



# Corporate Asset Management Strategy

2023/24 to 2032/33



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# 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	<ul style="list-style-type: none"> <li>• Responsibility for the direction and scope of the Corporate Asset Management Strategy and the six individual asset management plans.</li> <li>• Corporate monitoring of general services capital programme and consideration of variances.</li> <li>• Evaluation of emerging investment requirements and strategic outline business cases (SOBCs).</li> <li>• Oversee the coordination of corporate asset management projects and initiatives.</li> </ul>	Quarterly and as required
Corporate Property Asset Management Group	<ul style="list-style-type: none"> <li>• Management and monitoring of the property general services capital programme including identifying emerging investment needs.</li> <li>• Overseeing project management arrangements that are employed to ensure the successful delivery of property projects, including the identification and management of risks.</li> <li>• Facilitate service liaison on specific property asset projects and general operational property management issues.</li> <li>• Oversee and consider performance management reports in relation to property assets.</li> </ul>	Monthly
Roads and Transportation Capital Working Group	<ul style="list-style-type: none"> <li>• Responsibility for the direction and scope of the Roads and Related Assets Asset Management Plan.</li> <li>• Evaluation and prioritisation of the annual works programme to align with asset management priorities.</li> <li>• Monitoring performance and progress on initiatives relating to the Roads and Other Assets Asset Management Plan.</li> <li>• Initial evaluation of emerging investment requirements and SOBCs.</li> <li>• Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.</li> </ul>	Monthly



Open Space Working Group	<ul style="list-style-type: none"> <li>• Responsibility for the direction and scope of the Open Space Asset Management Plan.</li> <li>• Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan.</li> <li>• Initial evaluation of emerging investment requirements and SOBCs.</li> <li>• Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.</li> </ul>	Monthly
ICT Programme Board	<ul style="list-style-type: none"> <li>• Responsibility for the direction and scope of the ICT Asset Management Plan.</li> <li>• Initial evaluation of emerging investment requirements and SOBCs.</li> <li>• Responsibility for prioritising investment and ICT projects.</li> <li>• Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan.</li> <li>• Monitoring achievement of benefits from ICT projects to project closure.</li> </ul>	Quarterly
Information Management Working Group	<ul style="list-style-type: none"> <li>• Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management and information security.</li> <li>• Monitoring performance in dealing with freedom of information and data protection requests.</li> </ul>	6 weekly
Vehicle/Fleet Users Board	<ul style="list-style-type: none"> <li>• Responsibility for the direction and scope of the Fleet Asset Management Plan.</li> <li>• Responsibility for identifying and prioritising investment.</li> <li>• Undertaking internal transport reviews and implementing outcomes.</li> </ul>	Quarterly
Housing Capital Programme Management Group	<ul style="list-style-type: none"> <li>• Management and monitoring of the Housing Capital Programme, including identifying and prioritising investment.</li> <li>• Overseeing the coordination of housing projects.</li> </ul>	Monthly
Corporate Policy and Resources PDSP	<ul style="list-style-type: none"> <li>• Consideration of corporate asset management performance reports and individual asset management plan performance reports.</li> <li>• Consideration of asset management and General Services capital programme reports that require decisions by elected members.</li> </ul>	Annually/ As Required

Council Executive or Council (as appropriate)	<ul style="list-style-type: none"> <li>• Approval of Corporate Asset Management Strategy, ten-year General Services capital programme and individual asset management plans.</li> <li>• Approval of General Services capital programme monitoring reports.</li> <li>• Approval of asset management and General Services capital programme reports that require decisions by elected members.</li> </ul>	Quarterly/As Required
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## 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	<b>All Asset Categories</b> – 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	<p><b>Property</b> – council investment in the condition and suitability of the school estate helps to maintain an effective learning environment.</p> <p><b>Roads and Related Assets</b> – investment in this area ensures safe routes to schools and the maintenance of school playgrounds.</p> <p><b>Open Space</b> – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision.</p>

Council Priority	Supporting Asset Categories
	<p><b>ICT</b> – 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.</p>
<p>3. Delivering positive outcomes and early intervention for early years</p>	<p><b>Property and ICT</b> – 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.</p>
<p>4. Improving the quality of life for older people</p>	<p><b>Property, ICT and Housing</b> – 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.</p>
<p>5. Minimising poverty, the cycle of deprivation and promoting equality</p>	<p><b>Property</b> – property assets that support service delivery are accessible to customers and provide accommodation for services that support those living in poverty.</p> <p><b>Open Spaces and Roads and Related Assets</b> – 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.</p> <p><b>Fleet</b> – within this asset category, vehicles are provided to transport clients who have accessibility limitations.</p> <p><b>Housing</b> – 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.</p>
<p>6. Reducing crime and improving community safety</p>	<p><b>All Asset Categories</b> – 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.</p>
<p>7. Protecting the built and natural environment</p>	<p><b>All Asset Categories</b> – 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.</p>
<p>8. Delivering positive outcomes on health</p>	<p><b>All Asset Categories</b> – 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.</p>

