

**CIPFA**

The Chartered Institute of  
Public Finance & Accountancy

CIPFA Strategic Assets Network (SAN)

# your SAN membership

2019-2020



# CIPFA Property

CIPFA Property is a trusted partner to public finance and property professionals in their delivery of efficient management of land and buildings.

Managing public sector property estates effectively can deliver value for money, enhance public services - and create wider economic, environmental and social outcomes for local communities.

## Your SAN subscription provides



I'm included in  
your SAN  
membership fee

- **Attendance at SAN events** including the CIPFA Property Conference 2020\* using your pre-paid SAN places
- **Self-assessment checklist**, enabling you to evaluate Asset Management skill and competency gaps in your Organisation
- **Technical advice** from expert advisors and the ability to ask questions of other network members via our team
- **Eligible for discounts** off our Condition Survey and Fire Risk Assessment services as well as our AssetManager.NET software
- **Exclusive and member only access** to the SAN website and resources [www.cipfa.org/services/property/strategic-assets-network](http://www.cipfa.org/services/property/strategic-assets-network)
- **Timely updates** on property and asset issues
- **Log on to 'My CIPFA' or register** at [www.cipfa.org/register](http://www.cipfa.org/register) to access a wealth of subscriber content, book onto events and view your pre-paid account balance
- **Opportunities** for networking, career development and CPD

\*Public Sector Members only

# Welcome to the SAN

The **Strategic Assets Network** (SAN) will enable you to:

- Connect with key strategic initiatives and translate them into practical solutions that improve infrastructure and estates delivery functions.
- Learn from good practice elsewhere and make evidence-based decisions, supporting organisational efficiency.

The SAN network is essential for anyone involved with the management of a public sector land and buildings portfolio. These are very challenging times within the sector confronted with:

- **reduced budgets and pressures on revenue** increased focus on efficiency gains forcing organisations to be innovative, flexible and responsive to change
- **climate sustainability** is continuing to be an area of increasing importance with Councils expected to set the example
- **a more commercial approach** needed by local authorities, seeking opportunities to generate more income, balancing risk and reward, and to generally be more business-like in more all area's
- **making capital decisions** and ensuring asset strategy is firmly locked into capital planning within the organisation
- **the economic climate** placing a burden on organisations to demonstrate the positive impact of property assets on local regeneration initiatives and deliver social value for neighbourhoods and communities
- **housing demand growing** with shifting demographics resulting in pressure to build new homes and keep up with wider service demands
- **increasing need for partnership working** with both public and commercial sector bodies and implications for the property estate to deliver efficiencies and service improvement for customers
- **political changes** resulting in uncertainty around EU membership, programmes for government and central policy developments

The SAN will provide you with a vital tool in ensuring you stay up-to-date with the latest developments, legislative and technical issues.

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# Our events for you

The SAN will hold regular events from our expert advisors and external specialists, all complimented by online briefings and support

## **Series 1 (Oct 2019): Making Strategic Use of Compulsory Purchase Orders**

Local authorities are continually looking to make better use of the property assets at their disposal to support corporate initiatives, policies and objectives.

Sometimes though, the assets they have at their disposal are not enough on their own to deliver the projects, schemes or change that they strive for. Increasingly authorities are turning their attention to the use of compulsory purchase orders (CPO) in a strategic context to deliver these things for them, or to make them easier to deliver.

Whether it is land assembly to create economies of scale, unlocking difficult sites or clearing away land encumbrances to de-risk development, CPO can be a powerful tool in any local authority's toolbox.

For many local authorities though, CPO's may not have been used for quite some time meaning that there might no longer be an internal expertise to be able to decide where to start, to know where and when CPO can be used, be aware of the legal requirements, key steps in the process and likely timescales.

Some of you might have suggested the use of CPO in the past and been knocked back by resistance from elected members in concern for public perception and reputational risk.

This series will showcase examples from around the UK, where strategic use of CPO has made things happen. We hope to inspire you and motivate you to think about CPO as a potential tool in delivering your asset strategy, using case studies of where it has been used successfully. We also want to focus on some of the things that these case study authorities might have done differently so that you can learn from their experience.

Tuesday	01 October 2019	London
Wednesday	02 October 2019	Bury St Edmunds
Thursday	03 October 2019	Nottingham
Tuesday	15 October 2019	Darlington
Wednesday	16 October 2019	Wigan
Thursday	17 October 2019	Droitwich
Wednesday	23 October 2019	Exeter

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# Our events for you

## *Series 2 (Jan/Feb 2020): It's not all about money - understanding Strategic Value*

Are you a Council that is, has or could be contemplating investment in commercial property? No doubt, where you are you will be asking yourself how you will be seeking to demonstrate the value such investments can bring to your Council and the local communities in which investment is being made.

