WEST LOTHIAN COUNCIL

CORPORATE ASSET MANAGEMENT STRATEGY AND GENERAL SERVICES TEN YEAR CAPITAL INVESTMENT STRATEGY 2023/24 TO 2032/33

REPORT BY HEAD OF FINANCE AND PROPERTY SERVICES

A.   PURPOSE OF REPORT

The purpose of this report is to set out a Corporate Asset Management Strategy and a ten year Capital Investment Strategy for 2023/24 to 2032/33 for consideration by Council.

B.   RECOMMENDATIONS

It is recommended that Council:

1. Notes the requirements of the updated CIPFA Prudential Code, as set out in section D.3;
2. Approves the Corporate Asset Management Strategy as set out in Appendix 1;
3. Approves the projected resources for the period 2023/24 to 2032/33 as set out in section D.6 and in Appendix 2;
4. Approves the proposed general services ten year capital investment strategy for 2023/24 to 2032/33, as set out in Appendix 3;
5. Notes the outcome of the Integrated Relevance Assessment as set out in D.8;
6. Approves the proposed governance arrangements, as set out in section D.10.

C.   SUMMARY OF IMPLICATIONS

I	**Council Values**	Focusing on customers' needs, being honest, open and accountable, making best use of our resources, working in partnership.
II	**Policy and Legal (including Strategic Environmental Assessment, Equality Issues, Health or Risk Assessment)**	The council's General Services capital programme is managed within the stringent requirements set out in the updated Prudential Code.
		The integrated approach to asset management and capital planning complies with the provisions of the Prudential Code, the Best Value requirements in the 2003 Local Government (Scotland) Act and with Sections 78, 79 and 236 of the Local Government (Scotland) Act 1973.
		Risks in relation to the capital programme will be identified and managed in accordance with the council's corporate approach to risk.
		Strategic Environmental Assessments will be carried out for individual projects as required.
III	**Implications for Scheme of Delegations to Officers**	None.

IV	**Impact on performance and performance indicators**	Effective capital implementation and asset management is vital to supporting corporate and service performance.
V	**Relevance to Single Outcome Agreement**	Effective prioritisation of capital resources will be essential to achieve key outcomes in future years, particularly as resources are constrained.
VI	**Resources (Financial, Staffing and Property)**	An assessment of potential resources indicates that a prudent, affordable and sustainable capital investment programme for 2023/24 to 2032/33 is estimated to be £280.652 million.
VII	**Consideration at PDSP**	The approach to asset management and the ten year capital programme was presented to the Corporate Policy and Resources Policy PDSP on 26 January 2023. The panel noted the approach and no changes were suggested.
VIII	**Other consultations**	Preparation of the 2023/24 to 2032/33 capital programme has involved consultation with Depute Chief Executives, Heads of Service, asset lead officers and capital project managers.

D. TERMS OF REPORT

D.1 BACKGROUND

At the Council budget setting meeting on 15 February 2022, it was agreed that officers develop a new ten year capital programme and an updated corporate asset management strategy. There has been a substantial reduction in capital grant funding and, as agreed, a full-scale review of the capital programme has been undertaken for the ten year period 2023/24 to 2032/33. Compared to the previously agreed ten year capital programme, the total investment for the new ten year capital programme is 32% less, with core funded investment approximately 46% less. A key consideration has been to maximise resources from other areas such as capital receipts and council holdings and to consider options to reduce the requirement for asset related expenditure, for example by rationalisation or transfer of assets.

The approach to developing the long term capital investment programme has followed the council's established and successful approach, which is based on an assessment of capital resources available, development of Strategic Outline Business Cases (SOBCs) and a robust options appraisal process.

This report sets out the proposed ten year General Services Capital Programme for 2023/24 to 2032/33. The programme will allow the council to maintain and develop best value provision of services through asset management planning.

D.2 2018/19 TO 2022/23 GENERAL SERVICES CAPITAL PROGRAMME

The current ten year General Services capital programme, for 2018/19 to 2027/28, was approved on 13 February 2018. Over the first four years of the capital programme, there has been £220.619 million of capital investment across West Lothian which has delivered significant improvements in services and assets over the period.

The period 9 monitoring exercise indicates that the projected outturn for the 2022/23 General Services capital programme is £70.135 million, assuming there is slippage of £4 million between now and the year end. This represents slippage of £2.725 million compared to budget.

In line with established accounting practice, any slippage or acceleration in the current year projects will be rolled forward into the revised programme. An updated programme, incorporating all acceleration and slippage, will be presented to Council Executive for approval in June 2023. A summary of the committed and projected asset expenditure for 2022/23 at month 9 is shown in table 1.

Table 1: 2022/23 Period 9 Committed & Projected Asset Expenditure

Asset Category	2022/23 Approved Budget £'000	Committed Expenditure at Month 9 £'000	2022/23 Projected Outturn £'000	2022/23 Projected Variance £'000
Property	50,329	43,398	50,189	(140)
Roads	12,158	7,201	9,865	(2,293)
Open Space	8,167	4,580	7,744	(423)
ICT	6,206	3,549	6,337	131
	76,860	58,728	74,135	(2,725)
Remaining Overprogramming	(4,000)	N/A	(4,000)	0
TOTAL	72,860	58,728	70,135	(2,725)

D.3 THE PRUDENTIAL CODE

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) controls capital spending in a system based on self-regulation by authorities. The key objectives of the Prudential Code are to ensure that capital expenditure plans are affordable, external borrowing is prudent and sustainable and that treasury management decisions are taken in accordance with professional good practice. The Prudential Code requires the council to set a number of prudential indicators for the forthcoming three years.

The Treasury Management Code of Practice and Prudential Code requires councils to prepare a Capital Strategy. The updated Capital Strategy for West Lothian Council for 2022/23 to 2027/28 was approved by Council on 15 March 2022. The strategy sets out the outcomes and activities to be undertaken to implement the strategy, as well as the performance indicators used to monitor delivery. The annual review will be undertaken and reported to Council for approval on 14 March 2023

Following a the review of the Prudential Code for Capital Finance in Local Authorities (2017) (Prudential Code), new editions of the Treasury Management and Prudential Code were issued on 20 December 2021. The 2021 Prudential Code applied with immediate effect, although authorities were able to defer introducing revised reporting requirements, which include changes in capital strategy, prudential indicators and investment reporting until financial year 2023/24. The council's asset management strategy, capital investment strategy and governance arrangements fully comply with the Prudential Code.

D.4 CORPORATE ASSET MANAGEMENT STRATEGY

D.4.1 Asset Categories

Continuing with established practice, the corporate asset management strategy is grouped into six asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)
- Housing
- Fleet

The housing asset category is covered by the housing capital and revenue programmes which were agreed by Council on 7 February 2023. Officers have reviewed best practice for procuring vehicles and have determined that leasing continues to represent best value for the procurement of vehicles. As such, procurement of fleet has not been considered as part of the general services capital programme.

D.4.2 Overall Vision

The vision of the corporate asset management strategy is:

"Managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit."

To help achieve this vision, each asset category will continue to have its own asset management plan. The asset management plans will be reported to relevant PDSPs for consideration following agreement of the overall asset strategy and capital investment strategy for the period 2023/24 to 2032/33.

Asset management provides appropriate structures and governance arrangements to ensure the council's assets are effectively and efficiently utilised to support service delivery. Due to constrained financial resources, it is important that these resources are prioritised to ensure investment has the most positive impact for the community. The Corporate Asset Management Strategy helps to demonstrate best value, continuous improvement, good performance management, partnership working and sustainable development.

D.4.3 Asset Management Strategic Outcomes

To demonstrate efficient and effective asset management, there are eight asset management strategic outcomes which are:

- Compliance
- Condition
- Suitability
- Sufficiency
- Utilisation
- Accessibility
- Sustainability
- Annual Performance Reporting

The Corporate Asset Management Strategy is attached in Appendix 1 of this report.

D.5   APPROACH TO CAPITAL STRATEGY

D.5.1 Asset Categories

As noted above, the General Services capital investment strategy will group investment into four asset categories:

- Property
- Roads and Related Assets
- Open Space
- Information and Communication Technology (ICT)

Property Assets

Property assets are essential to supporting the services delivered by the council. Managing these assets is a structured process which seeks to ensure best value for money and improved performance in meeting strategic needs.

West Lothian Council currently has a property portfolio of 1,005 properties.

- Operational Properties – properties which directly support council service delivery, for example schools, service centres and partnership centres, including properties operated by West Lothian Leisure. There are 267 operational properties.
- Non-Operational Properties – properties which are used to stimulate economic development and provide the council with a stable income stream. There are 738 non-operational properties.

The proposed investment in property assets covers a wide range of capital works, including essential statutory compliance, as well as the maintenance of front line buildings such as schools, partnership centres and care homes. As part of the process, it has been crucial to determine the investment required to support statutory priorities in addition to honouring legal commitments. Given the severely restricted resources, it will be necessary to rationalise the number of assets as the council does not have sufficient revenue and capital budgets to maintain the current number of property assets in appropriate condition.

Roads and Related Assets

The road and footpath network is the council's largest and most observable asset. The network includes roads, footpaths, street lighting, bridges, flood prevention and road casualty reduction schemes. As it is a visible part of the asset portfolio, adequate maintenance is essential to ensuring the existing infrastructure continues to support West Lothian.

As there are limited resources, maintenance is being prioritised to restrict, as far as possible, any decline in road condition. The aim of the road's capital programme is to provide a quality, safe, well maintained and sustainable network, helping to generate and promote growth in business, leisure and everyday living in West Lothian.

Open Space Assets

West Lothian's urban settlements and villages contain a full range of open space provision including country parks, public parks, formal sports provision, amenity green space, play areas, green corridors and semi-natural spaces. Assets maintained by the council include:

- Three country parks
- 2,600 hectares of open space and countryside land
- 104 urban parks
- 33 cemeteries and churchyards
- 18 war memorials
- 396 play assets including play areas, ball courts, skate parks and outdoor gyms.
- 100 hectares of woodland
- Seven sites of special scientific interest

The aim of this element of the capital programme is to provide fit for purpose open spaces that support high quality service delivery and meet the needs of our communities, whilst minimising costs and future liabilities.

Information and Communication Technology (ICT) Assets

West Lothian owns and uses a significant range of ICT assets which are essential to support council services. These include:

- Data centre facilities
- Communication lines and network equipment
- 126 physical servers supporting 766 virtual guest servers
- Approximately 27,000 access devices, desktop/laptop, phones, printers and smart devices
- 38,000 user and email accounts
- 250 Tera-Byte of data storage
- IT network infrastructure in 160 council/partnership properties

The ICT capital programme aims to make efficient, effective, economical and ethical use of the council's ICT assets to support the council's strategies, service delivery and modernisation.

D.5.2 Prioritisation Process

The agreed approach to asset management and capital investment is as follows:

- Estimate overall available resources
- Prepare SOBCs for potential capital investment
- Consider all potential investment
- Scoring of SOBCs to facilitate a prioritisation exercise using the agreed methodology
- Use of the above information to help prepare a recommended capital programme for consideration by elected members

D.5.3 Strategic Outline Business Cases

The utilisation of business cases is an essential element of effective capital planning in West Lothian. The format of SOBCs has been reviewed as required over the years to reflect recommendations by the Audit, Risk and Counter Fraud Unit on best practice as well as change in circumstances. Integrated relevance assessments are completed as part of this process and integrated impact assessments carried out if necessary.

As capital resources are constrained, investment proposals must be assessed, planned and programmed to deliver key corporate priorities and outcomes. SOBCs will continue to be an essential tool in ensuring information is available to support all investment proposals. Each SOBC includes sections on strategic context, investment options, financial and supporting information and contribution to council priorities and the Local Outcome Improvement Plan (LOIP). SOBCs are required for all capital investment including existing projects, asset maintenance, prudential investment and potential new projects.

D.5.4 Option Appraisal Framework

The previously agreed and robust approach to option appraisal has been utilised, incorporating current circumstances. This ensures that capital investment supports delivery of council services and improving outcomes. The option appraisal framework includes consideration of the type of investment, the non-financial benefits, the impact on service delivery and relevant financial details.

Prudential investment proposals are self-financing and are funded from revenue savings or developer contributions. Due to the investment being self-financing, prudential investment can be considered as and when proposals are identified and officers continuing to explore options on an ongoing basis.

D.5.5 Summary of Approach

The approach undertaken to develop new capital investment proposals is in line with the approach that had been adopted for the current capital programme. SOBCs were prepared for each asset category following consultation with services, for potential capital investment for 2023/24 to 2032/33. Asset Lead Officers then reviewed and undertook scoring of the SOBCs to allow prioritisation of the bids for capital investment. The scoring of the SOBCs was based on the following categories

- Non-Financial Considerations (statutory and regulatory compliance, core asset management performance, demographic need for investment, sustainability and the environment).
- Service Delivery (service effect, community demographics and achievability).
- Corporate Priorities.
- Financial Assessment (revenue consequences, whole life costs, prudential borrowing/affordability risk).

It is recognised that this process is an aid to decision making for officers and elected members rather than a definitive and absolute method of arriving at ranking for investment decisions, particularly as resources are constrained.

