



# Public Sector Asset Management

# About the course

The protracted period of austerity in our economy – and particularly in the public sector – has meant key knowledge, skills and experience have been lost in property and asset management teams across the UK.

There is currently little in the way of practical and bespoke training directed at the public sector asset management professional. CIPFA Property and the Association of Chief Estates Surveyors (ACES) seek to remedy this.

Designed as a modular course the Diploma in Public Sector Asset Management seeks to deliver the skills and knowledge in the key areas of public sector asset management identified as requiring the greatest support:

- Strategic Asset Management Organisation
- Asset Management Challenge
- Producing Asset Management Documentation
- Business Case Development
- Option Appraisal
- Capital Projects and Maintenance
- Data and Performance
- Operational vs Non-Operational Property
- Dealing with Climate Change
- Managing Contracts

These key areas are contained within seven modules, completion of which leads to the Diploma in Public Sector Asset Management giving you a broad and solid grounding in the areas that make up public sector asset management.

When purchased as individual modules, they will enable you to focus on the areas that relate most closely to your job role.

## Who are the modules for?

- The Diploma is an ideal qualification for a range of staff who may be involved in property asset management within a public sector setting. These include but are not limited to:
- Property staff new to the public sector or new to asset management.
- New starters with little or no previous training.
- Staff in other areas who may be involved in strategic property activity ie finance professionals and key clients from services.
- More experienced property staff who have specific knowledge gaps or would like a more comprehensive understanding of a particular area.

# Module outlines

## 1 Strategic Asset Management Organisation

This module introduces the role of strategic asset management in the public sector and identifies its vital importance in delivering a fit for purpose public estate. It will explore the principles of asset management; the linkages between corporate policy and asset management; the role of governance in making effective decisions and the importance of strong relationships between the property function and other parts of the organisation.

### Learning outcomes:

- Understand and articulate the principles of strategic asset management and its role in the context of a public sector organisation.
- Critically consider the impact of the assets in the property portfolio in supporting the needs of the organisation.
- Understand the importance of leadership and culture to the successful implementation of asset management.
- Understand the respective roles of key groups, teams and committees in the governance of asset management.
- Understand the concept of a corporate landlord approach.

## 2 Development of Documentation and Asset Management Challenge

This module introduces the concept of a structured approach to developing an asset management policy, strategy and action plan. In addition, it explains the need for and development of robust asset challenge processes and procedures using a step by step approach.

### Learning outcomes:

- Understand the importance of strategic asset management documentation in communicating the links with corporate and service priorities and objectives.
- Understand how to develop asset management policies, strategy and action planning.
- Understand the key aspects of property challenge and review.

### 3 Business Case Development and Option Appraisal

This module explores the importance of well developed and robust business cases related to asset management initiatives. In covering how to develop a business case it will explain the role of option appraisal; assessment of risk and sensitivity; capital prioritisation; price and quality evaluation techniques and an introduction to whole life appraisal.

#### Learning outcomes:

- Identify the areas where an Asset Manager may need to employ option appraisal techniques.
- Understand the factors that can be taken into account in developing a Capital Programme.
- Understand the key stages of an option appraisal and factors that need to be considered.
- Understand how quality and price can be balanced within an option appraisal approach.
- Understand how risk and sensitivity need to be considered within an option appraisal process.
- Have a high level understanding of Whole Life Appraisal.

### 4 Capital Projects and Maintenance

This module leads you through the pre and post contract process ensuring a firm understanding of how to approach the market and manage the team and their delivery and subsequent evaluation of projects. In addition, it explores the role of condition assessment in establishing maintenance need and the related importance of prioritised budget development for both planned and reactive maintenance.

#### Learning outcomes:

- Understand the overall design, procure and build process for major capital projects.
- Understand how different types of maintenance will be balanced in an overall maintenance programme.
- Understand what data is important in developing a picture of maintenance and how this should be collected.
- Understand the most effective way of developing and monitoring maintenance budgets.
- Develop an understanding of the factors to be taken into account when prioritising maintenance.