### **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	<ul style="list-style-type: none"> <li>• Percentage of buildings with responsible person identified.</li> <li>• Percentage of buildings with up to date compliance log books.</li> <li>• Number of notifiable Health and Safety incidents relating to property asset performance failure.</li> <li>• Percentage of properties with a Fire Safety Risk Assessment updated within the last five years.</li> <li>• Percentage of operational properties with a suitable Legionella Risk Assessment.</li> <li>• Percentage of operational properties and domestic common areas with an Asbestos Register and Management Plan in place.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>• Percentage of road network that is not considered for immediate maintenance treatment.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>• Percentage of open spaces that do not comply with health and safety legislation.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• Annual compliance check approved to maintain connectivity to PSN.</li> <li>• Percentage of ICT assets that comply with EU safety regulations.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>• Percentage of vehicles passing their MOT test first time.</li> </ul>

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicator
Housing	<ul style="list-style-type: none"> <li>Percentage of houses meeting all Scottish Housing Quality Standards.</li> <li>Percentage of gas services completed within 12 months of previous service.</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Percentage of properties in satisfactory or better condition (statutory performance indicator).</li> <li>Percentage of gross internal floor area in satisfactory or better condition.</li> </ul>

Performance – Outcome 2 Condition	
Asset Category	Example Performance Indicator
Roads and Related Assets	<ul style="list-style-type: none"> <li>Percentage of the road network which should be considered for maintenance treatment.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>Percentage of open spaces that are rated as satisfactory or better.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>Percentage of ICT faults that relate to hardware failure.</li> <li>Percentage of ICT equipment in use after end of lifespan.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>Number of vehicles maintained monthly as per schedule.</li> <li>Average annual maintenance cost per pool car vehicle.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Percentage of tenants who are satisfied with house condition.</li> <li>Percentage of stock meeting the Scottish Housing Quality Standard.</li> </ul>

### 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	<ul style="list-style-type: none"><li>Percentage of properties that are considered satisfactory or better in terms of suitability (statutory performance indicator).</li></ul>
Roads and Related Assets	<ul style="list-style-type: none"><li>Percentage of lighting columns over 30 years old.</li><li>Percentage of bridges failing 40 tonnes loads.</li><li>Number of people killed or seriously injured on the road network.</li></ul>
Open Space	<ul style="list-style-type: none"><li>Percentage of residents that feel their local open space is suitable for their needs.</li></ul>
ICT	<ul style="list-style-type: none"><li>Percentage of active network accounts.</li></ul>
Fleet	<ul style="list-style-type: none"><li>There are no performance indicators applicable to measure suitability as bespoke vehicles are ordered on an individual basis to reflect service demands.</li></ul>
Housing	<ul style="list-style-type: none"><li>Scottish Housing Quality Standard modern facilities and services – percentage of stock.</li><li>Scottish Housing Quality Standard healthy, safe and secure – number of houses meeting standard.</li></ul>

## 4.4 Sufficiency

### 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	<ul style="list-style-type: none"> <li>• Percentage of properties that are considered satisfactory or better in terms of sufficiency.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>• The number of identified communities where there is inadequate open space provision.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• Percentage utilisation of ICT servers.</li> <li>• Annual percentage of planned business continuity tests completed.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>• There are no performance indicators applicable as service requirements for vehicles are continually changing.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Percentage of vacant mainstream housing (void) properties.</li> </ul>

## 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 through 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	<ul style="list-style-type: none"><li>• Percentage of property utilisation.</li></ul>
Roads and Related Assets	<ul style="list-style-type: none"><li>• 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.</li></ul>

Performance – Outcome 5 Utilisation	
Asset Category	Example Performance Indicator
Open Space	<ul style="list-style-type: none"> <li>Percentage of open spaces that are being utilised satisfactorily by members of the public (new performance indicators to be developed).</li> </ul>
ICT	<ul style="list-style-type: none"> <li>Percentage of services where technology performance meets demand (New performance indicators to be developed).</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>Fleet utilisation percentage (new performance indicator to be developed).</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Houses will be maintained or upgraded to ensure their use is safe and secure and meets the needs of individual tenants to maximise utilisation.</li> </ul>