D.6   PROJECTED CAPITAL RESOURCES FOR 2023/24 TO 2032/33

Projected capital resources over the next ten years are significantly less than the previous ten years. This is due to various factors including constrained capital grant funding from the Scottish Government, reducing availability of capital receipts and reduced revenue resources to support the cost of prudential borrowing. The funding sources for core capital investment are as follows:

- General Capital Grant – this is the capital grant distributed by the Scottish Government to support overall capital investment.
- Specific capital grants for a specific purpose (e.g. Cycling, Walking and Safer Routes and other ring-fenced capital grants). These grants have to be utilised for specific purposes and not general investment.
- Capital Receipts – this is income received from the sale of surplus land and property assets. The receipts are all applied to increase core resources.
- Core Borrowing – core borrowing is the underlying need to borrow for capital expenditure (capital financing requirement) net of receipts, grant income, capital funded from current revenue (CFCR) and other sources of income such as developer contributions.
- Developer Contributions – this is investment that will be funded by developers via the Supplementary Planning Guidance (SPG). In most circumstances, developer contributions are for specific projects, and are therefore classified as external funding. Due to the council previously forward funding some developer funded investment, there are some general resources available for the core programme.
- Capital Fund – the level of treasury management costs in any given year will be influenced by a variety of factors and is likely to fluctuate. For sustainability of capital and treasury activity, the council created the capital fund in 2004/05 which provides a reserve to meet future needs and cover budget fluctuations.

A review was also carried out to consider all potential funding sources. The aim of the review was to determine if any other potential sources of funding could be utilised to maximise the level of funding available to deliver the new capital programme. The review incorporated the following:

- Third Party Funding
- Tax Incremental Financing
- Loans from Local Government Pension Funds
- Local Income Generation Opportunities to Fund Prudential Investment
- Local Asset Backed Vehicles (LABVs)
- Local Authority Bonds
- Sale and Leaseback
- Private Funding/Joint Ventures

The capital funding resources were reported to the Corporate Policy and Resources Policy PDSP on 26 January 2023 and, as noted in that report, the above sources of funding are not being recommended for utilisation at this time. This position in regard to these, and any other potential sources of funding, will be kept under review.

Following a review of all potential opportunities for resources for core investment, the value of a prudent, affordable and sustainable core investment programme for 2023/24 to 2032/33 is £280.652 million.

Resources will continue to be reviewed and phased to reflect both investment requirements and effective treasury management practices. This should minimise the risk of the programme becoming unaffordable, unstainable or imprudent and will help to make sure that use of capital resources and treasury management activities represent best value for the council.

Due to the challenging financial position, material changes to proposed resources will not be able to be accommodated by additional borrowing. Any material change would therefore result in the projected capital programme becoming unaffordable, meaning compensating reductions to the programme would be required.

The phasing of the resources over the ten year investment period is set out in Appendix 2 of the report.

D.7 GENERAL SERVICES CAPITAL INVESTMENT STRATEGY 2023/24 TO 2032/33

D.7.1 Overall Capital Investment

Based on the agreed approach to asset management and capital investment, the total proposed investment for the ten year period 2023/24 to 2032/33 is £280.652 million. This is split between core funded investment of £208.417 million and externally funded investment of £72.235 million. The proposed investment by asset category is as follows:

Asset Category	2023/24 to 2032/33 Budget £'million
Property	**165.690**
Core Investment	110.919
Externally Funded	54.771
Roads and Related Assets	**64.498**
Core Investment	52.498
Externally Funded	12.000
Open Space	**28.464**
Core Investment	23.000
Externally Funded	5.464
ICT	**22.000**
Core Investment	22.000
Externally Funded	0
Total Indicative Investment	**280.652**

Capital investment can be allocated into three categories – projects, block budgets and strategic block budgets.

Projects
This includes large scale projects to build, extend or substantially improve named assets out with planned maintenance or strategic budgets. Examples include the extensions to primary schools, partnership centres, multi-use games areas (MUGAs) and synthetic turf pitches. Projects will be phased for each individual year up to 2032/33.

Block Budgets
Block budgets such as planned improvements and cyclical investment are detailed and identified to individual project level, where possible, and phased accordingly for the period 2023/24 to 2025/26. Block budgets will then be shown as phased, but not shown as individual projects, for 2026/27 and 2027/28. The remaining budget will then be classed as a strategic budget.

The allocation of block budgets to individual projects for financial years 2023/24 to 2025/26 has been undertaken by asset lead officers on a needs basis to ensure that the council has appropriate assets for service delivery and attainment purposes.

It is recognised that at this stage is it difficult to estimate the detailed budget allocation for individual projects for the full period and, as a result, it should be emphasised that these budgets will be subject to review on an annual basis. In addition, given the budget constraints, asset lead officers will be required to manage the overall block budgets in addition to identified projects, therefore any variations to costs will need to be closely monitored and met within approved overall block budget allocations. Where a material change has been identified for a project, whether this be scope of works or increased costs, opposed to minor budget variations, approval by Council Executive will be required prior to the change being implemented.

The summary level allocations have been based on asset condition information incorporating officer knowledge and experience of the asset areas.

<u>Strategic Block Budgets</u>
Strategic budgets take into account the unpredictable nature of the various types of work carried out within the capital programme. The relevant asset lead officer will allocate these budgets on a needs basis, allowing more flexibility to manage ongoing maintenance activities and smaller value condition works. These budgets will be presented as a single figure for the period 2028/29 to 2032/33. Examples of the strategic block budgets include:

- Property – statutory compliance works
- Roads – road traffic signals, road casualty reduction schemes
- Open Space – cemeteries

As resources are substantially less than previous years, budgets will be reviewed on an annual basis as part of the financial year end process, and may be subject to change as officers seek to achieve the best value from the programme. Asset lead officers will be required to manage the overall block budgets, not just specific projects and any variation to costs compared to the budget will be managed within the overall programme. If a material change is anticipated to actual proposed works, as opposed to minor budget variations, this will then be subject to approval by the Council Executive before the change is implemented.

The proposed capital investment programme is set out in Appendix 3, illustrating the programme by asset category. Further information on the proposed investment for each asset category is provided below.

D.7.2 Property Investment

The proposed investment in property assets of £165.690 million covers a range of capital works, including essential planned improvements and replacements, as well as focussing on the maintenance of front line buildings such as schools, partnership centres and care homes. As part of the process, it has been crucial to determine the investment required to support statutory priorities in addition to honouring legal commitments. The proposed investment in property assets covers the following:

- Statutory Compliance – asbestos management, fire safety risk assessment, control of legionella and accessibility.
- Planned Improvements and Replacements – mechanical and engineering works in schools, communal areas of Social Policy properties and administrative buildings, service centres & partnership centres.
- Estate Wide Planned Improvements – property asset management information programme, essential swimming pool planned programme, door access upgrades etc.
- Externally Funded Projects – school extensions, new schools, capital investment to deliver revenue savings.

At the start of the process there were a number of legally committed schemes and these have been incorporated into the new programme. They include the refurbishment at Eastertoun primary school, Armadale, Single Person Homeless Accommodation, and Assessment Centre and Volunteer Park, Armadale.

There are ongoing investigations in relation to the reinforced autoclaved aerated concrete (RAAC) roofing at St Kentigern's Academy. A report was presented to Council Executive on 7 February 2023 providing an update on the ongoing inspections at St Kentigern's Academy and on the projects at Knightsridge primary school and Windyknowe primary school. In order to mitigate the potential impact a contingency element has been incorporated as part of the programme, however the likely scale of works means it is likely further additional resources will be required.

Statutory Compliance
It is proposed to allocate £15.250 million to statutory compliance. The council is committed to ensuring that all properties are safe, secure, accessible and statutorily compliant. This essential area of expenditure will ensure that the council has in place effective investment that can be directed pro-actively to the main property compliance risk areas of asbestos management, water quality including legionella and mechanical and electrical systems.

Planned Improvements and Replacements
Over the ten year capital programme, proposed investment of £16.731 million will focus on planned improvements and replacements over four categories:

- School Estate
- Service Centres and Partnership Centres
- Social Care Properties
- Tenanted Non-Residential Properties (TNRP)

Given the very limited resource availability, the primary aim of the above budgets will be to improve or replace elements which are in poor condition or have reached the end of their lifecyle. Careful management of these budgets will be required to ensure critical and urgent needs are met.

Under the school estate, the second phase of the toilet refurbishment at St John Ogilvie Primary School is scheduled as well as boiler replacements at Westfield and Springfield Primary Schools. There are also various roofs works planned for the first three years under the new programme including St John the Baptist Primary School, Fauldhouse and Whitburn Academy annex to be undertaken in 2023/24, as well as Linlithgow Academy and Inveralmond High school in 2025/26. Ventilation works at West Calder High School are also scheduled for 2023/24.

Given the challenges of the significantly reduced resources, there have been no specific schemes identified under Service Centres and Partnership Centres, Social Care and TNRP. The limited funds available will be directed towards ensuring that the buildings are preserved in a satisfactory condition corresponding to service delivery requirements.

Estate Wide Planned Improvements
Investment of £5.9 million has been planned for more specific estate wide planned improvements. These will include door access upgrades, below ground drainage upgrades and boundary wall and fence replacements.

Additional Support Needs
The final stage of the new Beatlie Primary School is scheduled for 2023/24. The school will provide the community of West Lothian with a new purpose-built specialist profound support needs school and specialist nursery to support the education of our most vulnerable children. The new school will encompass the latest design features to support the learning of our children who require significant additional support and learning needs.

Learning Estate Investment Programme
The Scottish Government's Schools for the Future Programme focuses on upgrading and developing schools which are fit for purpose and provide an environment which inspires learning. This programme is managed by the Scottish Futures Trust and capital funding is available to local authorities through a bidding process.

Within the programme for 2023/24 to 2032/33, a new primary school at East Calder will be delivered as part of the above programme, highlighting the council's commitment to the education estate. The delivery of the new East Calder Primary School will enable the continued provision of quality facilities for pupils, parents and the wider West Lothian Community. A report was presented to Council Executive on 7 February 2023 summarising the progress to date and noting the proposed delivery timescales. Phase 3 of the Learning Estate Investment Programme has commenced and the council has submitted a bid for a new primary school in Craigshill. If successful, the proposal would see the construction of a new two stream primary school with nursery.

Externally Funded
There are property projects totalling £54.771 million funded from external resources, including projects that will be funded by prudential borrowing and developer contribution funding. Major investment within the school estate is planned over the ten year period, including;

- New non-denominational school in Bangour at £17.450 million.
- School capacity extensions, including Livingston Village, Pumpherston and Uphall Station community, Calderwood, and St Paul's primary schools.
- Extension to increase capacity at West Calder high school.

D.7.3 Roads and Related Assets

Proposed roads and related assets investment will concentrate on key infrastructure assets such as roads, street lighting, bridges, footways, flood prevention, traffic signals and road casualty reduction schemes. The total investment in roads and related assets is £64.498 million for the period 2023/24 to 2032/33.

Roads and Footways
Proposed investment of £17.790 million over the ten year period will aim to manage as far as possible, any deterioration in the condition of the council's roads and footways. The road network requires a planned, long-term programme of investment. As a result of reduced resources, the proposed funding will be geared towards a managed and risk based strategy, giving rise to more reactive maintenance. This will ensure that the council meets its duty set out under the Roads Scotland Act 1984 to maintain a safe road network.

Flood Prevention and Drainage
There will be investment of £3.938 million under this category. Resident consultations at Liggat Syke and at New Holygate and Parkwood Gardens have highlighted a risk of flooding in these areas. Investment will reduce the potential for flooding which will, in turn, reduce the risk of damage to properties, roads and related assets and mitigate any disruption to service provision throughout Broxburn. Resources will also be used to ensure compliance with the requirements of the Reservoirs (Scotland) Act 2011 at Beecraigs Reservoir.

Road Lighting
Road lighting comprises all roads and pedestrian crossing lighting, assisting traffic and public safety. Road lighting also has a wider social role in helping to reduce crime and can contribute to the commercial and social use of town centres. Ongoing investment in street lighting LED replacement will reduce energy consumption whilst reducing the councils CO2 emissions. The proposed investment of £15.970 million over the ten year period 2023/24 to 2032/33 will cover maintenance of street lighting, traffic signals improvements and road traffic signs.

Structures and Transportation
At present, there are 592 council owned bridges and footbridges and 136 retaining wall sections within West Lothian. Planned investment of £12 million will allow for lifecycle maintenance works to be undertaken, ensuring the long term durability of the bridge stock so that the structures reach their design life, as well as ensuring compliance with legislation. Furthermore, under the new programme, there is proposed investment of £2.8 million towards improving road casualty reduction schemes, maintaining disabled persons parking and resurfacing of school playgrounds and parking.

Externally Funded Investment

Grant funding of £8.1 million is anticipated for cycling, walking and safer routes (CWSR) projects over the ten year period. The Scottish Government have also confirmed a further three years funding for Place Based Investment, which will used to accelerate delivery of community led regeneration, community wealth building and town centre revitalisation.

D.7.4 Open Space Assets

Open spaces are an essential part of West Lothian's heritage and infrastructure, creating the landscaping character of villages and towns as well as providing assets which encourage and facilitate health and wellbeing. Proposed investment in open spaces is £28.464 million which will ensure statutory compliance and sustain asset condition.

The proposed programme includes the sustainable management of the council's trees and woodlands, management of landscaped areas, play areas and the maintenance of multi-use games areas (MUGAs), kick pitches and skate parks.

Open Space and Sport Facility Projects and Planned Improvements

Core Investment of £12.961 million is proposed. Over the last two years, the number of visitors to the country parks in West Lothian has doubled and, as a result, deterioration of park infrastructure has accelerated. This investment will allow for the majority of the infrastructure to be maintained in a fit for purpose condition, though it is also recognised that the more remote footpaths will adopt a more risk based strategy.

Children's Play Areas

Investment of £3 million will ensure that children continue to have access to well maintained and safe play areas, by preserving or upgrading play areas to a fit for purpose standard. At present 25% of the play areas in West Lothian are within 500 metres of another play area. Given the budget constraints, investment will be prioritised whilst still maintaining council policy of having a play area within 500 metres of every child's home.