## 5 Data and Performance

This module explains the need to measure performance and suitability of our assets. It will explore specific performance indicators, how and when they should be selected and used, and ways in which different reporting and monitoring models can be developed. It introduces the concept of social value and its measurement as well as providing an overview of data systems available for asset management purposes.

### Learning outcomes:

- Understand the importance of data to monitor performance, condition and the suitability of the organisation's assets.
- Understand the principles of performance management and be able to choose the right indicators and targets to focus asset management on corporate priorities.
- Have a high-level understanding of how the measurement of 'Social Value' can be captured.

## 6 Operational vs Non-Operational Property

This module covers the various types of operational property asset, their importance from a strategic perspective and the key considerations to be taken account of when developing and implementing an asset management policy, strategy and plan such as office strategy and workspace planning. It explores types of non-operational property including tenanted non-residential property and investment assets looking in particular at the development of commercial property investment approaches.

### Learning outcomes:

- Understand and articulate the difference between operational and non-operational assets together with the various factors for consideration in asset management approaches.
- Have an understanding of the key areas to consider in relation to Office Strategy and Workspace Planning.
- Understand the different ways how TNRP can be measured and challenged.
- Understand at a high level the various factors for consideration when developing a property investment approach.

## 7 Asset Management Today

This module places asset management in the contemporary environment through the exploration of current issues and factors in today's society. It will detail the way in which external factors such as climate change, sustainability, pandemics and politics all have an impact on an approach to effective asset management. Through case study examples it will highlight various service delivery models and the ways in which collaboration can overcome many of the challenges we face in providing today's public sector estate in good order.

### Learning outcomes:

- Understand the external factors that influence Asset Management approaches in the current day.
- Understand approaches for sharing assets and the factors that need to be taken into account.
- Understand at a high-level different models for service delivery.
- Have a high-level understanding of how climate change is influencing asset management approaches.

# The full diploma

Studying the full Diploma will give you the key skills and knowledge to embark on a career in public sector asset management. Covering the key aspects of public sector asset management delivery with an emphasis on the need to think and act strategically in a corporate context, it is an ideal qualification for those entering or new to public sector property roles or those linking to property in the course of their normal employment.

## **Delivery**

Whilst the Diploma can only be attained by completing all seven modules and successfully passing the end of course examination, each module is discreet and can be taken independent of other modules to help fill specific knowledge gaps.

The Diploma is delivered online via Zoom

## **Duration**

The Diploma is delivered as open training on specific dates over a four month period.

All modules are conducted live online with experts from both CIPFA Property and ACES with whom the Diploma is jointly delivered.



### Assessment and award

Pre-reading is minimal, and each module will be assessed immediately following completion online.

On completion of all seven modules a final assessment will be undertaken. This will be a written assignment in which you will demonstrate your understanding of the content taught and your ability to apply it to your own work practices.

For both the end of module assessments and final assessment, your tutor will be on hand to provide support and guide you.

On completion of all seven modules and the related assessments, you will be awarded the CIPFA Diploma in Public Sector Asset Management.

### Pricing

The cost of each module will be £400 for CIPFA Property Network Members and ACES members.

For non-members each module will cost £500. The entire seven module Diploma will cost £2,800 for members and £3,500 for non-members.

If also taking up a CIPFA Property Network membership for the first time you will receive a discount on your membership of £425.

The price includes:

- Tuition and all course materials
- Examination fee
- Assessment, marking and moderation

For both the end of module assessments and final assessment, your tutor will be on hand to provide support and guide you.

#### How to book

Visit [www.cipfa.org/dpsam](http://www.cipfa.org/dpsam) and click on Book Diploma.

To book yourself on an individual module(s) please email [property@cipfa.org](mailto:property@cipfa.org)



# About us

## Why train with CIPFA?

CIPFA has a long history of delivering outstanding training to finance professionals and public service leaders in the UK and across the world.

As the only professional body exclusively for people in public finance, we understand the market challenges and are committed to providing the best training and development tools to support practitioners at all levels of public service, throughout their careers.



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