## 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	<ul style="list-style-type: none"><li>Percentage of properties that are considered accessible for the services delivered from them.</li></ul>
Roads and Related Assets	<ul style="list-style-type: none"><li>Number of abnormal loads processed.</li></ul>
Open Space	<ul style="list-style-type: none"><li>Percentage of open spaces that are not classified as openly accessible to all members of the public.</li></ul>
ICT	<ul style="list-style-type: none"><li>Percentage of Service Desk calls answered within 20 seconds.</li><li>Number of ICT Service Desk telephone calls.</li></ul>
Fleet	<ul style="list-style-type: none"><li>Percentage of Community Transport customers who rated the overall quality of service as good or excellent.</li></ul>
Housing	<ul style="list-style-type: none"><li>Number of adaptations undertaken to council housing.</li><li>Number of accessible houses delivered through the new supply programme.</li></ul>

## 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	<ul style="list-style-type: none"> <li>• Corporate Carbon Footprint – total carbon emissions (CO2 tonnes).</li> </ul>
Property	<ul style="list-style-type: none"> <li>• Number of properties with renewable energy generation installation.</li> <li>• Kilowatt hours (KWh) generated from renewable energy installation.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>• Street lighting energy consumption (KWh).</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>• The number of open space projects delivered in the past 12 months to replace equipment or features that did not meet the expected lifespan.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• Percentage of IT desktop equipment with power management policies.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>• Total annual CO2 emissions from transport</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Scottish Housing Quality Standard energy efficiency – number of houses meeting the standard.</li> </ul>

## 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*

<b>Asset Category</b>	<b>PDSP</b>
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 categories. 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	<ul style="list-style-type: none"> <li>Asset Lead Officers will review the assets held within their respective asset categories, challenging why those assets are being held, how effectively those assets are performing and how they are contributing to the delivery of council priorities.</li> </ul>
Property	<ul style="list-style-type: none"> <li>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.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>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.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>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.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>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.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>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.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>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.</li> </ul>

## 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	<ul style="list-style-type: none"> <li>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.</li> </ul>
Property	<ul style="list-style-type: none"> <li>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.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of road infrastructure assets.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of open space assets.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>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.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>Officers will review service delivery models and work patterns to determine whether there are opportunities to reduce the number of fleet services assets.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Officers will review service delivery models and work patterns to determine whether there are opportunities to maximise the efficiency of Housing Revenue Account assets.</li> </ul>

### 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	<ul style="list-style-type: none"> <li>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.</li> </ul>
Property	<ul style="list-style-type: none"> <li>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.</li> <li>All projects must have identifiable performance measure impacts.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>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.</li> <li>Robust and clear project governance and management processes will be adopted for all projects.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>Investment across all assets will be prioritised to ensure all assets remain in “a fit for purpose” condition. This will align with investment priorities.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>
ICT	<ul style="list-style-type: none"> <li>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.</li> <li>Robust and clear project governance and management processes will be adopted for all projects</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>Asset management projects will align which changes in service delivery to ensure fleet assets match requirements.</li> <li>Robust and clear project governance and management processes will be adopted for all projects.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>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.</li> <li>Robust and clear project governance and management processes will be adopted for all projects.</li> </ul>

## 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	<ul style="list-style-type: none"> <li>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.</li> </ul>
Property	<ul style="list-style-type: none"> <li>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.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>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.</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>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.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>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.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>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.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>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.</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Asset Lead Officers will develop contingency measures that will seek to minimise the impact on service delivery when instances of temporary asset failure occur.</li> </ul>
Property	<ul style="list-style-type: none"> <li>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.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>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.</li> </ul>
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	<ul style="list-style-type: none"> <li>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.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>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.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>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.</li> </ul>

## 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	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Property	<ul style="list-style-type: none"> <li>• Supporting the transfer of assets to be managed and owned by communities.</li> </ul>
Roads and Related Assets	<ul style="list-style-type: none"> <li>• SEStran</li> <li>• Edinburgh, Lothian, Borders &amp; Fife Shadow Joint Committee</li> <li>• Sustrans</li> </ul>
Open Space	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Fleet	<ul style="list-style-type: none"> <li>• Working closely with internal partners to ensure effective planning of fleet asset replacement and maintenance.</li> <li>• Partnership working with internal and external partners to support local transport initiatives.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

**West Lothian Council**

**Corporate Asset Management  
Strategy 2023/24 to 2032/33**

**Donald Forrest**

**Head of Finance and Property Services**

**21 February 2023**

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