Synthetic Turf Pitches

Over the ten year period, proposed investment of £1.4 million will repair, maintain and replace existing synthetic turf pitches over 14 secondary school locations.

Cemeteries

For 2023/24 to 2032/33, investment of £2 million will cover maintenance of general cemetery infrastructure, including new foundation strips for headstones, maintenance of roads and footpaths, and headstone stabilisation. The funds will also be used towards the maintenance of waiting rooms to ensure they are kept in a for purpose condition.

Externally Funded

As part of the Section 75 planning agreement, the council receives developer contributions towards children's play areas, installation of public art and cemeteries. Over the course of 2023/24 to 2032/33 external funding of £3.083 million will be allocated to the following:

- £1.2 million for the provision of children's play areas
- £783,000 for public art projects
- £1.1 million towards cemetery extensions

As well as the resources from developer contributions, the Scottish Government has confirmed funding for 2023/24 to 2025/26 for the renewal of play parks. There is also Scottish Government funding in relation to the recycling improvement, which is supporting changes to twin stream recycling.

D.7.5 ICT Assets

Proposed ICT investment will contribute to statutory compliance, sustain asset condition and sustain and improve capability. For the period 2023/24 to 2032/33 core resource of £22 million is proposed and represents investment across several layers of ICT infrastructure.

Corporate and Modernisation
Investment of £13.888 million is proposed under the corporate and modernisation heading. As a result of the limited resources, and in order to safeguard against the unpredictable nature of ICT assets, a budget of £4 million is proposed for the replacement of devices that fail unexpectedly. This will reduce the risk of loss of service across the council. There is a planned budget of £1.3 million for client devices as well as a combined budget of £2.426 million for central server refresh and storage refresh.

School Investment
Under school investment for ICT assets, there is proposed investment of £8.112 million over the ten year period. This will include client device refresh, which includes laptop and desktop devices used by staff and pupils, and local area network refresh which allows connectivity of client devices within a building. This investment is an integral part of the school estate at supporting outcomes including improving attainment.

D.8 INTEGRATED RELEVANCE ASSESSMENT

Assessing impact is a key part of the public sector's decision making process. It is important in developing any proposal or policy to understand the needs of different groups and the potential barriers they may face. Integrated Impact Assessment (IIA) is a mechanism which enables the council to consider the needs/barriers and identify any adverse impacts on different groups. Consultation with relevant individuals and groups/representatives is required and it enables the council to:

- Develop appropriate policies and practices based on evidence.
- Prevent or mitigate negative impacts.
- Be more transparent and accountable.
- Meet the council's legal requirements in terms of equality, human rights, socio-economic disadvantage and child poverty.

Following the key principles of relevance and proportionality within the Equality Act 2010, Integrated Impact Assessments (IIA) of policies and decisions of the council is a requirement of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. In addition, the Fairer Scotland Duty, part 1 of the Equality Act 2010 places a legal responsibility on the council to pay due regard to how it can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.

The council has mainstreamed integrated impact assessment into the budget setting process. The assessments enable the council to identify impacts and to consider and develop mitigation measures. They are intended to inform the decision-making process by making all relevant information available and not to prevent decisions being taken and implemented. This process also provides the opportunity to identify and highlight positive impacts.

If during the relevance assessment it is determined that there are issues or concerns in relation to equality, human rights or socio-economic disadvantages then a full Integrated Impact Assessment will be required. In general, if there are two or more factors highlighted in either the equality or socio-economic disadvantage sections of the relevance assessment form, then a full assessment (stage two) will be required as it indicates that impacts and/or areas for concern have been identified that require further investigation. It is important to note that a review of the screening process can be actioned at any time, especially if new information becomes available or unforeseen consequences arise, therefore projects will be kept under review as they develop.

The integrated relevance assessments indicate that full integrated impact assessments are not required at this point.

D.9   OTHER FACTORS

The updated Prudential Code requires the council to take into account a number of factors when agreeing capital expenditure plans.

<u>Affordability, Prudence and Sustainability</u>
In overall terms, I would assess that the ten year capital programme for 2023/24 to 2032/33 is affordable. The revenue implications are incorporated within the revenue budgets for 2023/24 to 2027/28 and loan charge projections continue to indicate that the capital programme is prudent and sustainable. All aspects of the programme are geared to securing best value however it may be necessary, on occasion, to re-phase budgets for operational reasons or to ensure best value.

<u>Best Value</u>
The council has continued to build a resilient culture of effective planning and governance, with strong evidence to demonstrate how the council meets defined best value characteristics. The council's Best Value Framework has ensured that the council complies with the provisions contained within the Local Government in Scotland Act 2003. The 2003 Act requires the council to:

- secure best value in the performance of its functions;
- balance the quality and cost of the performance of its function and the cost of council services to service users;
- have regard to efficiency, effectiveness, economy and the need to meet equal opportunity requirements in maintaining that balance;
- fully discharge its duty to secure best value in a way which contributes to the achievements of sustainable development.

An updated Best Value Framework was approved by Council Executive in February 2022. The delivery of the capital programme will be undertaken in compliance with the Best Value Framework.

The methodology adopted by the council to integrate capital planning with asset management ensures best value is at the forefront of the development process when the programme is being developed. In addition, all aspects of the delivery of the capital programme and asset management strategy is geared to securing best value. The objective of the integrated approach is to ensure the deployment of fit for purpose assets that support service delivery and targets capital investment where benefits can be maximised. The asset management and capital programme will ensure that resources are appropriately allocated to priorities.

<u>Risk Management and Uncertainties</u>
Officers will continue to coordinate work on capital planning and asset management, managing risks and uncertainties through ongoing monitoring and control arrangements. This approach ensures that the focus is on delivery of the capital programme within approved budgets and timescales.

D.10 GOVERNANCE OF THE CORPORATE ASSET MANAGEMENT STRATEGY AND CAPITAL INVESTMENT STRATEGY

The corporate asset management strategy and capital investment programme provide a strategic framework for securing best value in the use of the council's capital resources and asset infrastructure. Governance arrangements are in place to ensure ongoing delivery at operational level. These include;

- a monthly risk-based exercise to monitor progress,
- quarterly monitoring reports to the Council Executive outlining progress and
- reports to Local Area Committees.
- Officers also report to relevant PDSPs on asset management plans for each of the six asset categories.

E.   CONCLUSION

This report sets out for consideration a proposed ten year strategy for asset management and capital investment for the period 2023/24 to 2032/33. The report also highlights the significant challenges encountered in producing a programme within severely constrained resources. Council is asked to approve the proposed Corporate Asset Management Strategy, the projected resources and the General Services Capital Investment Strategy for 2023/24 to 2032/33. If approved, the asset strategy and the capital investment strategy will make a major contribution in facilitating the delivery of the council's priorities.

F.   BACKGROUND REFERENCES

Asset Management Strategy and General Services Capital Programme 2022/23 to 2027/28 – Report by Head of Finance and Property Services to Council 15 February 2022

General Services Capital Investment Strategy 2022/23 to 2027/28 - Update – Report by Head of Finance and Property Services to Council Executive 22 June 2022

Appendices/Attachments: Appendix 1 – Corporate Asset Management Strategy 2023/24 - 2032/33
Appendix 2 – Projected Capital Resources for 2023/24 to 2032/33
Appendix 3 – General Services Capital Investment Strategy 2023/24 to 2032/33

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Head of Finance and Property Services
21 February 2023

Corporate Asset Management Strategy

2023/24 to 2032/33

West Lothian Council

Contents

1   Overview

1.1   Foreword

West Lothian Council stands proudly at the forefront of strategic public sector asset management. This latest version of our Corporate Asset Management Strategy continues to reflect industry best practice, builds upon our past successes and looks to the future, confident that council priorities will be supported through our vision of "managing assets efficiently and effectively to support the achievement of corporate priorities and to ensure that resources deployed in their management have maximum benefit".

This strategy builds upon a comprehensive framework that is already well established and organisationally engrained to ensure the achievement of this vision whilst demonstrating best value, continuous improvement, robust performance management, partnership working and sustainable development. It also summarises the priorities and outcomes for all council asset categories, ensuring they are managed consistently as corporate resources.

As with all public services, West Lothian Council is facing severe financial pressures. It is therefore essential that the services we provide have the greatest positive impact on the people, families, communities and businesses of West Lothian. This Corporate Asset Management Strategy provides a clear and consistent framework that ensures any investment in our assets supports essential services to meet the council's priorities.

This strategy advocates the key role that effective asset management governance has in supporting and enabling the council to continue to deliver quality services. It also provides a framework for prioritising investment in essential strategic asset provision.

Councillor Lawrence Fitzpatrick
Leader of the Council

Graham Hope
Chief Executive

1.2 Context

West Lothian Council exists to deliver important public services to our customers and to meet the ever-changing needs of our communities. Our assets are the key means by which we deliver those services and meet those needs.

Given the constrained availability of resources, it is vital that our assets continue to be reviewed and have their performance measured to ensure they remain fit for purpose. In addition, we must also consider why we are holding each asset and consider what that asset brings to the organisation. This will ensure available investment is targeted in the most effective areas and that our asset base continues to evolve in response to changing operational needs.

After staffing expenditure, costs associated with the maintenance and ongoing provision of assets represent the second highest element of revenue expenditure in local government. In addition, the majority of capital investment is focused on delivering and maintaining council assets. This brings with it a responsibility for ensuring resources are appropriately allocated to priorities through robust asset management principles.

Audit Scotland, the Chartered Institute of Public Finance and Accountancy (CIPFA) and industry best practice all recommend that local authorities should have robust asset management planning processes and long term investment strategies in place. This ensures assets are properly managed and monitored whilst providing a structured framework to support effective investment decision-making.

West Lothian Council adopted a corporate approach to asset management planning in 2007. Our Corporate Asset Management Strategies for 2013/14 to 2017/18 and 2018/19 to 2028/29 built upon that initial approach. This latest strategy for 2023/24 to 2032/33 is the next evolution in improving the management of our corporate assets.

By being at the forefront of effective and efficient asset management, the council already has in place a robust investment options appraisal framework and strategic business case process that has successfully supported the prioritisation of capital investment plans directly linked to council priorities. All asset investment decisions are considered within an overall systematic appraisal system that uses Strategic Outline Business Cases (SOBCs) to ensure decisions align with strategic priorities, outcome and performance requirements, fiscal responsibility and asset management best practice.

The current financial conditions faced by all local authorities in Scotland are extremely challenging and the projected increase in costs due to inflationary

pressures, coupled with West Lothian's growing population, mean there will be significant pressures on what the council can afford to spend on assets and local services. To ensure that West Lothian continues to be a great place to live, work, visit and do business, agreed council priorities ensure that investment in service delivery has the biggest and most positive impact on our communities.

The council's assets are critical in supporting service delivery across our communities and they underpin all of the council's corporate priorities. An integrated Corporate Asset Management Strategy and associated capital planning framework are therefore essential to ensuring we achieve our priorities.

1.3   Strategy Development

The priorities set out in this Corporate Asset Management Strategy have been identified following consideration of the West Lothian Community Planning Partnership Single Outcome Agreement (The WLCPP SOA), which has been adopted by all community planning partners and endorsed by the Scottish Government.

A number of the priorities identified in the WLCPP SOA inherently require the provision of good quality public assets to support their achievement. This Corporate Asset Management Strategy has therefore been designed to support the achievement of the outcomes identified in the WLCPP SOA.

At a corporate level, the council's Corporate Plan 2023/24 to 2027/28 will reflect the views expressed by our various stakeholders following the Your Council Your Say public consultation that took place in 2022. The corporate priorities in the Corporate Plan will continue to influence and inform the asset management for the next five years and the strategy will evolve to take account of any changes to the priorities.

The adopted West Lothian Local Development Plan 2018, which outlines the planning framework and growth proposals for the West Lothian Area, has also been considered in the development of this strategy and in particular the long-term growth that is predicted will impact on communities and in turn service demand for assets. The council is currently preparing a new Local Development Plan (LDP 2) to replace the existing 2018 version. That new plan will guide future development within West Lothian for a ten-year period starting from when it is adopted, notionally in 2026. Going forward, the council's Corporate Asset Management Strategy will take cognisance of the key issues that emerge from LDP2. This Corporate Asset Management Strategy and the subsidiary individual asset management plans for each asset category reflect current public sector best practice guidance published by the Chartered Institute of Public Finance and Accounting (CIPFA) in the" Guide to Local Authority and Public Sector Asset Management"

This strategy is the cornerstone of the prioritisation process for the council's ten-year capital investment programme and this strategy and the service users have been consulted to identify their priorities.

The approach adopted ensures that the Corporate Asset Management Strategy and the individual asset category management plans will provide a robust and transparent framework for asset planning, governance, decision making, performance management and effective resource deployment in relation to all the council's assets.

1.4 Ownership and Scope of the Strategy

The Head of Finance and Property Services is the owner of the Corporate Asset Management Strategy and is responsible for ensuring effective and efficient asset management at a corporate level. The other key responsibilities held by The Head of Finance and Property Services in relation to asset management are as follows:

- Chair of the Capital and Asset Management Board (CAMB), which is a corporate forum of officers to oversee the operational management of the council's General Services Capital Programme and the management of each asset category and to make decisions and recommendations to the Executive Management Team and Corporate Management Team. The Board includes all asset lead officers and representatives from a range of council services.

- Ensuring asset management planning occurs across all service areas and is compliant with associated statutory requirements, including the need to demonstrate best value.

- Chair of the Community Asset Transfer Officer Board (CATOB), an officer Board that considers, analyses and evaluates community asset transfer applications received by the council and makes a recommendation to the Community Asset Transfer Committee.

