tries to benchmark their own knowledge and experience, it can be hard to gauge the truth and challenge their own perception about what they really know.

Although this framework is not a textbook, it will provide support for research. Each module contains a list of resources that signpost where you can find materials to assist your understanding. Some references may direct you towards educational/professional bodies, simple online research, or to information the Equity Release Council, a market participant, or a third party has produced. If you are a member of the council, you should also look out for technical bulletins that may be issued to support you in your role.



The three pathways

Each module is split into three different pathways, based on experience and the level of knowledge required.

The three pathways are:

- **New to the sector**

At this level, an individual may be working towards the relevant qualification. Or, they may have passed the exam but not yet completed an induction phase to allow them to undertake client-facing activity. Alternatively, they might be working in a non-clientfacing role but want to develop their understanding of the market they support. It would be expected they would have an awareness of concepts, but not yet have the depth of understanding required when giving advice.

- **Advising under supervision**

This would apply typically once an individual has been signed off from an induction programme as ready to undertake client-facing activity under direct and often close supervision. They would be working towards attaining competent adviser status. At this level, they are building up their knowledge and would be expected to have a deeper understanding of concepts and when to apply the logic in a live situation. However, a supervisor would likely still be shadowing and helping to apply that knowledge in different client scenarios.

- **Competent adviser status**

This final level applies when an individual has been signed off by an appropriate person as competent under the relevant training and competence scheme. Advisers at this level would operate with a lower level of ongoing supervision and would be expected to be more knowledgeable and experienced in conducting client-facing activity. They would be expected to apply that knowledge skilfully to a variety of client scenarios. They wouldn't necessarily have all the knowledge and skills outlined in this pathway immediately, but they would be using it to plan their ongoing CPD to build and maintain their competent status.

Whatever the situation, this framework aims to provide the means of assessing and developing knowledge and skills in this sector.

Through all the modules in the framework, the pathways are colour coded so they can be easily navigated. Some aspects of the modules are relevant to everyone at the very outset, and some are unique to certain experience pathways. Individuals can use the relevant pathway as a guide and assess their current knowledge against the standards outlined to build a development programme to suit their needs.

The modules

The framework has been divided into six modules that are designed to be worked through as a suite. Each module has been subdivided into units so that subjects can be digested in bite-sized pieces.

Module 1

Know your industry



Module 4

Know your soft skills



Module 2

Know your market



Module 5

Know your products



Module 3

Know your client



Module 6

Know your process



Unit 1

Understanding your role

This unit covers the soft skills that will help you to work better as an adviser, communicate more effectively and build stronger relationships with your clients.

While not strictly a soft skill, this module begins by outlining the importance of understanding your role and the benefit it provides to others. As an adviser, it is important you know the requirements of your job and how it fits into the wider business, both within this sector and in the wider financial services industry.

Given the importance of the role, it is also important to appreciate the value that comes from providing good service and the need for integrity in all client dealings.



New	Supervised	Competent	
			Nature of the role and place in organisation <ul style="list-style-type: none"> • Own job description • Nature of role as a financial adviser • Where this fits into the overall business structure and objectives
			Responsibility and integrity <ul style="list-style-type: none"> • Taking responsibility for the advice given • Acting with the highest level of integrity at all times • Always aiming to recognise opportunities to exceed the expectations of the client, firm, code of ethics and applicable regulations
			The role of third parties <ul style="list-style-type: none"> • Involve your client's family where appropriate
			Benefit of financial advice <ul style="list-style-type: none"> • How financial advisers benefit the regulated firm and clients
			Delivering excellent customer service <ul style="list-style-type: none"> • Going beyond the basic requirements of the role • Delivering a service to clients that exceeds the service they expect

Unit 2

Verbal communication

Communication skills are essential in the financial advice profession.

Communication skills are essential in the financial advice profession. Whether face-to-face, on the telephone or through other channels, it is vital advisers can communicate effectively and clearly in verbal conversation.

While most advisers will have a preferred method of communication, it is a valuable skill to be able to adapt to the needs of the client and speak to them in a way that works best for them.