Commercial property investments are an expensive option for most Councils hoping to close the gap between service cost and income. Indeed pure investment properties are acquired with the main aim of doing just that, production of income and capital appreciation.

What motivates a Council to invest in all types of new and existing commercial property? It will not be solely focussed on income production and capital appreciation alone. Regeneration, local growth, job creation, general health and wellbeing, increased business rates; these are just some of the outcomes that influences Councils to invest in commercial property they already own or are seeking to acquire and develop.

So how do you measure the success of your investment and how do you know you are abiding by the rules and best practise? With our understanding of the **Prudential Code**, updated statutory guidance and our insight into the autumn release of the additional **CIPFA Guidance for Local Authorities** looking to borrow to invest in property, we will examine how to measure strategic value.

Whether you are preparing a business case, scrutinising an investment decision, reviewing your portfolio or preparing for audit, this series of events will help you better understand the ways in which value in your existing and potential commercial property assets can and ought to be measured, both economically and socially.

Monday	03 February 2020	London
Tuesday	04 February 2020	Bury St Edmunds
Wednesday	05 February 2020	Nottingham
Thursday	06 February 2020	Darlington
Tuesday	11 February 2020	Wigan or Warrington (TBA)
Wednesday	12 February 2020	Exeter
Thursday	13 February 2020	Droitwich

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# Our events for you

## **Series 3 (Jun 2020): Structures and Governance – Strategic organisation for Asset Management and wider Property Services**

Strategic Asset Management Planning can only be truly effective if the approach is driven from the corporate centre and encompasses the whole organisation. From our recent experience however, both in feedback at events and in several of our on-site reviews, this is an area that many authorities seem to be struggling with.

Long serving practitioners may remember the Single Capital Pot guidance, which highlighted the need for an effective strategic, decision-making group to direct and challenge asset use and forward planning, however, possibly through a reduced focus on asset management, possibly through dwindling resources, some of the more effective governance structures we used to see have significantly diminished.

So what do we need to do?

This event will look at the strategic coordination for asset management and wider property services. It will question the need and terms of reference for strategic groups, different governance approaches, decision-making and delegations. We will also question where property functions should sit within the overall organisation, which structures tend to be the most popular together with the strengths and potential weaknesses of each approach.

Tuesday	02 June 2020	London
Wednesday	03 June 2020	Bury St Edmunds
Thursday	04 June 2020	Nottingham
Tuesday	09 June 2020	Darlington
Wednesday	10 June 2020	Wigan or Warrington (TBA)
Thursday	11 June 2020	Exeter
Friday	12 June 2020	Droitwich

More programme and speaker details will become available to you nearer the start of the series of events

# Our events for you

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\*Public Sector Members  
only

## ***CIPFA Property Conference 2020\****

***Programme details, speakers and date will become available soon....***

### **Here's what some of the attendees thought of the CIPFA Property 2019 Regeneration Conference**

"I just wanted to drop you a quick message to say thank you for hosting an amazing conference. Yesterday's event was thoroughly inspirational, I came away with a renewed enthusiasm to make some of those things I heard and saw yesterday, a reality in little old Fenland.

It was fantastic to see and hear from colleagues across the country who are blazing a trail with innovative regeneration schemes (Birmingham City Council) or simply utilising existing powers and funding in a cohesive way (Salford/Altrincham) to deliver positive outcomes for their residents and businesses.

I've referenced above three of the many standout presentations, but it was also great to hear from the likes of James Brokenshire MP & Lord Adonis, whose speech (party politics/Brexit opinions aside!) was really inspirational and thought provoking.

Once again, well done to you all, a really slick, well organised conference which was a credit to your organisation."

#### **Justin Wingfield MRICS, Head of Business & Economy, Fenland District Council**

"I thought the conference was excellent, by the way. It was a very long day, and quite a journey for me to get there as things turned out, but most definitely worth the effort. Probably like many delegates, I could have chosen any number of the workshop sessions, and in an ideal scenario, would probably have opted to attend at least half of those on offer had this been possible. This probably serves as testament to the quality of the available selection more than anything else. Please let me know if you are planning a similar event next year."

#### **Michael Phelan BSc MRICS, Investment Manager, Scarborough Borough Council**

# SAN Members additional offers

- **Value for Money Property Services Benchmarking Exercise**
- **Limited FREE Structures Health Check for Asset Management**
- **FREE Self-assessment checklist** enabling you to evaluate Asset Management skill and competency gaps in your organisation
- **Eligible for discounts** off our Condition Survey and Fire Risk Assessment services as well as our AssetManager.NET software

As a special offer for SAN members we are offering a **50% discount off our VFM Property Services Benchmarking exercise.**

The normal cost would be £1,500 plus VAT but we are offering this at £750 plus VAT if taken up at the same time as SAN membership for 2019/2020.