- Delegated senior officer for the management of the council's designated Common Good assets.

In support of the Head of Finance and Property Services role, each asset category has an asset lead officer with the following areas of responsibility:

- Preparing asset management plans
- Coordinating business cases for investment
- Performance monitoring and management
- Monitoring resource deployment

Asset lead officers are either Heads of Service or directly report to a Head of Service to ensure that day to day management responsibilities are clear and that delegated

decision making is undertaken at the appropriate level. The asset lead officers are as follows:

Asset Lead Officers	
Asset Category	Responsible Officer
Property	Property Services Manager
Roads and Related Assets	Roads and Transportation Manager
Open Space	NETS, Land and Countryside Manager
ICT	IT Manager
Fleet	Fleet and Community Transport Manager
Housing	Housing Strategy and Development Manager

The Corporate Asset Management Strategy incorporates all physical assets owned and leased by the council, including significant land-based assets such as roads, open space, housing and property, together with all equipment, plant and vehicles. This means that the council invests significant revenue and capital resources in ensuring assets are available to support service delivery. The council's revenue and capital budgets provide resources to support asset management activities and detailed funding information for each asset category is included within the individual asset management plans.

Due to the large and diverse nature of the council's asset portfolio, nearly every citizen, visitor, employee and organisation in West Lothian will have access to the council's assets, whether that be schools, roads and bridges or the council's website. Therefore, further information on target customer groups will be provided in the individual asset management plans.

Governance arrangements for the Corporate Asset Management Strategy are summarised as follows:

Governance		
Group	Governance/Scrutiny Role	Reporting Frequency
Capital and Asset Management Board	• Responsibility for the direction and scope of the Corporate Asset Management Strategy and the six individual asset management plans. • Corporate monitoring of general services capital programme and consideration of variances. • Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). • Oversee the coordination of corporate asset management projects and initiatives.	Quarterly and as required
Corporate Property Asset Management Group	• Management and monitoring of the property general services capital programme including identifying emerging investment needs. • Overseeing project management arrangements that are employed to ensure the successful delivery of property projects, including the identification and management of risks. • Facilitate service liaison on specific property asset projects and general operational property management issues. • Oversee and consider performance management reports in relation to property assets.	Monthly
Roads and Transportation Capital Working Group	• Responsibility for the direction and scope of the Roads and Related Assets Asset Management Plan. • Evaluation and prioritisation of the annual works programme to align with asset management priorities. • Monitoring performance and progress on initiatives relating to the Roads and Other Assets Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.	Monthly

Open Space Working Group	• Responsibility for the direction and scope of the Open Space Asset Management Plan. • Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.	Monthly
ICT Programme Board	• Responsibility for the direction and scope of the ICT Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Responsibility for prioritising investment and ICT projects. • Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan. • Monitoring achievement of benefits from ICT projects to project closure.	Quarterly
Information Management Working Group	• Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management and information security. • Monitoring performance in dealing with freedom of information and data protection requests.	6 weekly
Vehicle/Fleet Users Board	• Responsibility for the direction and scope of the Fleet Asset Management Plan. • Responsibility for identifying and prioritising investment. • Undertaking internal transport reviews and implementing outcomes.	Quarterly
Housing Capital Programme Management Group	• Management and monitoring of the Housing Capital Programme, including identifying and prioritising investment. • Overseeing the coordination of housing projects.	Monthly
Corporate Policy and Resources PDSP	• Consideration of corporate asset management performance reports and individual asset management plan performance reports. • Consideration of asset management and General Services capital programme reports that require decisions by elected members.	Annually/ As Required

Council Executive or Council (as appropriate)	• Approval of Corporate Asset Management Strategy, ten-year General Services capital programme and individual asset management plans. • Approval of General Services capital programme monitoring reports. • Approval of asset management and General Services capital programme reports that require decisions by elected members.	Quarterly/ As Required

2 Council Priorities

The council sets priorities in the Corporate Plan in consultation with the local community, partners, stakeholders and our staff. These priorities represent all the vital activities that the council will undertake in order to achieve better outcomes for West Lothian. The following illustrates where the Corporate Asset Management Strategy will directly contribute or support the delivery of a council priority or enabler.

The corporate plan is currently being finalised and when it is agreed by Council the priorities will be incorporated into the asset management strategy.

Corporate asset management underpins all service delivery throughout the council and the council's priorities and enabling activities are supported by effective and efficient asset management.

The table below indicates how deployment of assets supports the current council priorities. As priorities evolve the table will be updated to reflect this.

Council Priority	Supporting Asset Categories
1. Improving the employment position in West Lothian	**All Asset Categories** – the council's capital investment programme represents a significant level of expenditure in the local economy. This investment therefore supports job creation and retention in our communities.
2. Improving attainment and positive destinations for school children	**Property** – council investment in the condition and suitability of the school estate helps to maintain an effective learning environment. **Roads and Related Assets** – investment in this area ensures safe routes to schools and the maintenance of school playgrounds. **Open Space** – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.

Council Priority	Supporting Asset Categories
	ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment is crucial to enabling positive future destinations.
3. Delivering positive outcomes and early intervention for early years	**Property and ICT** – through the development of early years provision, partnership centres and modernising community properties and ICT assets, the council has an infrastructure in place that facilitates the delivery of services aimed at supporting younger children.
4. Improving the quality of life for older people	**Property, ICT and Housing** – the council's operational property and housing assets include care homes, housing for the elderly, sheltered housing and community facilities that are used by older people. Ensuring these facilities are fit for purpose supports the delivery of services aimed at improving the quality of life for older people.
5. Minimising poverty, the cycle of deprivation and promoting equality	**Property** – property assets that support service delivery are accessible to customers and provide accommodation for services that support those living in poverty. **Open Spaces and Roads and Related Assets** – assets within this category are accessible to those with disabilities. The improvement of open spaces and public areas has a direct link with residents' perceptions of West Lothian and provides diversionary activities for young people. **Fleet** – within this asset category, vehicles are provided to transport clients who have accessibility limitations. **Housing** – the council's housing stock includes houses that are fully accessible for those with disabilities, as well as providing good quality affordable housing for those on lower incomes.
6. Reducing crime and improving community safety	**All Asset Categories** – council investment will sustain and improve community safety through projects such as improved street lighting, road safety improvements and provision of youth facilities to reduce anti-social behaviour.
7. Protecting the built and natural environment	**All Asset Categories** – investment in the council's assets will contribute positively to the built and natural environment of local communities, by continuing to provide valued property, housing, roads and related assets and open space assets.
8. Delivering positive outcomes on health	**All Asset Categories** – maintaining our partnership centres in conjunction with NHS Lothian and other community health partners supports the delivery of services aimed at improving the health of local communities. Community assets advocate physical activity and the provision of good quality open spaces encourages exercise and active recreation.

3   Resources

West Lothian Council is facing unprecedented financial pressures and, as a result, it will be extremely challenging for asset lead officers to ensure that the council continues to have the assets available that are needed to support the delivery of council priorities.

Under the previous ten year capital programme, that was agreed in February 2018, contained total investment of £388.7 million, which was a combination of £238 million in core funded investment and £150 million in externally funded investment. In comparison to the new ten year programme 2023/24 to 2032/33, there is an overall 30% reduction in the resources available.

The reduced availability of resources, combined with the current inflationary price pressures, will present significant challenges for the asset lead officers over the next ten years, Officers will be limited in what they can realistically achieve in terms of improving or sustaining their asset bases over the lifespan of this strategy. It is considered likely that over the ten year period of this strategy there will be asset failures that lead to loss of service and this situation will have to be effectively managed.

The previous Corporate Asset Management Strategies had accompanying resources available to improve the asset base by delivering new facilities or significantly refurbishing existing assets. However, future resources that will be available mean that the focus of the 2023/24 to 2032/33 Corporate Asset Management Strategy must, by necessity, be on rationalising and reducing the number of (non-housing) operational property assets that the council holds.

Where properties are deemed to be vital to service delivery going forward, the available capital resources will be used to ensure those properties are statutorily safe, compliant and, as far as possible, fit for purpose.

4   Strategy Outcomes

The council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. In the current financial climate, it is also important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

The approach to asset management provides structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery.

To ensure the effectiveness of corporate asset management, frameworks have long been established for each asset category. These frameworks include robust decision-making processes, clearly defined responsibilities and priorities for investment which reflect the council's corporate and asset management priorities. In addition, there will

be a number of effectiveness measures, which demonstrate how resources are deployed in relation to asset management.

For efficiency, management frameworks and resource plans will highlight the investment allocated to supporting the council's priorities and asset management activities. This will also ensure that resources are utilised to generate the greatest impact in achieving desired outcomes. Efficiency indicators will analyse the relationship between the level of revenue and capital resources invested in asset management activities and the impact on asset and service performance and how these contribute to the delivery of corporate priorities.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures are monitored for each asset category. Specific performance indicators are in place for individual asset management plans, with a number of strategic outcomes embedded for all asset types. These strategic performance outcomes demonstrate the effective implementation of the corporate asset management strategy and are summarised as follows:

- **Compliance** – ensuring assets comply with statutory and regulatory requirements.
- **Condition** – maintaining assets to a satisfactory condition to support service delivery.
- **Suitability** – ensuring assets are fit for purpose.
- **Sufficiency** – ensuring available assets meet current and expected service demands.
- **Utilisation** – ensuring assets are used to maximum benefit.
- **Accessibility** – ensuring assets are as accessible as possible to all service users.
- **Sustainability** – maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.

4.1 Compliance

Purpose

To ensure assets are safe for use, and support service delivery, assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice standards.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

- Property assets will be regularly inspected and compliance logs retained.

■ Roads and related assets will be inspected to ensure compliance with the Roads (Scotland) Act 1984 and maintain a safe public road network.

■ Efforts will be made to ensure open spaces are compliant with all relevant health and safety and environmental regulations.

■ ICT assets will be maintained to comply with Public Sector Network (PSN) regulations, Public Records Scotland, Freedom of Information and Data Protection Acts. All assets will comply with European safety regulations and disposal will meet the Waste Electrical and Electronic Equipment Directive.

■ Fleet vehicles will comply with all vehicle safety and environmental regulations.

■ Housing assets will be statutorily and regulatory compliant, ensuring they are safe for habitation.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to compliance are:

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicator
Property	• Percentage of buildings with responsible person identified. • Percentage of buildings with up to date compliance log books. • Number of notifiable Health and Safety incidents relating to property asset performance failure. • Percentage of properties with a Fire Safety Risk Assessment updated within the last five years. • Percentage of operational properties with a suitable Legionella Risk Assessment. • Percentage of operational properties and domestic common areas with an Asbestos Register and Management Plan in place.
Roads and Related Assets	• Percentage of road network that is not considered for immediate maintenance treatment.
Open Space	• Percentage of open spaces that do not comply with health and safety legislation.
ICT	• Annual compliance check approved to maintain connectivity to PSN. • Percentage of ICT assets that comply with EU safety regulations.
Fleet	• Percentage of vehicles passing their MOT test first time.

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicator
Housing	• Percentage of houses meeting all Scottish Housing Quality Standards. • Percentage of gas services completed within 12 months of previous service.

4.2 Condition

Purpose

Assets should be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

■ All operational properties will be maintained to ensure they are in satisfactory or better condition, where possible and subject to budget availability.

■ Roads and related assets condition will be regularly monitored and works prioritised to ensure they remain fit for purpose.

■ All open space assets will be maintained to a satisfactory or better condition to fulfil the needs of local communities.

■ ICT assets will be maintained in a satisfactory condition through the application of software updates and the monitoring of hardware performance.

■ Vehicles will be maintained to ensure they are roadworthy and meet legislative requirements, as well as complying with Operators License terms and conditions.

■ Housing stock will meet the Scottish Housing Quality Standard.

Performance

Performance indicators will monitor progress for the life span of the strategy and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to condition are:

Performance – Outcome 2 Condition	
Asset Category	Example Performance Indicator
Property	• Percentage of properties in satisfactory or better condition (statutory performance indicator). • Percentage of gross internal floor area in satisfactory or better condition.

Performance – Outcome 2 Condition	
Asset Category	Example Performance Indicator
Roads and Related Assets	• Percentage of the road network which should be considered for maintenance treatment.
Open Space	• Percentage of open spaces that are rated as satisfactory or better.
ICT	• Percentage of ICT faults that relate to hardware failure. • Percentage of ICT equipment in use after end of lifespan.
Fleet	• Number of vehicles maintained monthly as per schedule. • Average annual maintenance cost per pool car vehicle.
Housing	• Percentage of tenants who are satisfied with house condition. • Percentage of stock meeting the Scottish Housing Quality Standard.

4.3 Suitability

Purpose

Assets that are fit for purpose for current and future service delivery will be more effective in delivering the council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

■ All operational properties will be evaluated and monitored to consider if they are suitable for use.
■ The council will continue to ensure that roads and related assets are suitable for use and fit for purpose.
■ All open spaces will be suitable for their intended use.
■ The performance of ICT will be monitored to ensure they are suitable for their assigned purpose. New projects will be assessed to ensure they do not adversely affect the suitability of existing ICT assets.
■ Vehicles will be provided that support council activities.
■ Housing stock will be evaluated and monitored to ensure it is suitable for use in relation to the Scottish Housing Quality Standard (SHQS), therefore all houses will be suitable for occupation.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to suitability are:

Performance – Outcome 3 Suitability	
Asset Category	Example Performance Indicator
Property	• Percentage of properties that are considered satisfactory or better in terms of suitability (statutory performance indicator).
Roads and Related Assets	• Percentage of lighting columns over 30 years old. • Percentage of bridges failing 40 tonnes loads. • Number of people killed or seriously injured on the road network.
Open Space	• Percentage of residents that feel their local open space is suitable for their needs.
ICT	• Percentage of active network accounts.
Fleet	• There are no performance indicators applicable to measure suitability as bespoke vehicles are ordered on an individual basis to reflect service demands.
Housing	• Scottish Housing Quality Standard modern facilities and services – percentage of stock. • Scottish Housing Quality Standard healthy, safe and secure – number of houses meeting standard.