To communicate effectively and clearly, advisers must:



New	Supervised	Competent	
			Communicate key concepts <ul style="list-style-type: none"> Effectively articulate and communicate information and key concepts to clients
			Use and range of verbal communication options <ul style="list-style-type: none"> Communicating effectively across all verbal communication formats Use of telephone, face-to-face and video conferencing
			Present information clearly <ul style="list-style-type: none"> Presenting information clearly, concisely and accurately Information fully understood by clients
			Demonstrate empathy <ul style="list-style-type: none"> Fully empathise with clients Converse using the correct tone of voice and language Adapt style to specific person and situation
			Check client understanding <ul style="list-style-type: none"> Ensuring the client fully understands what you are trying to say: <ul style="list-style-type: none"> Empathetic listening and ensuring the client has understood Asking appropriate questions to ensure this is the case Where the client has not, recognising this and using different ways of explaining to ensure that this is achieved

New	Supervised	Competent	
			Challenge a client's misconceptions/assumptions <ul style="list-style-type: none"> A client may think they understand a particular topic and how it might affect their circumstances and/or desired outcome, but this should not determine whether a full and concise discussion takes place. An adviser should be focused in their ability to listen and challenge any invalid decisions for or against that a client may have and recommend suitable alternatives, such as examples when clients: <ul style="list-style-type: none"> With high disposable income may not want to make repayments State a requirement for a specific type of early repayment charge which may jar with having no plans on fully repaying Decide to retain savings, stocks, shares or very high emergency funds, when the cost of borrowing is likely higher than return on savings Do not want to consider keeping their short-term unsecured borrowings in place, rather than consolidating into a secured mortgage for life
			Simplify complex concepts <ul style="list-style-type: none"> Making complicated concepts appear simple and clear Making sure that the client understands all of the relevant facts before proceeding



This client focus means thinking about the method of communication and the way we communicate to make difficult concepts simple for the client. Given that some clients may be experiencing a range of different stresses, a good adviser should also be able to demonstrate empathy, putting themselves in the client's shoes and recognising the effect their situation is having on their life.



Unit 3

Written communication

A major part of an adviser's job is to provide clients with written communication, which should present information clearly and effectively.

A major part of an adviser's job is to provide clients with written communication, which should present information clearly and effectively. This means using plain English, writing in clear and concise sentences, and avoiding jargon and potentially confusing technical language.

Not all communication will be directly between the adviser and their clients or family members. Quite often, advisers need to communicate with other professionals, such as product providers, solicitors, surveyors and accountants. Just as with clients, it is important to write in a clear and concise manner.



New	Supervised	Competent	
			Basic writing skills <ul style="list-style-type: none"> • Writing clearly, using correct grammar and appropriate language
			Letters and summaries <ul style="list-style-type: none"> • Writing letters to clients • Writing clear, concise and accurate summaries of client meetings
			Covering complex topics in writing <ul style="list-style-type: none"> • Explaining complicated concepts relating to the subject matter in writing
			Communication with other organisations or third parties <ul style="list-style-type: none"> • Communicating effectively with other third parties (providers, legal service providers, surveyors) by email and letter
			Documenting reasons for recommendation <ul style="list-style-type: none"> • Creating documents that serve as a record of reasons for a given recommendation

New	Supervised	Competent	
			Professional quality of output <ul style="list-style-type: none"> Producing highly professional written outputs, fully reflecting the reasons for decisions taken Keeping quality records of conversations with clients Ensuring that any suitability report templates used are sufficiently tailored so the final document is bespoke to each client. Guidance notes that are contained in templates must be regarded as prompts and changed, edited and formatted to clearly reflect the customer's voice, taking into account the client's specific situation rather than relying on generic standard paragraphs that are not personalised
			Summarising detailed output <ul style="list-style-type: none"> Producing concise summaries of more detailed output Making difficult concepts easy to understand
			Handling issues in writing <ul style="list-style-type: none"> Writing effectively to rectify difficult situations
			Responding to specific client needs <ul style="list-style-type: none"> Changing the font size, format and writing style to suit specific needs. For example: <ul style="list-style-type: none"> If the client has poor sight If the client finds reading difficult If the client has learning difficulties relating to reading and understanding written text If English is not their first language



In many cases, the most important written communication with clients will be the suitability report, but there are many other situations that might require either an email or letter. During the advice process, the client may have queries and may even make complaints, requiring a written response. It is important that anything we send to clients is clear, fair and not misleading. It should be written in language the client will understand and avoid jargon.

Sometimes the subject matter for the written communication will be extremely complex. In this situation, there is a real skill in being able to explain these concepts in a way that will make sense to the client, without the benefit of verbal explanation.



Unit 4

Numerical skills

Financial advice, by its nature, requires an understanding of mathematics.

