



# Delivering Better Outcomes

West Lothian Council

## Co-ordinated Asset Management



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# Asset Management & Capital Planning – “The West Lothian Way” Background

- All Assets managed as “Corporate Resources”
  - Property, Roads & Footpath, ICT, Open Space, Fleet and Housing
  - For property, services are custodians
- Asset Lead Officers
- Capital and Asset Management Board

## Corporate Plan

- Council undertook extensive public consultation (Delivering Better Outcomes) which influenced our priority setting
- Sets strategic direction and our priorities for the years 2013/14 to 2017/18
- All activity in the council has been mapped to a priority or enabler
- Allows the council to set out our resource based on priorities

## Corporate Plan: Priorities



# Corporate Asset Management Strategy

- Highlights how assets support the Council priorities.
  - Property, ICT, Roads & Open all support attainment in schools
- Establishes standard outcomes / performance measures across all asset types.
  - Compliance
  - Condition
  - Suitability
  - Sufficiency / Utilisation
  - Accessibility
  - Sustainability

# Property Asset Management Plan

- Sets out strategic hierarchy for management of Property Assets
  - Outlines the “golden thread” – Corporate Plan, Corporate Asset Management Strategy, Revenue and Capital Strategies and sub-ordinate property plans (i.e. school estate)
- Establishes decision making hierarchy
  - Capital and Asset Management Board (“gatekeeper forum”)
  - Outlines remit and responsibility of each level

# Property Asset Management Plan

- Activity themes (our focus)
  - Office / Administrative Buildings Modernisation
  - Service Support Accommodation
  - Tenanted Non Residential Portfolio Modernisation
  - Locality Based Service Delivery
  - Property Services Consolidation
  - Risk Management and Compliance
  - Information Management
  - Financial Management and Resource Deployment
  - Partnership Working
  - Energy and Sustainability

# General Services Capital Programme

- Developed with Strategy and Asset Management Plan
- Strategic Outline Business Cases for investment scored
  - Supporting Corporate Plan Priorities
  - Supporting Asset Management Activity Themes (rationalisation, modernisation, value for money, affordability and partnership working etc)
  - Impact on performance measures (compliance, condition etc)



## **Benefits of Approach**

- Asset management activities focused on Corporate Plan priorities
- Asset Management Strategy and Plans aligned to Capital and Revenue Strategies
- Consistent Framework for Investment Decision Making
- Resources deployed to achieve greatest performance impact

## Example

- **Administrative Office Modernisation & Service Support Accommodation (Depots)**
  - 10 yr strategy commenced in 2009, currently at phases 8&9 of 11 – Reduce core operational buildings from 38 to 16
  - Includes moving from 18 offices to 5 partnership centres
  - Depot reduction from 6 to 2
  - Key Benefits
    - Reduced review costs
    - Improved condition
    - Improved suitability
    - Improved accessibility



## Example

- **Locality Based Service Delivery**

- Rationalisation and Modernisation of Local Based Service Delivery Properties (i.e. Libraries, Housing Offices, Community Centres etc)
- Based on integration and service modernisation – “Channel Shift”
  - Not Property Driven (but well take the savings!)
- Benefits
  - “hub” locations to access services
  - Reduced review costs
  - Improved condition
  - Improved accessibility
  - Improved sustainability



**Questions?**