4.4 Suitability

Purpose

Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to create plans to support service development, as well as identify assets that are underutilised.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

■ Property assets utilisation will match capacity, with assets not sufficient for user requirements or under/over capacity being reviewed.
■ Roads and related assets will continue to reflect the growing population.

- Wherever reasonably practicable and relevant, there will be sufficient provision of open space assets in all communities.
- ICT assets supporting critical business activities will have contingency arrangements to ensure ongoing sufficiency. Methods to ensure maximisation of server processing capacity will be applied.
- The number of fleet vehicles will be sufficient to support effective service delivery.
- Houses will be utilised to the maximum of their capacity within the constraints of tenants' rights.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sufficiency are:

Performance – Outcome 4 Sufficiency	
Asset Category	Example Performance Indicator
Property	• Percentage of properties that are considered satisfactory or better in terms of sufficiency.
Roads and Related Assets	• There are no performance indicators applicable to measure sufficiency of the road network. Through the Local Development Plan process, the council will identify the need for transport infrastructure improvements to ensure the continued sufficiency of the network.
Open Space	• The number of identified communities where there is inadequate open space provision.
ICT	• Percentage utilisation of ICT servers. • Annual percentage of planned business continuity tests completed.
Fleet	• There are no performance indicators applicable as service requirements for vehicles are continually changing.
Housing	• Percentage of vacant mainstream housing (void) properties.

4.5 Utilisation

Purpose

To identify that assets are utilised to their maximum potential in support of the delivery of services. In some asset areas an objective may be to reduce utilisation for alternative service delivery models.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

■ Property assets usage hours will be increased to improve utilisation and support service modernisation.
■ The road network will be managed to minimise deterioration although it is anticipated that deterioration will be faster than with historic funding levels. In terms of street lighting, significant improvement will be achieved through the conversion to LED.
■ Open space assets will be utilised more to focus on maintaining the facility in a "fit for purpose" condition before any improvements are made, improving community engagement to ensure a continuation of Open Space development.
■ ICT asset utilisation will increase by prolonging the lifetime expectance of all hardware assets, whilst continuing to review and rationalise technology though digital transformation programme.
■ The fleet utilisation and fleet numbers will be monitored and rationalised in line with changes to service delivery.
■ Council houses - New council houses are built to reduce demand and increase rent, and to deliver a range of facilities to meet tenant's requirements. Existing stock is upgraded to modernise both exterior and interior to maintain both safety and services.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to utilisation are:

Performance – Outcome 5 Utilisation	
Asset Category	Example Performance Indicator
Property	• Percentage of property utilisation.
Roads and Related Assets	• Roads performance will generally be managed in line with SCOTS / APSE indicators. Existing performance indicators out with the APSE / SCOTS grouping will be reviewed as part of service redesign.

Performance – Outcome 5 Utilisation	
Asset Category	Example Performance Indicator
Open Space	• Percentage of open spaces that are being utilised satisfactorily by members of the public (new performance indicators to be developed).
ICT	• Percentage of services where technology performance meets demand (New performance indicators to be developed).
Fleet	• Fleet utilisation percentage (new performance indicator to be developed).
Housing	• Houses will be maintained or upgraded to ensure their use is safe and secure and meets the needs of individual tenants to maximise utilisation.

4.6 Accessibility

Purpose

To deliver services effectively to all members of the community, assets need to be accessible to everyone, especially those with physical and learning disabilities.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 are:

■ Property assets will be made as accessible as possible within existing constraints, to ensure that all members of the community can access services.
■ The road network, as far as practically possible, will be maintained to ensure it is safe and operational for all users.
■ Open space assets will be made accessible, wherever practical, to all members of the community. The council will ensure that all West Lothian residents can access open space within a reasonable travelling distance.
■ Continued availability of ICT assets, including different forms of digital media, which can enhance accessibility. ICT assets will also support alternative forms of communication, including text phone, email telephony and adaptive web sites.
■ The fleet maintenance facility will be accessible to all services 24 hours per day Monday to Friday and every Saturday morning, with standby cover on Sundays.
■ Council houses will be provided which are accessible and suitable to those with varying needs.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are:

Performance – Outcome 6 Accessibility	
Asset Category	Example Performance Indicator
Property	• Percentage of properties that are considered accessible for the services delivered from them.
Roads and Related Assets	• Number of abnormal loads processed.
Open Space	• Percentage of open spaces that are not classified as openly accessible to all members of the public.
ICT	• Percentage of Service Desk calls answered within 20 seconds. • Number of ICT Service Desk telephone calls.
Fleet	• Percentage of Community Transport customers who rated the overall quality of service as good or excellent.
Housing	• Number of adaptations undertaken to council housing. • Number of accessible houses delivered through the new supply programme.

4.7 Sustainability

Purpose

The council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

Activities

The main activities that will be undertaken between 2023/24 to 2032/33 to achieve continued sustainability of assets are:

■ All assets will be managed and maintained to ensure they achieve or exceed their original designed life expectancy.

■ Property assets will have a positive impact on the environment through the introduction of more energy efficient construction methods, renewable energy installations and energy efficiency measures.

■ To reduce the impact on the environment, roads waste materials from maintenance works will be recycled and low energy equipment will be installed for electrical replacement programmes.

■ The impact of ICT technology on the environment will be minimised by the procurement of energy efficient devices. Assets at the end of their lifecycle will be processed in accordance with the Waste Electrical and Electronic Equipment Directive. In addition, assets will be operated in line with power management policies to minimise energy consumption.

■ The fleet replacement cycle will continue to be at appropriate times with further consideration to be given to use of sustainable modes of transport (e.g. electric vehicles).

■ Housing stock will limit the impact on the environment through the introduction of energy efficient construction methods and implementation of energy efficiency measures to existing stock, including increased insulation, triple glazing and energy efficiency / renewable heating systems.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sustainability are:

Performance – Outcome 6 Sustainability	
Asset Category	Example Performance Indicator
All Asset Categories	• Corporate Carbon Footprint – total carbon emissions (CO_2 tonnes).
Property	• Number of properties with renewable energy generation installation. • Kilowatt hours (KWh) generated from renewable energy installation.
Roads and Related Assets	• Street lighting energy consumption (KWh).
Open Space	• The number of open space projects delivered in the past 12 months to replace equipment or features that did not meet the expected lifespan.
ICT	• Percentage of IT desktop equipment with power management policies.
Fleet	• Total annual CO_2 emissions from transport
Housing	• Scottish Housing Quality Standard energy efficiency – number of houses meeting the standard.

4.8 Annual Performance Reporting

Asset Lead Officers will provide annual asset performance update reports to the Capital Asset Management Board and to the relevant Policy Development and Scrutiny Panel (PDSP) for their respective asset categories. The Property Services Manager will also co-ordinate the preparation of an annual corporate asset performance update report, supported by the other Asset Lead Officers.

Table 2 below confirms which PDSP each annual performance update report will be reported to.

Table 2: Annual asset performance update reports and their corresponding PDSPs

Asset Category	PDSP
Corporate asset performance	Corporate Policy and Resources PDSP
Property	Corporate Policy and Resources PDSP
Roads and related assets	Environment and Sustainability PDSP
Open Space	Environment and Sustainability PDSP
ICT	Corporate Policy and Resources PDSP
Fleet	Environment and Sustainability PDSP
Housing	Housing Services PDSP

5 Activity Themes

A number of activity themes have been identified to support the delivery of more effective and efficient asset management whilst reflecting the need to rationalise and reduce the council's asset base.

5.1 Asset challenge, review and modernisation

Asset lead officers will undertake regular reviews of the assets held within their respective asset categorises. The review will take into consideration why those assets are being held as well as how effectively those assets are performing and how they are contributing to the delivery of council priorities. If it is established that there are assets that are not performing, or where the asset is not contributing towards corporate priorities and where there are more efficient service delivery models that can be identified, the asset should be considered for disposal.

Activity Theme – Asset challenge, review and modernisation	
Asset Category	Example Workstream
All Asset Categories	• Asset Lead Officers will review the assets held within their respective asset categorises, challenging why those assets are being held, how effectively those assets are performing and how they are contributing to the delivery of council priorities.
Property	• Officers will review the council's (non-housing) operational property estate and where it is possible to do so, through utilisation of the whole estate and using modernised service delivery models and revised working patterns, rationalise and reduce the number of operational buildings held in the estate or their operating hours.
Roads and Related Assets	• Officers will review the roads, footpaths, bridges and other infrastructure assets held in this asset category to consider how effectively those assets are performing and how they are contributing to the delivery of council priorities.
Open Space	• Officers will review the open space and country parks assets held in this asset category to consider how effectively those assets are performing and how they are contributing to the delivery of council priorities.
ICT	• Officers will review the ICT assets held in this asset category in conjunction with service areas to consider how effectively those assets are performing and how they are contributing to the delivery of council priorities.
Fleet	• Officers will review fleet assets held in this asset category to consider how effectively those assets are performing and how they are contributing to the delivery of council priorities.
Housing	• Officers will review the council's housing stock to consider how effectively those assets are performing and how they are contributing to the delivery of council priorities.

5.2 Review service delivery models

Asset Lead Officers will work with services to assess whether they can be delivered in an alternative, more efficient and effective manner. Where this is possible, it will enable the number of corporate assets to be reduced in size and/or in number or at different hours of operation.

Activity Theme – Review service delivery models	
Asset Category	Example Workstream
All Asset Categories	• Asset Lead Officers will work with services and/or review their own services, to consider whether those services can be delivered in a different, more efficient and effective manner, enabling the number of corporate assets to be reduced in size and/or number or via reduced operating hours.
Property	• Officers will work with services and partners to identify opportunities for modernising service delivery models and working patterns that will enable the number of (non-housing) operational properties to be reduced.
Roads and Related Assets	• Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of road infrastructure assets.
Open Space	• Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of open space assets.
ICT	• Officers will work with and support service areas to review service delivery models and work patterns to determine whether there are opportunities to reduce the number of ICT assets.
Fleet	• Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of fleet services assets.
Housing	• Officers will review service delivery models and work patterns to determine whether there are opportunities to maximise the efficiency of Housing Revenue Account assets.

5.3 Project Management

Improving the effectiveness and efficiency of the resources deployed in the development, and management of projects associated with our assets is also critical to support the council's people, revenue and capital budgetary frameworks. In pursuit of this a number of workstreams are being progressed which will positively impact project management, these include:

Activity Theme – Project Management	
Asset Category	**Example Workstream**
All Asset Categories	• Investment across all asset categories will be prioritised based on corporate and asset management priorities (i.e. compliance, condition, suitability etc) and the supporting of service modernisation initiatives. This will align investment with priorities.
Property	• Resources deployed in the delivery of property projects will be set at optimum levels required to sustain and where appropriate improve performance. Investment evaluations involving options appraisals will be pre-requisite for any significant expenditure and form part of detailed full business cases which will be required prior to commitment to progress projects. • All projects must have identifiable performance measure impacts. • Robust and clear project governance and management processes will be adopted for all projects
Roads and Related Assets	• Investment across all assets will be prioritised to ensure all assets remain in "a fit for purpose" condition. This will align with investment priorities. Deterioration of the road network is anticipated with reduced capital and revenue funding. • Robust and clear project governance and management processes will be adopted for all projects.
Open Space	• Investment across all assets will be prioritised to ensure all assets remain in "a fit for purpose" condition. This will align with investment priorities. • Robust and clear project governance and management processes will be adopted for all projects
ICT	• Investment across all assets will be prioritised in an attempt to ensure, where it is possible to do so within financial parameters, that all assets remain in "a fit for purpose" condition. This will align with investment priorities. • Robust and clear project governance and management processes will be adopted for all projects
Fleet	• Asset management projects will align which changes in service delivery to ensure fleet assets match requirements. • Robust and clear project governance and management processes will be adopted for all projects.
Housing	• Investment across all Housing assets will be prioritised to ensure all assets remain in "a fit for purpose" condition, providing a safe and efficient environment for tenants. This will align with investment priorities. • Robust and clear project governance and management processes will be adopted for all projects.

5.4 Stakeholder Communication

Asset Lead Officers will communicate with stakeholders to explain decisions taken around changes to service delivery that may result in the rationalisation and/or reduction in the size, number or operating hours of corporate assets.

Activity Theme – Stakeholder Communication	
Asset Category	Example Workstream
All Asset Categories	• Asset Lead Officers will communicate with both internal and external stakeholders to explain decisions that are taken around changes to service delivery that may result in the rationalisation and/or reduction in the size, number or operating hours of corporate assets.
Property	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of (non-housing) operational properties or their hours of operation.
Roads and Related Assets	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of roads, footpaths, bridges or other roads infrastructure assets held by the council.
Open Space	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of open space assets or their hours of operation.
ICT	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of ICT assets held corporately by the council.
Fleet	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of fleet assets or their hours of operation.
Housing	• Officers will communicate with stakeholders to explain any changes that may result in the rationalisation and/or reduction in the number of Housing Revenue Account assets.