The Benchmarking has been running since 2011/12 and covers the following areas:-

1. General Information
2. Strategic Asset Management
3. Management of property data
4. General Estate Management Functions
5. Property Valuations
6. Design and Construction including Project Management
7. Condition Surveys
8. Management of Maintenance including Compliance
9. Energy Management
10. Management of Investment Property (where applicable)

The resultant report stretches to some 120 pages and incorporates over 100 different graphs and indicators. It also includes averages, top and lower quartiles for every year that indicators have been collected since the start of the exercise.

As an added extra for those opting for the VFM Property Services Benchmarking exercise **we are able to offer a limited number of free structured Health Checks of your Asset Management function**, which draws on the latest guidance and our own nationally recognised expertise. The Health Check can reassure you that your Asset Management policies, structures and approaches are all they should be whilst helping you identify areas of weakness and actions for the future.

The Health Check consists of a visit by one of our experienced asset management staff for 2 -3 hours, working through a standard questionnaire with relevant key staff and providing a summary conclusion comparing your approach to recognised best practice, highlighting areas of strength, weakness and priorities for improvement.

These Health Checks are on a first come first served basis and will be **limited to a maximum of 30 authorities with visits taking place between October 2019 and September 2020.**

**Join the VFM Property Services Benchmarking exercise and book your Health Check today!**

# Benefits of membership for your organisation

The **Strategic Assets Network (SAN)** gives your organisation access to a wealth of benefits:

- **Tapping into expertise:** Access to practical support, ideas and advice from our strategic property experts – we are here to help you solve your problems
- **Putting you in control:** Pre-paid and flexible delegate places to each of the three series of **SAN** events per subscription year which you can use when you like during the membership year to attend SAN events in October, February & June
- **Networking opportunities** with peers and colleagues at the events
- Ability to make **'calls for help'** raise issues and share experiences and approaches with peers in around 175 other Authorities through our dedicated discussion forum
- Access to our dedicated **members only website library** including presentations from events, analysis, documentation and copies of Asset Management Plans, Capital Strategies and other documentation
- **Cutting edge:** Access to the latest good practice from other members of the network – bringing you the latest bright ideas
- **On topic:** Our popular news updates and briefings – practically putting in context what is happening around the UK
- **Planning ahead:** Our thought pieces will provide you with a 'heads-up' on what is changing - so you can anticipate change and adapt in good time
- **Saving you time:** more practical tools, templates, processes and standards for you to take away and adapt in your organisation – to save you reinventing the wheel

# How to join

## Subscribe today

Email [san@cipfa.org](mailto:san@cipfa.org) to request the subscription form or download from [here](#) and return via email to [san@cipfa.org](mailto:san@cipfa.org)

## Public sector subscription prices for the SAN

Delegate places indicate the number of pre-paid places to use throughout the membership period at SAN events

Level	Annual subscription	Delegate places*
<b>1</b>	<b>£1,125 + VAT</b>	<b>4</b>
<b>2</b>	<b>£1,645 + VAT</b>	<b>7</b>
<b>3</b>	<b>£1,945 + VAT</b>	<b>10</b>
<b>4</b>	<b>£2,345 + VAT</b>	<b>13</b>

\* Now includes an additional delegate place with the option to use this to attend the CIPFA Property Conference 2020 or at the usual SAN series of events

## Private sector subscription prices for the SAN

Delegate places indicate the number of pre-paid places to use throughout the membership period at SAN events

Level	Annual subscription	Delegate places
<b>1</b>	<b>£1,495 + VAT</b>	<b>3</b>
<b>2</b>	<b>£2,495 + VAT</b>	<b>6</b>
<b>3</b>	<b>£3,295 + VAT</b>	<b>9</b>
<b>4</b>	<b>£3,795 + VAT</b>	<b>12</b>

## About CIPFA Property

With over 25 years of experience supporting local authorities around the UK under our belt, we like to think we have touched upon the lives and work of most public sector property professionals and organisations who know of the wider Institute and what it represents.

Alongside the Institute's role as the custodians and originators of prudent financial management guidance, at CIPFA Property we seek to support the public sector in delivery on its adherence to such guidance by shining a light on best practice in a property context. Whether looking at pressing issues of the day or indeed more perennial issues that need regular attention, we deliver conferences, networks, consultancy, training, surveys and software that show our members and clients what 'best' looks like.

Across CIPFA we tackle the challenges facing the public sector by shaping the big picture and the detail of how to make things work, through both theory and practice. We lead the way in public services globally through strong principles and standards and we build on our insight to influence the legislation and frameworks that drive decision making.

We are at the forefront of briefing the public sector on forthcoming changes within Asset Management and the wider aspects of Property Services provision and continue to work closely with many government and leading professional agencies and partners to inform and influence asset planning policies and good practice in property management within the public sector.



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[www.cipfa.org](http://www.cipfa.org)

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