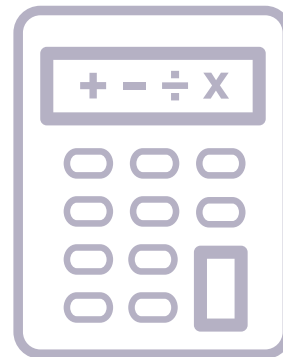
This is not only the case when advising clients on their investments and pensions, but also when making recommendations on equity release and later life lending.

While modern adviser software has made the job much easier, it is important to have a good understanding of the basic mathematical concepts involved in providing financial advice. It is also critical that advisers are highly knowledgeable around the software and tools that help them do their jobs.

An adviser with a solid grasp of the various calculations used to provide a recommendation is more likely to be able to explain what it means in a way the client understands. Topics such as taxation, annual percentage rates and compound interest are often

confusing for clients and competent advisers need to be able to explain them in detail with confidence.

It is important clients fully understand the implications and outcomes of the advice they receive. The adviser also needs to explain the likely position of their estate at the time they die or go into long-term care.



New	Supervised	Competent	
			Basic numeracy skills <ul style="list-style-type: none"> Using technology in modern day to help calculate and/or project numerical data is acceptable albeit ability to manually calculate in some circumstances should be expected. For example: <ul style="list-style-type: none"> Percentages Loan-to-value (LTV) calculations Applying interest rates
			Solving relevant mathematical problems <ul style="list-style-type: none"> Solving mathematical questions based on equity release data
			Helping others to understand calculations <ul style="list-style-type: none"> Demonstrating and explaining calculations to others Check your clients understanding and that they grasp the consequences of your advice Use examples to help clients understand the full cost of borrowing
			Use of mathematical tools <ul style="list-style-type: none"> Using various mathematical tools effectively (calculators, computers, software)

New	Supervised	Competent	
			Calculation of interest <ul style="list-style-type: none"> The different ways in which interest rates can be calculated: <ul style="list-style-type: none"> Monthly interest rate (MER) Annual equivalent rate (AER) Annual percentage rate (APR) Explain this to others in simple terms
			Basic concepts in taxation <ul style="list-style-type: none"> Using a tax table Relaying the most common tax rates, figures and allowances
			Confidently performing and discussing calculations <ul style="list-style-type: none"> Performing calculations with confidence Discussing these with clients An ability to use different approaches based on a client's understanding Internalising key information such as being able to remember and relay the most common tax rates, figures and allowances without reference to tax tables or documents Using internalisation can allow the client's information to be challenged when it is potentially inaccurate, such as true surplus income or potential missing income/benefits which the customer may not have disclosed
			Explaining concepts relevant to current/future debt <ul style="list-style-type: none"> Explaining clearly the impact of concepts such as compound interest and the impact on the amount that will be owed based on different options, features and life events Calculating and explaining the impact of consolidating short term unsecured debts into long term secured debts using calculators and specific tools Use real life calculations based on different scenarios e.g. produce two key facts illustrations (KFIs) for debt consolidation, one with consolidation, the other without, to illustrate the cost of adding unsecured loans Explaining alternative methods of consolidation, such as using increased surplus income from mortgage redemption, to increase repayment amounts on high interest short term debts Being able to refer clients to debt management organisations and charities when required, and also being able to explain positive and negative implications of such debt management plans/arrangements now and also in the future, within the limits of their knowledge and permissions – if in doubt refer to a suitable expert in this field

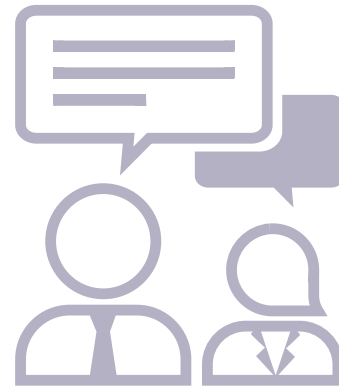
Unit 5













Building rapport

The financial advice profession is built on relationships.

It is often said that people buy people, and the first step in the advice process is to build a relationship and gain a client's trust. Without this, the working relationship is unlikely to be successful.

Advisers need the ability to build rapport with clients and develop relationships. Key to this is an understanding of good communication techniques and conversation skills.