5.5 Contingency Planning

In the knowledge that reduced capital investment budgets over the ten-year lifespan of this strategy may result in increased instances of asset failure (e.g. temporary building closures due to heating plant failure, footbridge closures due to the need for reactive repairs, MUGAs and sports surfaces becoming unplayable), asset lead officers will, where it is practical to do so, put contingency measures in place that will seek to minimise the impact on service delivery where temporary asset failure does occur.

Activity Theme – Contingency Planning	
Asset Category	Example Workstream
All Asset Categories	• Asset Lead Officers will develop contingency measures that will seek to minimise the impact on service delivery when instances of temporary asset failure occur.
Property	• Officers will work with services to review and where necessary develop or enhance business continuity plans to minimise disruption to service delivery in the event of a temporary building closure.
Roads and Related Assets	• Officers will review and where necessary develop or enhance business continuity plans to minimise disruption to stakeholders in the event of a Roads infrastructure asset temporary failure.
Open Space	Officers will review and where necessary develop or enhance business continuity plans to minimise disruption to stakeholders in the event of a temporary open space asset failure.
ICT	• Officers will work with and support service areas to review and where necessary develop or enhance business continuity plans to minimise disruption to stakeholders in the event of a temporary ICT asset failure.
Fleet	• Officers will review and where necessary develop or enhance business continuity plans to minimise disruption to stakeholders in the event of a temporary fleet asset failure.
Housing	• Officers will review and where necessary develop or enhance business continuity plans to minimise disruption to stakeholders in the event of a temporary Housing Revenue Account asset failure.

5.6 Partnership Working and Community Empowerment

Working collaboratively and jointly with partners and communities to deliver services and manage assets is essential to ensuring successful outcomes. Our partners and communities will be engaged and empowered to support the management of our assets to modernise service delivery reflecting reduced public sector resources. In pursuit of this, a number of activities related to partnership working and community empowerment have been developed. These include:

Activity Theme – Partnership Working and Community Empowerment	
Asset Category	Example Workstream
All Asset Categories	• Our partners and communities will be engaged and empowered to support the management of our assets to modernise service delivery reflecting reduced public sector resources.
Property	• Supporting the transfer of assets to be managed and owned by communities.
Roads and Related Assets	• SEStran • Edinburgh, Lothian, Borders & Fife Shadow Joint Committee • SUSTRANS
Open Space	• Development of an Open Space Strategy to align with corporate objectives aligning with all community and partner organisations to maximise external investment in projects and ensure service delivery meets community needs.
ICT	• West Lothian Council are working in partnership with organisations such as the Digital Office for Local Government, the Scottish Government and the NHS to enable better access to shared sources of information and ensuring common approaches to areas such as cyber security and resilience.
Fleet	• Working closely with internal partners to ensure effective planning of fleet asset replacement and maintenance. • Partnership working with internal and external partners to support local transport initiatives.
Housing	• Working with the Tenant's Groups, to ensure the Housing Asset Management Plan has a coordinated approach to property investment and service delivery accommodation requirements.

West Lothian Council

Corporate Asset Management Strategy 2023/24 to 2032/33

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21 February 2023

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West Lothian Civic Centre

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DATA LABEL: PUBLIC

Appendix 2

PROJECTED CAPITAL RESOURCES FOR 2023/24 TO 2032/33

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/22	2032/33	Ten Year Total
	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Scottish Government Grants	17.1	17.2	19.3	17.1	13.6	14.1	14.6	15.1	15.5	16.1	**159.8**
Borrowing	12.8	3.0	4.5	4.0	0.0	0.0	0.0	0.0	0.0	0.0	**24.3**
Capital Fund & Receipts	24.6	13.9	2.4	0.8	(0.3)	1.9	(1.0)	(0.4)	(1.8)	(2.5)	**37.6**
Other Funding	14.4	20.5	16.4	5.5	0.8	0.5	0.2	0.2	0.2	0.2	**58.9**
Total	**68.9**	**54.7**	**42.6**	**27.4**	**14.1**	**16.5**	**13.8**	**14.9**	**13.9**	**13.8**	**280.6**

GENERAL SERVICES CAPITAL INVESTMENT STRATEGY - 2023/24 TO 2032/33

Asset Type	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Property Assets											
Planned Improvements and Statutory Compliance	5,280	4,344	3,794	3,594	3,544	3,506	3,456	3,456	3,456	3,451	37,881
Property Projects	48,564	38,835	25,870	13,220	220	220	220	220	220	220	127,809
Property Assets - Total	**53,844**	**43,179**	**29,664**	**16,814**	**3,764**	**3,726**	**3,676**	**3,676**	**3,676**	**3,671**	**165,690**
Roads and Related Assets											
Roads and Footways	2,869	2,869	2,869	2,869	2,869	2,869	2,869	2,869	2,869	2,869	28,690
Flood Prevention and Drainage	2,354	176	176	176	176	176	176	176	176	176	3,938
Road Lighting	1,885	1,593	1,586	1,516	1,565	1,565	1,565	1,565	1,565	1,565	15,970
Structures	1,100	1,590	1,490	1,100	1,120	1,120	1,120	1,120	1,120	1,120	12,000
Town Centres and Villages Improvement Fund	1,300	1,300	1,300	0	0	0	0	0	0	0	3,900
Roads and Related Assets - Total	**9,508**	**7,528**	**7,421**	**5,661**	**5,730**	**5,730**	**5,730**	**5,730**	**5,730**	**5,730**	**64,498**
Open Space Assets											
Open Space and Sports Facility Projects	1,621	1,492	1,493	1,373	1,373	1,377	1,384	1,387	1,391	1,390	14,281
Open Space and Sports Facility Planned Improvements	313	314	314	314	314	314	314	314	314	314	3,139
Children's Play Areas	489	673	1,042	540	540	540	540	540	540	600	6,044
Synthetic Turf Pitches	140	140	140	140	140	140	140	140	140	140	1,400
Cemeteries	200	200	200	475	750	975	200	200	200	200	3,600
Open Space Assets - Total	**2,763**	**2,819**	**3,189**	**2,842**	**3,117**	**3,346**	**2,578**	**2,581**	**2,585**	**2,644**	**28,464**
ICT Assets											
Corporate and Modernisation	1,833	1,120	1,332	1,092	946	2,470	1,315	1,485	1,095	1,200	13,888
School Investment	908	478	1,342	843	448	1,118	435	1,325	765	450	8,112
ICT Assets - Total	**2,741**	**1,598**	**2,674**	**1,935**	**1,394**	**3,588**	**1,750**	**2,810**	**1,860**	**1,650**	**22,000**
CAPITAL INVESTMENT STRATEGY - TOTAL	**68,856**	**55,124**	**42,948**	**27,252**	**14,005**	**16,390**	**13,734**	**14,797**	**13,851**	**13,695**	**280,652**

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Planned Improvements and Statutory Compliance											
Primary Schools											
St Joseph's PS, Whitburn - essential works	55	0	0	0	0	0	0	0	0	0	55
Deans PS, Livingston - essential works	15	0	0	0	0	0	0	0	0	0	15
	70	0	0	0	0	0	0	0	0	0	**70**
School General Planned Improvements											
Building Fabric School Estate	100	100	100	100	135	485	485	485	485	485	2,960
Mechanical & Engineering School Estate	150	150	150	155	225	225	365	465	465	465	2,815
Blackburn PS - boilers & heating	0	0	75	0	0	0	0	0	0	0	75
Broxburn PS - dry rot	0	25	0	0	0	0	0	0	0	0	25
Inveralmond High School - roofing	0	0	130	385	0	0	0	0	0	0	515
Knightsridge PS, Livingston - heating pipework	120	0	0	0	0	0	0	0	0	0	120
Linlithgow Academy - roofing	0	0	135	0	350	0	0	0	0	0	485
Mid Calder PS - roofing	0	80	120	0	0	0	0	0	0	0	200
Murrayfield PS, Blackburn - rewire	0	0	140	140	130	140	0	0	0	0	550
Our Lady of Lourdes PS, Blackburn - rewire, asbestos, main panel & wiring	50	70	0	0	0	0	0	0	0	0	120
Peel PS, Livingston - boiler replacement	0	70	0	0	0	0	0	0	0	0	70
Springfield PS, Linlithgow - boiler replacement	70	0	0	0	0	0	0	0	0	0	70
St Anthony's PS, Armadale - boiler replacement	0	50	0	0	0	0	0	0	0	0	50
St John Ogilvie PS, Livingston - toilet refurbishment	160	0	0	0	0	0	0	0	0	0	160
St John the Baptist PS, Fauldhouse - entrance ramp	0	100	0	0	0	0	0	0	0	0	100
St John the Baptist PS, Fauldhouse - roofing	150	0	0	0	0	0	0	0	0	0	150
St Margaret's Academy, Livingston - replacement flues	0	125	0	0	0	0	0	0	0	0	125
St Mary's PS, Polbeth - rewire	0	0	0	100	110	100	100	0	0	0	410
St Nicholas' PS, Broxburn - hot & cold water upgrade	0	0	0	70	0	0	0	0	0	0	70
St Ninians PS, Livingston - gym hall floor	0	30	0	0	0	0	0	0	0	0	30
Uphall PS - heating pipework	0	0	100	0	0	0	0	0	0	0	100
West Calder High School - decoration & floor covering	25	0	0	0	0	0	0	0	0	0	25
West Calder High School - ventilation	25	0	0	0	0	0	0	0	0	0	25
Westfield PS - boiler replacement	25	0	0	0	0	0	0	0	0	0	25
Whitburn Academy Annex - roofing	50	150	0	0	0	0	0	0	0	0	200
Windyknowe PS, Bathgate - substation supply	25	0	0	0	0	0	0	0	0	0	25
School - Total	**950**	**950**	**950**	**950**	**950**	**950**	**950**	**950**	**950**	**950**	**9,500**

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Operational Buildings Planned Improvements											
Admin, Service Centres and Partnership Centres Planned Improvements & Replacements											
Building Fabric Admin Buildings, Service Centres & Partnership Centres	100	100	100	100	100	100	100	100	100	100	1,000
Mechanical & Engineering Admin Buildings, Service Centres & Partnership Centres	100	100	100	100	100	100	100	100	100	100	1,000
Lanthorn Community Centre – RAAC roof	1,661	0	0	0	0	0	0	0	0	0	1,661
Winchburgh Community Facilities (Developer Contribution)	0	700	0	0	0	0	0	0	0	0	700
Admin, Service Centres and Partnership Centres - Total	1,861	900	200	200	200	200	200	200	200	200	4,361
Social Policy Planned Improvements & Replacements											
Building Fabric Social Policy	75	75	75	75	75	75	75	75	75	75	750
Mechanical & Engineering Social Policy	45	45	45	45	45	45	45	45	45	45	450
Social Policy - Total	120	120	120	120	120	120	120	120	120	120	1,200
TNRP Planned Improvements & Replacements											
TNRP - Compliance Programme	50	150	300	100	50	50	0	0	0	0	700
TNRP - Planned Improvements Programme	20	20	20	20	20	20	20	20	20	20	200
TNRP - Planned Mechancial & Engineering Improvements Programme	70	70	70	70	70	70	70	70	70	70	700
Tenanted Non Residential Properties Planned Maintenance - Total	140	240	390	190	140	140	90	90	90	90	1,600
Estate Wide Planned Improvements											
Below Ground Drainage Upgrade Programme	100	100	100	100	100	100	100	100	100	100	1,000
Boundary Walls & Fences Replacement Programme	50	50	50	50	50	50	50	50	50	50	500
Door Access Upgrades	25	25	25	25	25	25	25	25	25	25	250
Essential Swimming Pool Planned Programme	15	15	15	15	15	15	15	15	15	15	150
Heavy Catering Equipment Replacement Programme	200	200	200	200	200	200	200	200	200	200	2,000
Property Asset Information Programme	165	165	165	165	165	165	165	165	165	165	1,650
Sports Pitch Lighting Replacement Programme	35	35	35	35	35	35	35	35	35	35	350
Estate Wide Planned Improvements Total	**590**	**590**	**590**	**590**	**590**	**590**	**590**	**590**	**590**	**590**	**5,900**