New	Supervised	Competent	
			Basic concepts in relation to rapport <ul style="list-style-type: none"> • Social etiquette appreciation • Communication and the importance of body language
			Effective client relationships <ul style="list-style-type: none"> • Establishing, building and maintaining effective relationships
			Demonstrating empathy <ul style="list-style-type: none"> • Demonstrating empathy and an understanding of other peoples situations • Considerately assessing for vulnerabilities and ensuring that the client is catered for accordingly either by referral directly or by recommendation to the client
			Conversation skills <ul style="list-style-type: none"> • Initiating two-way conversations • Ensuring that clients feel understood
			Advanced relationship building <ul style="list-style-type: none"> • Building strong professional relationships in order to build trust and rapport with clients
			Helping a client feel at ease <ul style="list-style-type: none"> • Ability to put the client completely at ease and ensure that they are comfortable to say anything that is on their mind

Unit 6

Presentation

Good presentation skills are essential for financial advisers.

When presenting to a client, another adviser or to a group of people, it is important to have both good verbal and written communication skills. It is also important the adviser has a strong understanding of the material being presented.

Advisers should be able to develop presentations and ensure the content is clear and easy to follow. Competent advisers should be able to confidently present to a range of audiences and adapt their personal style to the needs of the audience, picking up on social cues.



New	Supervised	Competent	
			Understanding and presenting information <ul style="list-style-type: none"> The importance of understanding and presenting information to others
			Clear and concise presentation <ul style="list-style-type: none"> Presenting recommendations in a clear and concise manner Presenting regulatory information to clients in a simple and easy to understand way, in a professional manner Not only presenting the best financial solution, but also explaining any impacts of their current/future decisions i.e. effect of repayments Discussing alternative options and if applicable the reasons why these alternative options can also be suitable or are being disregarded, and the implications of each
			Presentation tools <ul style="list-style-type: none"> Using presentation tools, including slides on screen/presenter Using supporting material on paper Using tools and alternate methods of communication to explain and bring to life potentially complex issues, instead of reliance on the KFI only i.e. sourcing software and state benefit reports, to show differences between overall cost of borrowing and impact on means-tested benefit entitlement depending on their objectives
			Confident presentation style <ul style="list-style-type: none"> Confidently presenting to a group audience
			Picking up on client cues <ul style="list-style-type: none"> Intuitively recognising when clients do not fully understand a certain piece of information Rephrasing and breaking down the information so that it can be more easily understood

Unit 7

Using technology

Today's financial advisers cannot perform their roles without a good working knowledge of the technology and software used in their profession.

Anyone involved in providing advice should be able to use basic business software packages and know how to source products for clients, using the industry tools that are approved by their firm or market stakeholders. Those who make an effort to become expert users of adviser software and the associated technology will be in the best position to succeed.

Advisers working under supervision and those who have achieved competence should be able to use a wider range of tools, including lender portals for obtaining illustrations and appropriate state benefit checking software.



New	Supervised	Competent	
			Basic software skills <ul style="list-style-type: none"> Operating essential computer software (for example word processing, spreadsheet, email software)
			Sourcing tools <ul style="list-style-type: none"> Using sourcing engines to obtain simple comparisons for clients
			Use of technology <ul style="list-style-type: none"> Navigating and using other technologies (such as photocopiers, smart phones, databases, conferencing facilities, marketing software) Using communication technologies effectively, such as telephone and video conferencing to provide personable advice Incorporating recording functionalities in person or remotely, to make it easier to capture the client's voice ensuring appropriate secure measures are taken to protect this form of communication
			Lender portals and third party software <ul style="list-style-type: none"> Using lender portals to obtain product illustrations Using appropriate third party software to carry out state benefit checks
			Creating appropriate marketing material <ul style="list-style-type: none"> Following marketing regulatory guidelines Knowing how to create appropriate marketing for the target audience Obtaining approval from the regulated firm

Unit 8


Information analysis and problem solving

Not all client situations are straightforward.

In many cases the adviser will be called upon to solve problems as part of the advice process, thinking outside the box and identifying alternative solutions for the client. In many cases the adviser may need to piece together bits of information to develop a view of the situation and fully understand the client's circumstances.



New	Supervised	Competent	
			Basic problem solving <ul style="list-style-type: none"> Identifying issues, evaluating possible options and selecting suitable solutions to theoretical and practical problems such as: <ul style="list-style-type: none"> Using surplus income from a mortgage redemption to meet a client's need for extra income, instead of catering for extra income within a drawdown facility which may have a higher cost Sourcing products that may accommodate for future lifestyle changes such as lodger income in the future
			Practical problem-solving skills <ul style="list-style-type: none"> Problem solving through practical tasks, such as: <ul style="list-style-type: none"> Showing graphics to communicate a point, such as calculating overall cost of borrowing when consolidating short term debts Finding a suitable way to overcome communications issues, such as a lack of financial understanding, or requiring the use of a translator when English is not the first language Helpful sound and written accessibility platforms to assist those with hard of hearing or hard of sight issues
			Identifying relevant information <ul style="list-style-type: none"> Identifying pertinent information that may not be given clearly or openly by clients
			Lateral thinking <ul style="list-style-type: none"> Identifying alternative and more suitable solutions to a client's needs and objectives than may be immediately obvious
			Analysis of client information <ul style="list-style-type: none"> Analysing client information to reach suitable conclusions

New	Supervised	Competent	
			<p>Identifying and rectifying gaps in client knowledge</p> <ul style="list-style-type: none">• Identifying and then filling the gaps in a client’s financial knowledge, such as:<ul style="list-style-type: none">- Pensions- Calculations- Income and expenditure forecasts- Impact of future financial changes



Advisers should be able to demonstrate an analytical approach to both their client needs and any issues that arise. Being open to alternatives and prepared to step outside your comfort zone may lead to better solutions. It could also enhance the service you provide and your own professional development.



Unit 9








Negotiation

Negotiation skills are not always considered part of the advice process, but they are valuable when advising on equity release and later life lending.

An adviser may be required to negotiate with lenders to ensure a client's application is accepted, with solicitors acting for either side of a transaction, or with introducers.

All of these negotiations require skill on the part of the adviser:



New	Supervised	Competent	
			Basic negotiating skills <ul style="list-style-type: none"> • The nature of negotiation • Effectively negotiating across a broad range of situations • Demonstrating basic levels of autonomy and independent thinking
			Working with others <ul style="list-style-type: none"> • Participating effectively in negotiation scenarios with other advisers and employees
			Negotiating under pressure <ul style="list-style-type: none"> • Negotiating competently in challenging situations, such as when discussing: <ul style="list-style-type: none"> – Advice fees – Complaint handling – Insistent clients – Coercion from third parties
			Successful conclusion to negotiations <ul style="list-style-type: none"> • Consistently achieving successful outcomes for clients and the regulated firm when negotiating with third parties, such as: <ul style="list-style-type: none"> – Introducers – Solicitors – Product providers – Suppliers – Service providers

Unit 10

Time management

Time is a finite resource and those who can manage it effectively will reap benefits.

Time is a finite resource and those who can manage it effectively will reap benefits. From the adviser's perspective, it means more efficient working and a better work-life balance. From the business's perspective, it means better productivity and happier staff. From the client perspective, it means important tasks are actioned in a timely manner.

Advisers need good time and diary management skills to prioritise the most urgent and important tasks, and categorise them effectively.

To be able to make the best use of time, competent advisers are expected to be able to accurately predict the time required for different tasks and plan these into their schedule, managing client expectations accordingly.



New	Supervised	Competent	
			Prioritising time <ul style="list-style-type: none"> • Prioritising time and activities as well as showing effective diary management skills
			Allocating time <ul style="list-style-type: none"> • Ensuring time can be allocated and is sufficiently available for tasks and appointments
			Diary management <ul style="list-style-type: none"> • Managing diary independently and effectively
			Meeting deadlines <ul style="list-style-type: none"> • Meeting internal and external deadlines consistently • Punctuality when attending in person, telephone or video meetings with clients
			Managing expectations <ul style="list-style-type: none"> • Managing a client's expectations • Ability to predict issues/events that may frustrate estimated timescales
			Predicting and valuing time required <ul style="list-style-type: none"> • Understanding the time taken for all of the tasks within the role, and the corresponding cost/value of this time

Sources of information

[Businessjargons.com](https://www.businessjargons.com)

[Chartered Institute of Marketing](#)

[Equity Release Council](#)

- [Find a Member](#)
- [Adviser Guide to Equity Release](#)
- [Market Reports](#)
- [Members Lounge](#)

[Helpguide.org](https://www.helpguide.org)

[Silver Marketing Association](#)

[Publication: Financial Adviser](#)

[Publication: Mortgage Solutions](#)



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The competency framework is for guidance only. Advisers must always refer and adhere to the regulatory regime set out in the Financial Services and Markets Act 2000, and the FCA Handbook. Use of this framework does not alleviate any responsibility or obligation to follow the regulatory regime set out in statute and secondary legislation.

For more information on regulatory standards, please contact the Financial Conduct Authority, or visit its website www.fca.org.uk. The Equity Release Council will not be held responsible for regulatory breaches incurred by firms relying on this framework for FCA compliance purposes.

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Check that your chosen plan will meet your needs if you want to move or sell your home or if you want your family to inherit it. Always seek qualified financial advice.