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
General Statutory Compliance											
Accessible Facilities for People with Disabilities	117	117	117	117	117	118	118	118	118	118	1,175
Air Quality	110	110	110	110	110	90	90	90	90	90	1,000
Asbestos Management	110	110	110	110	110	110	110	110	110	110	1,100
Automatic Doors, Roller Shutters & Movable Partition	100	100	100	100	100	100	100	100	100	100	1,000
Chimney, High Level Masonry & Lightning Conductors Inspection Programme	150	150	150	150	150	150	150	150	150	150	1,500
Control of Legionella	150	150	150	150	150	125	125	125	125	125	1,375
Electricity at Work	150	150	150	150	150	150	150	150	150	150	1,500
Emergency Lighting	130	130	130	130	130	130	130	130	130	130	1,300
Energy Legislation Compliance	20	15	15	15	15	20	20	20	20	15	175
Fire Safety Risk Assessment Programme	250	250	250	250	250	250	250	250	250	250	2,500
Gas Pipeline Safety	15	15	15	15	15	15	15	15	15	15	150
Hazardous Substances Detection	15	15	15	15	15	15	15	15	15	15	150
Lift Upgrade Programme	70	70	70	70	70	70	70	70	70	70	700
Pressure Vessels	32	32	32	32	32	33	33	33	33	33	325
Residual Current Device Testing	25	25	25	25	25	25	25	25	25	25	250
Safe Access to Roof & Roof voids	25	25	25	25	25	25	25	25	25	25	250
Structural Inspection Programme	70	70	70	70	70	70	70	70	70	70	700
Water Quality & Hydrants	10	10	10	10	10	10	10	10	10	10	100
Statutory Compliance - Total	**1,549**	**1,544**	**1,544**	**1,544**	**1,544**	**1,506**	**1,506**	**1,506**	**1,506**	**1,501**	**15,250**
Planned Improvements and Statutory Compliance - total	**5,280**	**4,344**	**3,794**	**3,594**	**3,544**	**3,506**	**3,456**	**3,456**	**3,456**	**3,451**	**37,881**
Property Projects											
Schools											
ASN Strategy – Beatlie	7,000	0	0	0	0	0	0	0	0	0	7,000
Balbardie PS, Bathgate – roof stabilisation works	1,000	500	0	0	0	0	0	0	0	0	1,500
Bathgate Academy – improvements to social & dining spaces	350	0	0	0	0	0	0	0	0	0	350
Calderwood & Winchburgh Schools – equipment & furniture	101	0	0	0	0	0	0	0	0	0	101
East Calder PS	5,150	9,000	500	0	0	0	0	0	0	0	14,650
Eastertoun PS, Armadale – refurbishment	703	0	0	0	0	0	0	0	0	0	703
Free School Meal Expansion (SG Grant)	2,934	0	0	0	0	0	0	0	0	0	2,934
Knightsridge PS, Livingston - roof works	6,700	0	0	0	0	0	0	0	0	0	6,700
Learning Estate Investment – Craigshill (SG Grant/Prudential Borrowing)	1,000	6,000	9,000	8,000	0	0	0	0	0	0	24,000
Our Lady's, Stoneyburn - essential structural works	1,000	300	0	0	0	0	0	0	0	0	1,300
Windyknowe PS, Bathgate - roof works	1,000	1,000	0	0	0	0	0	0	0	0	2,000
Schools General Projects - Total	**26,938**	**16,800**	**9,500**	**8,000**	**0**	**0**	**0**	**0**	**0**	**0**	**61,238**

PROPERTY ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Schools Projects - Developer Funded											
Blackridge PS – internal reconfiguration post extension (Developer Contribution)	0	100	0	0	0	0	0	0	0	0	100
Calderwood PS, East Calder - third stream (Developer Contribution)	3,400	4,000	600	0	0	0	0	0	0	0	8,000
Livingston Village PS - extension (Developer Contribution)	250	250	0	0	0	0	0	0	0	0	500
New Non Denom Bangour (Developer Contribution)	450	5,000	7,000	5,000	0	0	0	0	0	0	17,450
Hawkhill Site PS, Winchburgh (Developer Contribution)	4,100	5,600	4,050	0	0	0	0	0	0	0	13,750
Pumpherston/Uphall Station PS - extension (Developer Contribution)	3,316	0	0	0	0	0	0	0	0	0	3,316
St Paul's PS, East Calder - extension (Developer Contribution)	2,000	1,155	0	0	0	0	0	0	0	0	3,155
West Calder High School - extension (Developer Contribution)	500	3,500	4,500	0	0	0	0	0	0	0	8,500
Schools Projects - Developer Funded - Total	**14,016**	**19,605**	**16,150**	**5,000**	**0**	**0**	**0**	**0**	**0**	**0**	**54,771**
Operational Buildings											
Children & Families Whitrigg House	850	0	0	0	0	0	0	0	0	0	850
Reinforced Autoclaved Aerated Concrete Roofs Contingency	3,000	2,210	0	0	0	0	0	0	0	0	5,210
Volunteer Park, Armadale	300	0	0	0	0	0	0	0	0	0	300
West Lothian Leisure Landlord Maintenance	220	220	220	220	220	220	220	220	220	220	2,200
Young Persons Homeless Accommodation	3,240	0	0	0	0	0	0	0	0	0	3,240
	7,610	2,430	220	220	220	220	220	220	220	220	11,800
TOTAL PROPERTY ASSETS	**53,844**	**43,179**	**29,664**	**16,814**	**3,764**	**3,726**	**3,676**	**3,676**	**3,676**	**3,671**	**165,690**

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Roads and Footways											
A Class Roads											
Maintenance of A Class Roads	20	25	10	362	362	362	362	362	362	362	2,589
A70 - Auchinoon to Halfway House	0	258	0	0	0	0	0	0	0	0	258
A71 - Calderburn Road to Glenpark Cottage (Polbeth)	0	43	0	0	0	0	0	0	0	0	43
A71 - Lizzie Brice Roundabout to Oakbank Roundabout	181	0	0	0	0	0	0	0	0	0	181
A71 - Newpark Roundabout	66	0	0	0	0	0	0	0	0	0	66
A779 - Tail End Roundabout	0	0	105	0	0	0	0	0	0	0	105
A779 - Tail End Roundabout to Toll Roundabout	0	0	31	0	0	0	0	0	0	0	31
A89 - Mossbank to Dechmont	95	0	0	0	0	0	0	0	0	0	95
A899 - East Main Street, Uphall Junction of Wyndford Avenue & Loaninghill	0	36	0	0	0	0	0	0	0	0	36
A899 - Goschen Place, West Main Street (Broxburn)	0	0	154	0	0	0	0	0	0	0	154
A904 - Newton to Council Boundary	0	0	62	0	0	0	0	0	0	0	62
A Class Roads - Total	362	362	362	362	362	362	362	362	362	362	3,620
B Class Roads											
Maintenance of B Class Roads	20	20	28	268	268	268	268	268	268	268	1,944
B7015 (Eastbound from B792)	49	0	0	0	0	0	0	0	0	0	49
B8028 - C7 to B8047	98	0	0	0	0	0	0	0	0	0	98
B9080 - Glendevon to Tippetknowes (at developments)/B9080 Lampinsdub to Glendevon	0	95	67	0	0	0	0	0	0	0	162
B9080 - Kingscavil to Threemiletown	0	0	173	0	0	0	0	0	0	0	173
B9080 - Winchburgh Main Street to Council Boundary	101	153	0	0	0	0	0	0	0	0	254
B Class Roads - Total	268	268	268	268	268	268	268	268	268	268	2,680
C Class Roads											
Maintenance of C Class Roads	11	20	26	299	299	299	299	299	299	299	2,150
C1 - Boundary to B718/B718 to Torrance Farm/C1 - Netherhouses to Harestanes	0	107	273	0	0	0	0	0	0	0	380
C15 - B9080 to A904	55	0	0	0	0	0	0	0	0	0	55
C16 - C6 to Kingsfield	60	0	0	0	0	0	0	0	0	0	60
C19 - Manse Road to Parkly Craigs to C19 /Riccarton Bridge to C21	0	82	0	0	0	0	0	0	0	0	82
C20 - C19 to Auldhill Road (Bridgend)	24	0	0	0	0	0	0	0	0	0	24
C27 - A71 To Ormiston Mains	115	0	0	0	0	0	0	0	0	0	115
C3 - Jubilee Cottage to U19/C3 - U19 to East Main Street	0	90	0	0	0	0	0	0	0	0	90
C4 - Lookabootye to Railway	34	0	0	0	0	0	0	0	0	0	34
C Class Roads - Total	299	299	299	299	299	299	299	299	299	299	2,990

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
U Class Roads											
Maintenance of U Class Roads	30	45	40	645	645	645	645	645	645	645	4,630
Aitken Orr Drive, Broxburn	0	100	0	0	0	0	0	0	0	0	100
Aller Place, Eliburn, Livingston	34	0	0	0	0	0	0	0	0	0	34
Bathgate Road, Blackburn	29	0	0	0	0	0	0	0	0	0	29
Burnside Terrace, Fauldhouse	0	37	0	0	0	0	0	0	0	0	37
Church Street, Broxburn	0	0	50	0	0	0	0	0	0	0	50
Dell Avenue, Armadale	34	0	0	0	0	0	0	0	0	0	34
Drumshoreland Road	0	0	129	0	0	0	0	0	0	0	129
East Mains Industrial Estate (Various Roads)	0	0	324	0	0	0	0	0	0	0	324
Elizabeth Gardens, Stoneyburn	0	38	0	0	0	0	0	0	0	0	38
Firth Road, Houston Industrial Estate, Livingston	53	0	0	0	0	0	0	0	0	0	53
Forth View, Kirknewton	55	0	0	0	0	0	0	0	0	0	55
Golf Course Road, Knightsridge - resurfacing/patching scheme	55	0	0	0	0	0	0	0	0	0	55
Hillhouse Avenue, Bathgate	37	0	0	0	0	0	0	0	0	0	37
Huron Avenue, Livingston	0	117	0	0	0	0	0	0	0	0	117
Knightsridge Road, Dechmont	117	0	0	0	0	0	0	0	0	0	117
Ladywell East Road, Livingston	0	90	0	0	0	0	0	0	0	0	90
Loganlea Bus Turning Circle	122	0	0	0	0	0	0	0	0	0	122
Loganlea Bus Turning Circle	0	0	102	0	0	0	0	0	0	0	102
Primrose Place, Eliburn, Livingston	79	0	0	0	0	0	0	0	0	0	79
Station Road, Addiewell	0	218	0	0	0	0	0	0	0	0	218
	645	645	645	645	645	645	645	645	645	645	6,450
Maintenance of Footways, Footpaths & Cycleways	145	145	145	145	145	145	145	145	145	145	1,450
Non Adopted Roads											
Maintenance of Non-Adopted Roads	0	0	0	40	40	40	40	40	40	40	280
Bells Mill Terrace - housing garage site	16	0	0	0	0	0	0	0	0	0	16
Gateside - housing garage site	0	14	0	0	0	0	0	0	0	0	14
Glasgow Road Cemetry, Bathgate	0	26	0	0	0	0	0	0	0	0	26
Newton Community Centre	0	0	40	0	0	0	0	0	0	0	40
Riverside Primary School Car Park	24	0	0	0	0	0	0	0	0	0	24
	40	40	40	40	40	40	40	40	40	40	400
Maintenance of Non-Adopted Footways & Footpaths	20	20	20	20	20	20	20	20	20	20	200
Roads and Footways - Total	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**1,779**	**17,790**

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Roads Projects											
Cycling, Walking & Safer Streets/Active Sustainable Travel	810	810	810	810	810	810	810	810	810	810	8,100
Disabled Person's Parking	40	40	40	40	40	40	40	40	40	40	400
Road Casualty Reduction Schemes	200	200	200	200	200	200	200	200	200	200	2,000
School Playground & Car Park Resurfacing	40	40	40	40	40	40	40	40	40	40	400
Roads Projects - Total	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**1,090**	**10,900**
Flood Prevention and Drainage											
Adapting to a Changing Climate – water-related infrastructure	40	40	40	40	40	40	40	40	40	40	400
Beecraigs Reservoir	16	16	16	16	16	16	16	16	16	16	160
Broxburn Flood Prevention Scheme	2,178	0	0	0	0	0	0	0	0	0	2,178
Local Flood Risk Management Plan Implementation for Cycle 2	120	120	120	120	120	120	120	120	120	120	1,200
Flood Prevention and Drainage - Total	**2,354**	**176**	**176**	**176**	**176**	**176**	**176**	**176**	**176**	**176**	**3,938**
Road Lighting											
A89 - West of Junction with Station Road to Junction with Newhouses Road, Broxburn	163	0	0	0	0	0	0	0	0	0	163
Acredales / Riccarton Drive - Linlithgow	0	166	0	0	0	0	0	0	0	0	166
Aller Place / Croft Place - Eliburn	0	0	220	0	0	0	0	0	0	0	220
Ballencrieff Toll / Torphichen Road - Bathgate	0	132	0	0	0	0	0	0	0	0	132
Boghead Roundabout, Bathgate	128	0	0	0	0	0	0	0	0	0	128
Brucefield Industrial Estate, Brucefield, Livingston	0	0	0	480	0	0	0	0	0	0	480
Burnside Road / Middleton Road Avenue / Westhall Gardens - Uphall	0	136	0	0	0	0	0	0	0	0	136
Cousland Interchange - A899 Livingston	0	154	0	0	0	0	0	0	0	0	154
Forkneuk Road / Station Road - Uphall	0	0	110	0	0	0	0	0	0	0	110
Houstoun Interchange - A899 Livingston	0	52	0	0	0	0	0	0	0	0	52
Junction 4 M8 / Swinabbey Junction, Blackburn	233	0	0	0	0	0	0	0	0	0	233
Knightsridge Road / Craiglaw, Dechmont	0	119	0	0	0	0	0	0	0	0	119
Lamont Way / Lindsay Way - Knightsridge	0	0	217	0	0	0	0	0	0	0	217
LED Streetlighting	320	0	0	0	0	0	0	0	0	0	320
LoganWay / Graham Way - Knightsridge	0	0	217	0	0	0	0	0	0	0	217
Maintenance of Street Lighting	41	0	0	646	1,175	1,175	1,175	1,175	1,175	1,175	7,737
Maryfield Park, Mid Calder	128	0	0	0	0	0	0	0	0	0	128
Moncrieff Way / Morrison Way - Knightsridge	0	0	217	0	0	0	0	0	0	0	217
Pyothall Road/Port Buchan/Union Road/Kirkhill Road/Holygate Place/New Holygate-Broxburn	0	0	119	0	0	0	0	0	0	0	119
Redburn Road / Bedlormie Drive / Ogilface Crescent - Blackridge	0	0	96	0	0	0	0	0	0	0	96
Road Traffic Signs – lit & unlit	120	120	120	120	120	120	120	120	120	120	1,200
Spottiswood Gardens, Mid Calder	203	0	0	0	0	0	0	0	0	0	203
Stewart/Ogilvie/Roberston/Sinclair Way, Knightsridge	0	374	0	0	0	0	0	0	0	0	374

ROADS AND RELATED ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Sutherland Way, Knightsridge	279	0	0	0	0	0	0	0	0	0	279
Traffic Signal Improvements – junctions	180	180	180	180	180	180	180	180	180	180	1,800
Traffic Signal Upgrade – pedestrian/cycle crossings	90	90	90	90	90	90	90	90	90	90	900
Westfield Roundabout - Westfield	0	70	0	0	0	0	0	0	0	0	70
Road Lighting - Total	**1,885**	**1,593**	**1,586**	**1,516**	**1,565**	**1,565**	**1,565**	**1,565**	**1,565**	**1,565**	**15,970**

Structures & Transportation

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Almond Valley Bridge North side (Water Proofing /Concrete Repairs)	0	800	0	0	0	0	0	0	0	0	800
Almond Valley Bridge South side (Water Proofing /Concrete Repairs)	0	0	800	0	0	0	0	0	0	0	800
Breich Water Bridge Parapets replacement	100	0	0	0	0	0	0	0	0	0	100
Bridge Joint Replacements	150	0	150	0	0	0	0	0	0	0	300
Bridges & Roads Related Structures – lifecycle & backlog maintenance	0	0	0	60	1,010	1,010	1,010	1,010	1,010	1,010	6,120
Cauld Burn Bridge	0	0	0	80	0	0	0	0	0	0	80
Cousland Interchange - Pier/Joint Repairs	250	0	0	0	0	0	0	0	0	0	250
Cuthill Bridge Painting	0	0	0	250	0	0	0	0	0	0	250
Easter Foulshiels Bridge	0	0	0	100	0	0	0	0	0	0	100
Glenlea Bridge Cottage - Repair Works	0	150	0	0	0	0	0	0	0	0	150
Guildiehaugh Railway Bridge, Bathgate - waterproofing	0	0	0	250	0	0	0	0	0	0	250
Hospital Interchange - parapets replacement	0	0	150	0	0	0	0	0	0	0	150
Houston Interchange - Concrete Repairs	0	0	200	0	0	0	0	0	0	0	200
Houston Interchange - Painting	0	0	0	250	0	0	0	0	0	0	250
Kinnenhill Bridge	220	0	0	0	0	0	0	0	0	0	220
Minor Bridge at Limefield House	0	100	0	0	0	0	0	0	0	0	100
Moss Interchange - Parapets Replacement	0	150	0	0	0	0	0	0	0	0	150
Old Limefield House Bridge	150	0	0	0	0	0	0	0	0	0	150
Post tension Bridge Special Inspections	200	0	0	0	0	0	0	0	0	0	200
Principal Inspections	30	30	30	30	30	30	30	30	30	30	300
Scour Assessments	0	80	80	80	80	80	80	80	80	80	720
Station Road Footbridge - Concrete Repairs	0	50	0	0	0	0	0	0	0	0	50
Structural Reviews/Assessment	0	80	80	0	0	0	0	0	0	0	160
Swineabbey Bridge Joint/concrete repairs		150	0	0	0	0	0	0	0	0	150
Structures - Total	**1,100**	**1,590**	**1,490**	**1,100**	**1,120**	**1,120**	**1,120**	**1,120**	**1,120**	**1,120**	**12,000**

Town Centres and Villages

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Place Based Investment	1,300	1,300	1,300	0	0	0	0	0	0	0	3,900
Town Centres and Villagess - Total	**1,300**	**1,300**	**1,300**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**3,900**
TOTAL ROADS AND RELATED ASSETS	**9,508**	**7,528**	**7,421**	**5,661**	**5,730**	**5,730**	**5,730**	**5,730**	**5,730**	**5,730**	**64,498**

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Open Space and Sports Facility Projects											
Adapting to Climate Change – open space	24	27	27	27	27	27	27	27	27	27	267
Addiewell PS Ball Court	40	0	0	0	0	0	0	0	0	0	40
Alexandra Drive Skate Park	0	0	40	0	0	0	0	0	0	0	40
Ash Dieback	400	400	400	400	400	400	400	400	400	400	4,000
Blackburn Skate Park	40	0	0	0	0	0	0	0	0	0	40
Country Parks	63	63	63	64	64	64	64	64	64	64	637
East Calder Public Park	0	40	0	0	0	0	0	0	0	0	40
Ecology & Biodiversity Programme	81	81	81	95	95	98	105	109	112	112	969
Eliburn Park MUGA	0	0	121	0	0	0	0	0	0	0	121
Heatherbank Park	0	121	0	0	0	0	0	0	0	0	121
Livingston Skate Park	121	0	0	0	0	0	0	0	0	0	121
MUGA & Skate Uphall	0	40	0	0	0	0	0	0	0	0	40
MUGAs, Kick Pitches & Skate Parks - maintenance	0	0	0	201	201	201	201	200	200	200	1,404
Non-Adopted Hard Landscaping Areas	18	18	18	18	18	18	18	18	19	19	182
Public Art Programme (Developer Funded)	69	69	70	70	70	87	87	87	87	87	783
Rural Paths	125	125	125	125	125	125	125	125	125	125	1,250
Sustainable Management of Trees & Woodland	160	160	160	160	160	156	156	156	156	155	1,579
Watson Park MUGA	0	0	40	0	0	0	0	0	0	0	40
Recycling Improvement Fund	267	135	135	0	0	0	0	0	0	0	537
Waste Collection Containers – cyclical replacement	170	170	170	170	170	170	170	170	170	170	1,700
Waste Disposal Containers – cyclical replacement	43	43	43	43	43	31	31	31	31	31	370
Open Space and Sports Facility Projects - Total	**1,621**	**1,492**	**1,493**	**1,373**	**1,373**	**1,377**	**1,384**	**1,387**	**1,391**	**1,390**	**14,281**

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Open Space and Sports Facility Planned Improvements											
Almondvale Park, Livingston	0	0	25	0	0	0	0	0	0	0	25
Avondale Park, Armadale	25	0	0	0	0	0	0	0	0	0	25
Blackridge Park, Armadale	0	0	20	0	0	0	0	0	0	0	20
Blaeberryhill Park, Whitburn	0	0	25	0	0	0	0	0	0	0	25
Bridgend South Park, Linlithgow	25	0	0	0	0	0	0	0	0	0	25
Burghmuir, Bathgate	0	25	0	0	0	0	0	0	0	0	25
Central Deans Park, Livingston	0	25	0	0	0	0	0	0	0	0	25
Craigton Park, Broxburn	0	0	25	0	0	0	0	0	0	0	25
Edmonton Green, Livingston	25	0	0	0	0	0	0	0	0	0	25
Ennis Park, Polbeth	25	0	0	0	0	0	0	0	0	0	25
Fells Rigg Green, Livingston	0	0	25	0	0	0	0	0	0	0	25
Foulshiels Park, Fauldhouse	0	0	25	0	0	0	0	0	0	0	25
KGV Blackburn, Whitburn	0	25	0	0	0	0	0	0	0	0	25
King George V Playing Field, Whitburn	39	0	0	0	0	0	0	0	0	0	39
Kirkton Park, Bathgate	0	0	25	0	0	0	0	0	0	0	25
Langton Gardens, East Calder	25	0	0	0	0	0	0	0	0	0	25
Lanrigg Road Green, Fauldhouse	0	25	0	0	0	0	0	0	0	0	25
Lanthorn South Park, Livingston	0	25	0	0	0	0	0	0	0	0	25
Letham Park, East Calder	0	25	0	0	0	0	0	0	0	0	25
Listloaning Playing Field, Linlithgow	0	39	0	0	0	0	0	0	0	0	39
Mosswood Playing Field, Livingston	25	0	0	0	0	0	0	0	0	0	25
Park View Square, Broxburn	0	25	0	0	0	0	0	0	0	0	25
Robertson Avenue, Bathgate	25	0	0	0	0	0	0	0	0	0	25
Sommers Park, East Calder	0	0	25	0	0	0	0	0	0	0	25
Springfield Park, Linlithgow	0	0	39	0	0	0	0	0	0	0	39
Station Road, Broxburn	25	0	0	0	0	0	0	0	0	0	25
Westrigg Park, Armadale	0	20	0	0	0	0	0	0	0	0	20
Land Contamination Testing	5	5	5	0	0	0	0	0	0	0	15
Open Space General Feasibilities & Park Furniture	69	75	75	0	0	0	0	0	0	0	219
Open Space Planned Improvements	0	0	0	314	314	314	314	314	314	314	2,198
Open Space and Sports Facility Planned Improvements - Total	**313**	**314**	**314**	**314**	**314**	**314**	**314**	**314**	**314**	**314**	**3,139**

OPEN SPACE ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Children's Play Areas											
Play Project Destination	0	0	500	0	0	0	0	0	0	0	500
Play Safety	249	433	302	0	0	0	0	0	0	0	984
Refurbishment of Children's Play Areas (Core)	0	0	0	420	420	420	420	420	420	480	3,000
Refurbishment of Children's Play Areas (Developer Contribution)	120	120	120	120	120	120	120	120	120	120	1,200
Renewal of Play Parks (Scottish Government Grant)	0	0	0	0	0	0	0	0	0	0	0
Beecraigs Country Park Play Area	40	0	0	0	0	0	0	0	0	0	40
Craigtoun Park, Broxburn	0	40	0	0	0	0	0	0	0	0	40
Deans Central Recreation Ground, Livingston	0	40	0	0	0	0	0	0	0	0	40
Dixon Road, Whitburn	0	0	40	0	0	0	0	0	0	0	40
Gowanbank, Livingston	40	0	0	0	0	0	0	0	0	0	40
Kirknewton, East Calder	0	40	0	0	0	0	0	0	0	0	40
Stoneyburn Main Street	0	0	40	0	0	0	0	0	0	0	40
WesterInch Circle, Bathgate	40	0	0	0	0	0	0	0	0	0	40
Westrigg, Armadale	0	0	40	0	0	0	0	0	0	0	40
Children's Play Areas - Total	**489**	**673**	**1,042**	**540**	**540**	**540**	**540**	**540**	**540**	**600**	**6,044**
Synthetic Turf Pitches											
Synthetic Turf Pitches	140	140	140	140	140	140	140	140	140	140	1,400
Synthetic Turf Pitches - Total	**140**	**140**	**140**	**140**	**140**	**140**	**140**	**140**	**140**	**140**	**1,400**
Cemeteries											
Cemeteries	0	0	0	200	200	200	200	200	200	200	1,400
Footpath & Road Maintenance	50	50	50	0	0	0	0	0	0	0	150
Headstone Stability	75	75	75	0	0	0	0	0	0	0	225
Headstone Strip Foundations	35	35	35	0	0	0	0	0	0	0	105
Proposed Cemetery Extensions (Core)	0	0	0	0	0	500	0	0	0	0	500
Proposed Cemetery Extensions (Developer Contribution)	0	0	0	275	550	275	0	0	0	0	1,100
Wall & Building Maintenance	40	40	40	0	0	0	0	0	0	0	120
Cemeteries - Total	**200**	**200**	**200**	**475**	**750**	**975**	**200**	**200**	**200**	**200**	**3,600**
TOTAL OPEN SPACE ALLOCATION	**2,763**	**2,819**	**3,189**	**2,842**	**3,117**	**3,346**	**2,578**	**2,581**	**2,585**	**2,644**	**28,464**

ICT ASSETS - CAPITAL INVESTMENT STRATEGY 2023/24 to 2032/33

	Budget 2023/24 £'000	Budget 2024/25 £'000	Budget 2025/26 £'000	Budget 2026/27 £'000	Budget 2027/28 £'000	Budget 2028/29 £'000	Budget 2029/30 £'000	Budget 2030/31 £'000	Budget 2031/32 £'000	Budget 2032/33 £'000	Total Budget £'000
Corporate and Modernisation											
Break/Fix Fund	300	300	300	300	300	500	500	500	500	500	4,000
Central Server Refresh	26	90	90	190	90	490	45	30	95	140	1,286
Central Storage Refresh	140	0	500	0	0	0	0	500	0	0	1,140
Client Devices Refresh	100	200	50	35	25	200	300	100	220	80	1,310
EDRM Upgrade & Maintenance	400	0	0	0	0	365	0	0	0	0	765
Existing Library Book Fund	95	95	95	95	95	95	95	95	95	95	950
Local Area Network Refresh	250	150	150	150	150	175	140	140	65	65	1,435
Network Security Devices	75	0	0	0	139	100	0	0	0	200	514
PTMIS	300	0	0	0	0	0	0	0	0	0	300
Security & Protection Software	0	138	0	0	0	0	115	0	0	0	253
Smartboard Secondary Schools	147	147	147	147	147	120	120	120	120	120	1,335
SWAN Refresh	0	0	0	175	0	0	0	0	0	0	175
Upgrade from Windows 10	0	0	0	0	0	425	0	0	0	0	425
Corporate and Modernisation - Total	**1,833**	**1,120**	**1,332**	**1,092**	**946**	**2,470**	**1,315**	**1,485**	**1,095**	**1,200**	**13,888**
Schools											
Education Client Devices Refresh	350	350	350	350	350	350	350	350	350	350	3,500
Education Local Area Network Refresh	388	0	992	493	98	488	0	975	415	100	3,949
Education Network Security Devices	70	78	0	0	0	80	85	0	0	0	313
Education Server Refresh	0	0	0	0	0	200	0	0	0	0	200
School Telephone Replacement	100	50	0	0	0	0	0	0	0	0	150
Schools - Total	**908**	**478**	**1,342**	**843**	**448**	**1,118**	**435**	**1,325**	**765**	**450**	**8,112**
TOTAL ICT ALLOCATION	**2,741**	**1,598**	**2,674**	**1,935**	**1,394**	**3,588**	**1,750**	**2,810**	**1,860**	**1,650**	**22,000**